

**ATTACHMENT 1**

**SOUTHERN CALIFORNIA GAS COMPANY (U 904 G)  
REVISED SAFETY CULTURE IMPROVEMENT PLAN**



**FILED**

09/20/24

04:59 PM

11906014



## SOUTHERN CALIFORNIA GAS COMPANY SAFETY CULTURE IMPROVEMENT PLAN

### Executive Summary

Southern California Gas Company (SoCalGas) submitted its initial Safety Culture Improvement Plan in July 2022. The California Public Utilities Commission (Commission) reviewed that plan and, in December 2023, issued a decision that, with a few exceptions, directed SoCalGas to “go back to the drawing board.” That was a tough message to hear. SoCalGas conceived its initial plan as an earnest response to the Evolving Energy Consortium (2EC) safety culture assessment (2EC Report or 2EC’s report), but it obviously missed the mark. So, we dusted ourselves off, and, with humility, set about the hard work of improving. Today, SoCalGas is better for it.

To improve our understanding of 2EC’s report, our understanding of our existing safety culture and its drivers, and of the need and opportunity to improve, we enlisted the support of renowned external experts to engage with us on more than 90 employee and contractor dialogues and facilitated co-creation sessions. This work resulted in a deeper and richer understanding of 2EC’s report, identified the basic assumptions driving our safety culture, and informed how we can effect positive change.

This refreshed Safety Culture Improvement Plan describes our work, our learnings, and the actions SoCalGas will take to become *Safer Together*.

*Safer Together* is SoCalGas’s “North Star”—the fixed point on our horizon that will keep us reliably oriented and on course as we navigate to our safety culture aspirations. The words Safer Together express the concepts of shared interests, broad and inclusive perspectives, stakeholder collaboration, and continuous improvement.

A plan designed and executed with faithful reference to this North Star will lead us away from a narrow view of safety and toward a more comprehensive view, away from parochial rule-following and toward capacity building, away from organizational mismatches between expectation and resource allocation and toward optimization, and away from isolated silos and toward an integrated safety management system.

Safer Together is a powerful North Star because it is simple yet sufficient, lends itself to a common understanding, is easy to remember and repeat, and is applicably true in virtually any scenario.

2EC’s report highlighted four themes, and beneath each theme SoCalGas identified underlying cultural assumptions. Bringing to light these assumptions pointed to how we can overcome the challenges identified in 2EC’s report. By changing these basic assumptions, SoCalGas can implement meaningful, lasting change.



To change these cultural assumptions and improve our safety culture, we identified four plan elements, detailed below. Like the themes highlighted in 2EC’s report, discussed in our dialogues, and embedded in the underlying cultural drivers, the plan elements are highly interwoven.



Throughout the process of developing this Plan, we sought feedback, shared progress, and affirmed learnings and the path forward through engagements with employees, contractors, Commission staff, parties to this proceeding, and community advisors.

Culture change is never easy. In many ways, the journey to our new plan has been as important as the plan itself. The plan reflects an authentic approach to evolving our culture, one that we hope can be an example for our industry. To this end, SoCalGas proposes two additional actions to promote transparency and continuous improvement:

- Continued periodic progress reports to the CPUC.
- Continuing stakeholder dialogues.

## TABLE OF CONTENTS

1.	SoCalGas’s Evolution in Understanding .....	1
2.	Building Our Internal Safety Culture Capacity .....	1
a.	Senior Leadership Education Sessions .....	2
b.	Expanded Advisory Safety Council Safety and Culture Expertise .....	3
c.	Enhanced Employee Engagement.....	3
d.	Learning Team Model.....	4
e.	Dialogue Facilitation and Analysis .....	4
f.	Co-Creation.....	4
3.	Expanded Safety Culture Dialogues Inform SoCalGas’s Plan .....	5
a.	Initial Executive and Director Dialogues.....	6
b.	Management Dialogues .....	6
c.	Represented Dialogues.....	7
d.	Second Executive and Director Dialogues .....	7
e.	Contractor Dialogues .....	8
4.	Company-Wide Communications and Strategy.....	8
5.	SoCalGas Co-Creation Sessions.....	9
a.	Co-Creating SoCalGas’s Safety Culture North Star .....	10
b.	Co-Creating the Cultural Basis for SoCalGas’s Safety Culture Improvement Plan.....	10
c.	Co-Creating SoCalGas’s Revised Safety Culture Improvement Plan .....	13
d.	Subsequent Dialogues, Co-Creation, Sharing, and Affirmation .....	15
6.	Improvement Plan Elements.....	17
7.	Ongoing Plan Evolution and Reporting.....	33
8.	Communications and Organizational Change Management (OCM).....	33
9.	2EC Report Check and Validation .....	34
10.	Definitions .....	34

## APPENDICES

Appendix A – Enhanced Employee Engagement

Appendix B – Dialogue Training Curriculum

Appendix C – Co-Creation Agendas

Appendix D – Executive and Director Dialogues – 2023  
Appendix E – Management Dialogues Narrative Summary  
Appendix F – Represented Dialogues Narrative Summary  
Appendix G – Executive and Director Dialogues – 2024  
Appendix H – Communication and Engagement Summary  
Appendix I – Proposed Measures Table  
Appendix J – Leadership Catalyst Presentation  
Appendix K – Learning Team Overview  
Appendix L – Change Management Strategy  
Appendix M – 2EC Report Areas in Need of Attention Mapping  
Appendix N – 2EC Report Recommendation Mapping

## **1. SoCalGas's Evolution in Understanding**

The safety culture improvement plan SoCalGas filed in June of 2022 was developed with the understanding of our culture that we had at that time. That plan lacked the depth of cultural understanding SoCalGas has gained over the last two years.

Moreover, the prior plan was organized around a top-down approach to deliver progress and results. Consequently, our early activities focused on process tasks, such as assessing the problem, finding solutions, and then implementing, communicating, and training on the solution.

Importantly, SoCalGas learned that our previous approach towards action and deliverables was premature, as we had not yet gained the necessary level of understanding, trust, and partnership.

Since the previous filing, SoCalGas has conducted over 90 structured safety culture dialogues with over 600 employees throughout the organization. Frontline employees, leadership, and middle management participated in these dialogues to achieve deep cross-functional input to shape this revised Plan. Input from a wide range of external stakeholders, including safety representatives of our contractor partners, representatives from the communities we serve, Commission staff, and parties to this proceeding was also vital to the evolution of our safety understanding and this new plan.

Our approach has evolved from thinking of this effort as a program to be managed to now seeing it as a continuous improvement effort founded upon ongoing understanding and lessons learned from employees and other stakeholders. Shifting to a more people-centric approach and building the Plan through dialogues and collaboration will be more impactful and sustainable, and it will result in more effective implementation of the plan elements to address the themes of 2EC's report.

## **2. Building Our Internal Safety Culture Capacity<sup>1</sup>**

This proceeding catalyzed SoCalGas's efforts to build and advance our safety culture capacity, create meaningful growth and change, and promote continuous learning and improvement in the future. To do this, we leveraged expertise from National Safety Council (NSC),<sup>2</sup> 2EC,<sup>3</sup> Propulo Consulting,<sup>4</sup> and our Advisory Safety Council<sup>5</sup> to improve our understanding, education, engagement, and dialogues, and adopt new culture change concepts and tools.

---

<sup>1</sup> "Capacity" relates to a systemic ability or potential to do something.

<sup>2</sup> The National Safety Council is America's leading nonprofit safety advocate.

<sup>3</sup> 2EC is a team of international safety culture experts who performed the comprehensive safety culture assessment of SoCalGas.

<sup>4</sup> Propulo Consulting is a leading Safety and Safety Culture Strategic Advisory and Training Firm who was engaged by Sempra to support its safety culture efforts, and also worked with SoCalGas to support safety culture learning and improvement.

<sup>5</sup> In 2020, SoCalGas established an independent Advisory Safety Council to engage the perspectives of external experts as part of our safety journey.



### **a. Senior Leadership Education Sessions**

SoCalGas began working with NSC to educate SoCalGas senior management about concepts key to advancing our safety culture. We started with senior leadership because of leadership’s crucial role in initiating and sustaining culture change. Senior leaders needed to understand and embrace the new safety paradigms to be best equipped to guide the organization through the transition.

Topics covered at these sessions included:

- Human and Organizational Performance (HOP)<sup>6</sup>
- Safety at high reliability organizations and related principles
- What it means to be a learning organization
- The importance of psychological safety and how to foster it
- “Just culture” concepts and how they support safety and learning
- The multi-faceted value of “learning teams”
- What can be learned from the aviation industry on safety culture
- “Systems thinking” concepts

---

<sup>6</sup> Human and Organizational Performance is an operating philosophy or movement towards using the social sciences to better understand and design resilient systems.

These topics created a foundational understanding of safety and culture concepts, increased senior leadership’s understanding of the need for change and the breadth of change necessary, and enabled cascading modeling, influence, and change.

### **b. Expanded Advisory Safety Council Safety and Culture Expertise**

In 2020, SoCalGas established an independent Advisory Safety Council to engage the perspective of external experts. Since then, and as part of our recent safety learning process, we have brought in new and varied perspectives and expertise to focus on public safety, safety culture, and potential high consequence events. Current Advisory Safety Council members include leading thinkers in hazard identification, public safety, and resiliency, as well as former executives from industries with safety and culture expertise.<sup>7</sup> At quarterly meetings, SoCalGas shares information on programs and strategies to seek input, and advisors engage with employees in focus groups and at job observations. Our safety culture learning and improvement efforts have been a standing topic over the last several years, and the advisors have provided input on our approach to and the content of this Plan. For example, the advisors have stressed the importance of building trust and partnership through organizational transparency and follow-up on employee concerns. More specifically, that the organization needs to acknowledge issues, promote reporting and questioning, and follow-up in a timely and intentional way to explain how issues have been addressed. These important concepts and processes are embedded in the improvement actions detailed below.

### **c. Enhanced Employee Engagement**

In 2022 and 2023, SoCalGas began engaging stakeholders in conversations about 2EC’s report and our safety culture. For example, members of SoCalGas’s safety organization visited SoCalGas local safety committees, conducted outreach to SoCalGas operating bases and various support departments, and held multiple safety and culture town halls. These efforts helped SoCalGas develop a structured and intentional approach to transitioning from a top-down model to a more collaborative and "whole company” framework for engagement, communication, and change. A "whole company" approach engages employees at all levels of the company, across departments. Throughout these engagements, there was growing intentionality around the cross-functional planning, relationship-building, and efforts to continuously learn and enhance our understanding of our challenges, culture, and opportunities to improve.<sup>8</sup> Appendix A – Enhanced

---

<sup>7</sup> Current members include: Dr. Lucy Jones, the chief scientist of the Dr. Lucy Jones Center for Science and Society, and a Research Associate at the Seismological Laboratory of Caltech; Grant Yoshihara, a retired energy and utility executive with prior experience leading utility operations and serving as board and committee chair for the American Gas Association, Western Energy Institute, and the Gas Technology Institute; Dave Eherts, a former safety executive in pharmaceutical and aviation industry with experience and expertise in human and organizational performance, management systems, and safety culture; and Dr. Matt Hallowell, President’s Teaching Scholar and Endowed Professor of Construction Engineering at University of Colorado Boulder (specialization in safety research and science – hazard recognition, leading indicators, risk assessment, and predictive analytics).

<sup>8</sup> SoCalGas leaders across the company have been working together to influence culture and embed and integrate safety and culture concepts into training, messaging, and activities. These engagements have informed the actions proposed in Element 1, below.

Employee Engagement details these engagements along with a narrative of the engagement, information learned, and how learnings have connected to and informed this Plan.

#### **d. Learning Team Model**

SoCalGas began adopting HOP principles into its operating philosophy in 2022. As part of this change, the Learning Team concept was identified as a method for improving our safety culture. A Learning Team is a cross-functional team of employees and/or contractors who explore events and identify opportunities for improvement. The process allows an organization to delve deeply into an event to uncover causes (often stemming from the prevailing safety culture) to reduce the likelihood of future issues. A Learning Team is not an investigation; rather, it is an opportunity to gather knowledge from the people closest to the work. Learning Teams do not look for a single root cause, but instead explore possible system deficiencies and/or latent conditions. SoCalGas has seen success with Learning Teams<sup>9</sup> as tools for learning (proactive and reactive), engagement, and collaboration, and, as detailed below, we plan to leverage this capability as an important tool for effectuating this Plan and improving more generally.

#### **e. Dialogue Facilitation and Analysis**

As SoCalGas came to understand the importance of dialogues as a tool for engagement and a way to gather rich data to shape improvements, we recognized the need to build our dialogue capabilities. To accomplish this, SoCalGas worked with 2EC to train SoCalGas employees as dialogue facilitators. Thirty-one employees completed dialogue-facilitation training, including an 8-hour training conducted by 2EC. Developing this capacity allowed SoCalGas to facilitate several rounds of dialogues and will allow SoCalGas to continue engaging in employee and other stakeholder dialogues going forward.

To expand our capacity to learn from dialogues, SoCalGas's Human Resources Research and Analysis team<sup>10</sup> also completed the dialogue facilitation training and used it to analyze dialogue notes and learning. Developing the ability to analyze dialogue notes from a cultural perspective to identify connections, themes, and learnings supports the basis for this Plan and will be valuable for our future growth. Appendix B – Dialogue Training Curriculum details the curriculum for these training efforts.

#### **f. Co-Creation**

Co-creation is facilitated discussion among people to collaborate, brainstorm, and share ideas on a topic. To leverage best practices, SoCalGas engaged members of 2EC to educate SoCalGas on how to facilitate co-creation sessions. The sessions brought together SoCalGas employees from

---

<sup>9</sup> Since adopting the Learning Team model in 2023, SoCalGas has deployed over 20 Learning Teams, advancing exploration and learning on a wide range of topics, including: lessons learned from Hurricane Hilary, improvements to our engineering review process, evacuation policies and practices, unidentifiable subsurface utilities at mobile home parks, and mental health challenges for our contact center personnel.

<sup>10</sup> The Human Resources Research & Analysis team is an in-house group that is part of the Organizational Effectiveness Department. This team provides services aimed at improving the effectiveness of groups and organizations, with a focus on data-driven decision making.

various departments and levels across the company to align on a safety North Star to chart our course forward, promote greater understanding of our culture, and develop the improvement elements of this Plan. An overview of the process and each of the sessions is detailed in Section 6. SoCalGas has also included the agendas for these sessions in Appendix C – Co-creation Agendas.



### 3. Expanded Safety Culture Dialogues Inform SoCalGas’s Plan<sup>11</sup>

To deepen understanding of our culture and shape this Plan, SoCalGas partnered with safety culture experts – NSC, Propulo Consulting, and 2EC – to engage in structured safety culture dialogues across the organization. Informed by earlier dialogues and based on feedback from the Commission’s Safety Policy Division (SPD), SPD’s expert consultant (Dr. Mark Fleming), and Sempra’s expert consultant (Propulo), these dialogues evolved significantly between 2023 and the filing of this Plan. Learnings from these dialogues allowed SoCalGas to reflect on the cultural basis for the challenges identified in 2EC’s report and shaped the actions detailed further below.

Dialogue Participants	2023				2024		
	Q1	Q2	Q3	Q4	Q1	Q2	Q3
Executive and Director							
Management							
Executive and Director							
Represented							
Contractor							

<sup>11</sup> Consistent with the directives in Ordering Paragraphs (OP) 6 and 7 of D.23-12-034, SoCalGas undertook Initiatives 1A and 1B as modified by OP 3 of the Decision as the starting point for the Revised Plan. SoCalGas measured these dialogues consistent with the framework and process approved in Advice Letter 6267-G-A.

### **a. Initial Executive and Director Dialogues**

Following the filing of the initial safety culture improvement plan, SoCalGas partnered with NSC to conduct 11 expert-facilitated dialogue sessions with 71 directors and executives. Each in-person dialogue session lasted 2 hours and included 6-7 directors and executives. Dialogues were structured around questions to engage participants in deeper discussions on safety and culture. SoCalGas issued pre- and post-session surveys to further gather data. Safety culture experts representing the Commission (Dr. Mark Fleming) and Sempra (Propulo) observed multiple dialogue sessions virtually to provide feedback to identify improvement opportunities. More details are included in Appendix D – Executive and Director Dialogues 2023 Narrative Summary.

These dialogues helped us better understand the findings in 2EC’s report, our culture, and opportunities to improve our dialogue facilitation and learning processes. Feedback on the director and executive dialogues indicated they were too structured; accordingly, for future dialogues, we took steps to promote more open exploration, reflection, and discussion. Specifically, we engaged members of the 2EC team to provide dialogue facilitation training to empower SoCalGas facilitators to guide exploration of safety and culture topics as part of our represented and management employee dialogues, as detailed below.

### **b. Management Dialogues**

In Q3 and Q4 of 2023, SoCalGas conducted 35 dialogues with 185 management employees.<sup>12</sup> Dialogue sessions were 90 minutes long, included 6-10 participants per session, and were conducted in person with 1 facilitator and 1 notetaker.<sup>13</sup> To promote richer conversations and broaden participants’ understanding of how different teams support safety, every dialogue session included employees from mixed departments. 2EC observed several dialogue sessions and provided feedback to improve skills for conducting culture-focused dialogues.

Pre- and post-dialogue surveys measured participants’ assessments of the quality of the dialogues, their understanding of comprehensive safety, how to promote comprehensive safety at SoCalGas, and how to improve future dialogues. Data (dialogue notes and survey responses) were analyzed in partnership with SoCalGas’s Research and Analysis team. Appendix E - Management Dialogues Narrative Summary describes the dialogue process, details cultural insights gained, and evaluates the success of the dialogues for achieving the desired impact on safety culture.

---

<sup>12</sup> SoCalGas defines “management” as employees who are not union-represented and are not part of the executive and director dialogues.

<sup>13</sup> To facilitate dialogues, SoCalGas engaged members of the 2EC team to provide dialogue facilitation training to SoCalGas safety leaders and SoCalGas Safety Champions, who represent various operational and functional departments to lead the adoption of enterprise-wide culture-building objectives and key safety strategies.

### **c. Represented Dialogues**

In Q1 and Q2 of 2024, SoCalGas conducted 47 dialogue sessions with 339 union-represented employees. Dialogue sessions with represented employees were 90 minutes long, included 6-10 participants per session, and were conducted in person with 1 facilitator and 1 notetaker.<sup>14</sup> Every dialogue session included employees from a cross-section of departments to promote richer conversations and broaden participants' understanding of how different teams support safety. SPD's consultant, Dr. Mark Fleming, observed several dialogue sessions virtually.

Surveys measured the quality of the dialogues and participants' understanding of comprehensive safety, and also sought ideas for how to promote it. Data (dialogues notes and survey responses) were analyzed in partnership with SoCalGas' Research and Analysis team. SoCalGas prepared a narrative summary of these activities, which is included as Appendix F – Represented Dialogues Narrative Summary.

### **d. Second Executive and Director Dialogues**

In 2024, SoCalGas held two additional, longer-format dialogue sessions with SoCalGas's executives and directors as well as Sempra leadership. These half-day workshops aimed to explore our individual and collective relationships with safety, enable a leap in safety culture and performance, and commit to a joint and aligned safety vision or North Star.

Propulo facilitated these sessions.<sup>15</sup> SoCalGas and Sempra participants discussed 2EC's report and a more comprehensive understanding of safety, exploring what is working and what is missing in our current culture with the goal of identifying the steps needed to achieve change.<sup>16</sup>

The sessions involved large group discussions and small-group dialogues in breakout rooms facilitated by SoCalGas executives who have taken on executive sponsorship roles for our safety culture change effort. SPD and its consultant observed both dialogue sessions. The first session was held on March 26, 2024, and 88 executives and directors participated. The second session was on May 30, 2024, and 75 executives and directors participated. Information on the agendas,

---

<sup>14</sup> Members of 2EC provided training and co-facilitated some of the earlier sessions with SoCalGas to promote effective sessions. This approach promoted impactful discussions and allowed SoCalGas to learn by observing expert facilitation in action.

<sup>15</sup> SoCalGas worked with Propulo to leverage their significant safety expertise and collaborate with Sempra in this journey. Including Sempra leaders in the dialogues allowed for sharing of new information and a greater appreciation of Sempra's role in understanding and influencing SoCalGas's culture. Working with Sempra and its consultant to shape the agendas and topics promoted greater alignment and leveraged the progress Sempra and Propulo had made in coaching on safety and culture concepts, developing training materials, and engaging in culture-focused leader site visits.

<sup>16</sup> Both sessions included multiple notetakers who completed 2EC's dialogue-facilitation training. The data was analyzed in partnership with our safety culture consultant and our internal Research & Analysis team. Throughout the workshop process, leaders completed surveys to gauge engagement, openness, and learning.

themes, survey results, and a report from Propulo are included in Appendix G – Executive and Director Dialogues – 2024.

#### **e. Contractor Dialogues**

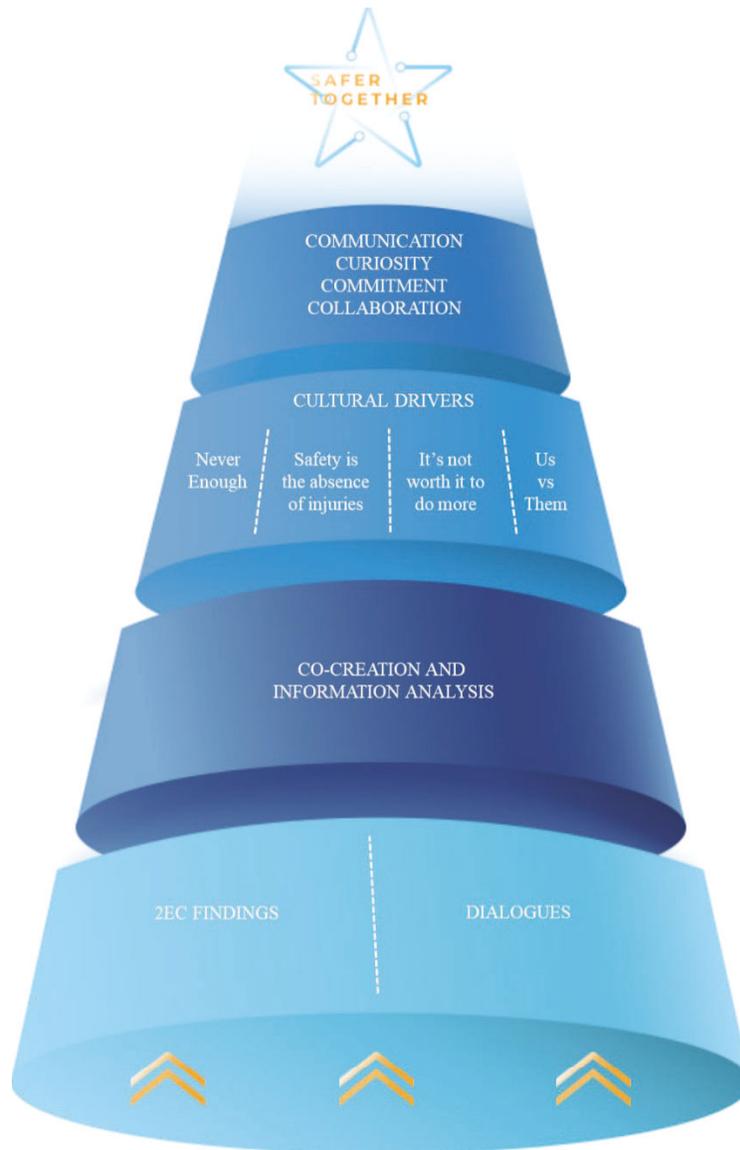
In Q2 and Q3 2024, SoCalGas and SoCalGas conducted 2 dialogue sessions with safety and operations representatives from 24 pipeline and underground storage contractors utilized by SoCalGas. SoCalGas engaged in dialogues with safety representatives from 13 approved pipeline contractors in the first dialogue session, facilitated by SoCalGas safety and construction teams. Additional dialogues were held later with safety and operational representatives from 11 of SoCalGas’s primary underground storage contractors. These sessions were facilitated by the SoCalGas safety team and members of the underground storage team. Like the management and represented employee dialogues, SoCalGas developed prompts to explore safety topics and documented what was discussed in the session. SoCalGas integrated the pipeline contractors’ dialogue themes into its co-creation process (see Section 5).

#### **4. Company-Wide Communications and Strategy**

Concurrent with the above dialogues, SoCalGas deployed a company-wide communication and engagement strategy to promote a shared understanding of 2EC’s report and what comprehensive safety means for each business unit. The information-sharing and local conversations on safety and culture were designed to lay the foundation for why culture change was an imperative.

SoCalGas sent multiple company-wide communications, including a short video. For local conversations, the intent was to encourage open conversations, engage directly with teams on safety and culture change, and help teams navigate and understand the findings of 2EC’s report. To gauge the impact of local conversations, SoCalGas issued surveys to gather data on employee understanding of safety culture. The results showed an increased understanding of safety culture and also illuminated opportunities for further education, including on what it means to adopt a more comprehensive approach to safety. More detailed information is available in Appendix H – Communication and Engagement Summary.

## 5. SoCalGas Co-Creation Sessions<sup>17</sup>



---

<sup>17</sup> Participants at these co-creation sessions included senior executives, managers, individual contributors, and other safety leaders from departments and teams across the organization, including Operations, Engineering, Customer Service, Enterprise Risk, Human Resources, Construction, Safety, Communications, among others.

### **a. Co-Creating SoCalGas’s Safety Culture North Star**

To set this Plan’s improvements to SoCalGas’s safety culture on secure footing, we needed to align on an aspirational path forward. Accordingly, we set about co-creating a “North Star” to orient our improvement efforts in one clear direction. Our goal was to develop a North Star to keep us reliably on course as we navigate to our safety culture aspirations.

Our North Star co-creation session consisted of activities to support reflection and spark creativity. Participants discussed dialogue activities and then formed groups to create and present what a “dream culture” or “aspirational future state” would look like for SoCalGas. Participants then engaged in an unlearning activity to identify cultural traits hampering the evolution of our safety culture. In the final activity, participants consolidated the day’s outputs into this North Star statement:

“Safer Together. Advancing a culture that empowers communication, curiosity, commitment, and collaboration.”

### **b. Co-Creating the Cultural Basis for SoCalGas’s Safety Culture Improvement Plan**

The cultural challenges and experiences identified in 2EC’s report required us to question, listen, and change. Because “acquiring a safety culture is a process of collective learning,”<sup>18</sup> an essential first step is to understand the context within which our employees “survived and thrived” in the past.<sup>19</sup>

To analyze 2EC’s recommendations, CPUC requirements, dialogue outputs, and existing and proposed SoCalGas safety goals and programs, SoCalGas engaged in several cross-functional co-creation sessions. Sessions began with activities to promote shared space.<sup>20</sup> We then analyzed and integrated findings from 2EC’s report and dialogues, combining the learnings and themes into sub-categories and next consolidating the sub-categories into major interconnected concepts. These are:

- Capacity
- Trust

---

<sup>18</sup> Managing The Risks of Organizational Accidents, James Reason, 1997.

<sup>19</sup> “Culture is what a group has learned in its history that has enabled it to survive and thrive (...) whatever values and norms enabled that group to survive and manage its internal affairs, they are its culture.” Edgar Schein.

<sup>20</sup> “Shared Space” is what happens in between “people and teams and is characterized by working relationships that support trust, decreased power dynamics, mutual respect, free flow in the sharing of thoughts and ideas, willingness to share inner thoughts and feelings about a particular issue without fear of recrimination or exclusion, more in-depth conversations, dialogue instead of discussion/debate, and curiosity of different perspectives.

- Thinking Broadly
- Shared Goals

Having identified these themes, we explored their cultural bases and related challenges.

To do this, SoCalGas employed the tool of Edgar Schein’s Iceberg Model.<sup>21</sup> As shown below, the iceberg model represents observable expressions of culture as “above the surface,” or visible, while values, beliefs, and assumptions impacting our behaviors and performance lay “below the surface.” These basic assumptions at the iceberg’s bottom influence the visible (surface) manifestations of culture. Because organizations set the context creating these assumptions, SoCalGas’s objective through this process was to gain a deeper understanding of how we created the context leading to these basic assumptions.



<sup>21</sup> The Iceberg Model, developed by Edgar Schein, dynamically and visually explores culture. The Iceberg Model breaks down cultural aspects into three categories – observable expressions of culture, values and beliefs, and basic assumptions (the assumptions or beliefs that impact actions and performance) – each one existing deeper down into the cultural “iceberg.” A combination of these three types of characteristics makes up culture.

Through the analysis, SoCalGas identified four basic assumptions – using the iceberg model, these would be the shared assumptions at the iceberg’s base that impact performance and behaviors. These assumptions help us understand our culture and point to how we can address the challenges identified in 2EC’s report. By understanding and changing these basic assumptions, SoCalGas can implement meaningful, lasting change.

For the challenges identified in 2EC’s report, the following are the basic cultural assumptions:

- **“Safety is the absence of injuries”** - 2EC’s report found that at SoCalGas, “safety is most often perceived as personnel safety.” Probing employee comments around this topic revealed the basic assumption that “safety is the absence of injuries.”

This assumption reflects statements made at dialogues with management and represented employees during which safety themes focused on “getting home safe” and “not getting hurt.” For office employees, uncertainty existed around safety roles and responsibilities. At executive and director dialogues there was recognition that in the past, events where an employee injury did not occur were not considered safety events.

Generally, at all levels there was consensus that lagging personnel safety metrics were the measure of safety success. The assumption that safety is the *absence* of something bad happening (especially to people) prevailed. Therefore, if nothing bad happened (i.e., no injuries), then we must be safe.

This basic assumption is multi-faceted, conveying both a limited and narrow understanding of safety as well as a sense of overconfidence and complacency.

- **“It’s not worth it to do to more”** - 2EC’s report found that at SoCalGas, “safety and risk are perceived as achieved by compliance.” Through analysis as part of the co-creation process, we identified the basic assumption among employees that “It’s not worth it to do to more.”

Dialogues revealed that “compliance” could broadly be described as rule-following or not challenging the status quo. The assumption that “it’s not worth it do more” was identified to reflect that (1) organizational systems and practices do not reward questioning, and (2) employees feel it is not expected or appropriate to challenge the status quo.

Dialogues also revealed limited confidence among employees that changes or improvements would happen if suggestions or challenges were raised, and that raising issues or challenging prevailing practices could create personal or professional risk (e.g., result in being viewed as “not a team player”). In other words, it is not “worth it” to do more, because doing more is unlikely to result in meaningful change, and it could create other challenges.

- **“Never enough”** - 2EC’s report found that at SoCalGas, “Resources are needed to shape a healthy safety culture.” Through analysis as part of the co-creation process, we identified the basic assumption of “Never enough.”

To better understand this theme, resource challenges should be viewed through two lenses. First, there is a perception among employees that there are not enough resources available to support safety. Second, there is a perception among employees that new goals, tasks, and

responsibilities will continually be added without end. In other words, there are “never enough” resources to get the work done and no matter how much work is done, it will “never be enough.”

This theme can be described as an organizational mismatch of expectations and resources. This mismatch results in feelings among employees that expectations are unrealistic, that competing priorities exist, and that there is a lack of shared accountability and ownership because plans, policies, targets, goals, and resource allocation are being decided by people lacking the proper knowledge and experience.

- **“Us vs them”** - 2EC’s report found that at SoCalGas, “learning and safety improvement requires an integrated management system.” Through analysis as part of the co-creation process, we identified the basic assumption of “Us vs them.”

Through dialogues, employees identified the perception of silos across organizations and limits to communication, learning, and continuous improvement. They elucidated a tendency to focus on “staying in one’s lane” and limited understanding of the roles of other employees and the needs or objectives of external stakeholders, creating an “us vs them” feeling. Fueling this “us vs them” construct are perceptions of competition, scarcity, and lack of alignment across stakeholder groups to achieve shared goals (e.g., one team acting to benefit itself, to the detriment of other functions). This feeling was compounded by limited formal organizational mechanisms to promote transparency, partnership, and goal alignment.

### **c. Co-Creating SoCalGas’s Revised Safety Culture Improvement Plan**

In the next 2EC-facilitated co-creation workshop, SoCalGas endeavored to leverage our collective experiences and understandings to identify ways to influence positive change. This co-creation session was intended to create and align on SoCalGas’s revised safety culture improvement plan elements.

Participants discussed the outcome of earlier sessions and their understanding of the iceberg model, our analysis, and the related four basic assumptions. They then focused on interactive activities to promote ideation. Participants noticed overlapping ideas from each other and from the four icebergs. The co-creation process and exploration of “why we are the way we are” helped SoCalGas explore which activities could address the themes in 2EC’s report by effectively changing those underlying basic assumptions.



Participants reflected on how each basic assumption related to the Safer Together North Star to identify improvement activities. We then identified important cultural elements/behaviors for reaching the North Star and brainstormed on important improvements. Following that, we consolidated ongoing and proposed activities to co-create new cultural activities and modify ongoing activities to incorporate cultural elements. Through this process, we identified the following improvement elements to frame this Plan:

- Enhance leadership culture for safety
- Change recognition practices to advance comprehensive safety
- Advance mindful communication practices
- Focus on proactive hazard identification
- Engage employees to better prioritize resources and bandwidth
- Advance integration through our SMS

These change and improvement concepts formed important initial steps toward this Plan and have been bolstered and expanded through subsequent sharing, input, dialogue, and co-creation. See Appendix C – Co-Creation Agendas for more details.

#### d. Subsequent Dialogues, Co-Creation, Sharing, and Affirmation



Following the 2EC-facilitated session, SoCalGas engaged stakeholders to explore the results of our co-creation efforts and brainstorm on changes and improvements. While each session was slightly different, the universal intent was to share the process, share the basic assumptions for feedback and affirmation,<sup>22</sup> and seek feedback and insights on potential improvements. Suggestions for improvement are incorporated into the actions detailed in Section 6, and SoCalGas will continue collaborating and iterating in ongoing dialogues and learning teams.

As part of this step, SoCalGas engaged the SoCalGas Safety Champions, all levels of employees at our Safety Congresses, safety representatives from our major contractor partners, parties to this proceeding, and external stakeholders through our Community Advisory Councils.<sup>23</sup> The Safety Champions formed working groups to explore the four basic assumptions, seek feedback and challenges, and brainstorm on potential changes and improvements. At the Safety Congress, teams of about 20-30 employees (primarily frontline employees and first-line supervisors, with representation from all levels and cross-functional departments) engaged in workshops to explore the four basic assumptions, seek feedback and challenge, and brainstorm changes and improvements.

---

<sup>22</sup> Through this process we refined and improved the basic assumptions and developed improvement actions.

<sup>23</sup> Community Advisory Councils exist as a format to engage the public across SoCalGas's service territory, including the Aliso Canyon, Goleta, and Honor Rancho storage facilities, from the Westside of Los Angeles, and from downtown Los Angeles.

For both the Safety Congresses and Safety Champions dialogues, we intentionally refrained from suggesting improvement elements to encourage creativity and exploration of possibilities among participants. Through these engagements, employees shared reactions and feedback (which resulted in changes to the basic assumptions), and shared their ideas for change and improvement, several of which have been integrated into this Plan. For example, employee suggestions included:

- Creating more opportunities for senior leaders to understand employee experiences (“walk a mile in their shoes”) and better understand the downstream impacts of their decisions.
- Formalizing and standardizing safety practices, strategies, and goals, with intentionality around explaining “why” these things matter to enable and empower questioning and suggesting improvements.
- Having more timely and more detailed follow-up to “close the loop” on issues and suggestions to create engagement and shared ownership.
- Changing our metrics and performance management processes because they affect behavior.



Safety representatives from our contractor partners met with us at a workshop to discuss the conclusions and themes identified in 2EC’s report, how the dialogues help all parties understand 2EC’s report, the basic assumptions underlying safety culture, and ideas for change. In this forum, safety representatives from our contractor partners offered insights, feedback, and ideas from their perspective outside the company. Similar to engagements with contractor partners, the Community Advisory Councils engaged with us in longer-format dialogues to discuss challenges, changes, and improvements.

Finally, we engaged parties to this proceeding ahead of this filing to share our thinking and learnings and seek their input and ideas for improvement. SoCalGas appreciates the ongoing engagement from parties and their diverse perspectives that led to improvements to this Plan and

our approach to safety and culture. For example, based on a suggestion by California Public Advocates Office, SoCalGas expanded our Plan activities to be more inclusive of our contractor partners.<sup>24</sup> In response to input from the Center for Accessible Technology, we expanded our definition of public safety. Finally, feedback from the labor unions led to us adding formalized policies for documenting expectations (e.g., a standalone stop-the-job policy).

## **6. Improvement Plan Elements**

The Plan is organized around four primary elements: communication, curiosity, commitment, and collaboration. These elements are detailed below, and like the themes from 2EC’s report, our dialogues, and the underlying cultural drivers, they are interconnected.

- Element 1: Communicate and implement a comprehensive approach to safety.
- Element 2: Foster and celebrate curiosity and empower employees and contractors to speak up, question, and share their ideas.
- Element 3: Commitment to engage in collective efforts to understand organizational challenges and better prioritize resources.
- Element 4: Advance collaboration and an integrated management system through enhancements to our Safety Management System.<sup>25</sup>

In developing these elements, SoCalGas considered the ways senior leaders, middle managers, and the front line all shape culture throughout the organization. The proposed elements include actions to change how leaders in the organization set safety and culture context,<sup>26</sup> as well as ways to empower whole-company actions to explore, collaborate, and co-create changes and improvements.

Culture creation and change requires context setting. SoCalGas (and all organizations) are “context creating entities” – “The organization creates context” and “context drives...behavior.”<sup>27</sup> All four elements are interconnected efforts to change the context created at SoCalGas and advance our safety culture in alignment with our North Star.

---

<sup>24</sup> As detailed below, we propose to leverage our learning and change efforts to promote shared growth with our contractors: developing updated onboarding materials for our contractors to promote an aligned and collective understanding of safety success; updating the contractor safety manual to align with the newly updated and developed employee safety manual; and embedding explicit focus on contractor management in our SMS.

<sup>25</sup> In 2015, the American Petroleum Institute introduced API RP 1173 as a gas industry standard for Pipeline Safety Management Systems (PSMS), based on ten tenets. SoCalGas has implemented an SMS for all areas of safety based on the ten tenets of API RP 1173.

<sup>26</sup> Dr. Mark Fleming SHEET 2: Leadership and safety culture. Provided to SoCalGas by Dr. Fleming and available upon request.

<sup>27</sup> The 5 Principles of Human Performance, Todd Conklin. Page 86.

Consistent with the Plan, Do, Check, Act model, the Plan calls for measuring cultural change to inform iteration and improvements. Measures include ongoing dialogues as tools for assessment, iteration, and continued reporting, and the proposal that SoCalGas use a portfolio of measures to assess progress and identify improvement opportunities.<sup>28</sup> SoCalGas proposes several measures to track key activities to provide transparency on major Plan elements, as well as outcome measures, intended to measure changes in culture.

In proposing measures, SoCalGas has included metrics<sup>29</sup> and indicators.<sup>30</sup> SoCalGas proposes progress metrics for each action and outcome indicators to measure safety culture and to “detect weak signals of a change in culture.”<sup>31</sup> In keeping with the iceberg model detailed above, progress metrics provide transparency into our actions to change visual and tangible representations of culture, while outcome indicators measure change in what is below the surface (values, beliefs, assumptions). Appendix I - Proposed Measures Table<sup>32</sup> details how the measures are planned to be used and interpreted.<sup>33</sup>



---

<sup>28</sup> Fleming, M., Cairns, R. (2024). Safety Culture Indicators - For Improvement Not Assessment. In: Gesa Praetorius, Charlott Sellberg and Riccardo Patriarca (eds) Advances in Human Factors of Transportation. AHFE (2024) International Conference. AHFE Open Access, vol 148. AHFE International, USA. <http://doi.org/10.54941/ahfe1005241> (“safety culture indicators should be used to identify improvement opportunities rather than as an assessment tool. The narrow focus of indicators means that they are not well suited to determining the health of an organization’s safety culture. However, they can identify opportunities for improvement or track the progress of improvement initiatives.”)

<sup>29</sup> The term “metric” is used when the result is a number. Id. At 501.

<sup>30</sup> The term “indicator” is used for measures that are qualitative in nature. Id.

<sup>31</sup> Id. At 503. (“the limitation of using safety culture metrics....In general, metrics provide limited insight into an organization’s safety culture. Metrics are quantitative in nature, and often less directly related to safety culture.”)

<sup>32</sup> In keeping with the format approved in Advice Letter 6267-G-A, SoCalGas provides a table of our proposed measures as Appendix I– Proposed Measures Table.

<sup>33</sup> Id. At 503-504.

## **Element 1 - Communicate and implement a comprehensive approach to safety**

### Cultural Basis

Element 1 reshapes how safety is communicated and understood at SoCalGas.

Based on learnings from 2EC's report and dialogues, SoCalGas understands we have communicated an understanding of safety success that is narrow and inconsistent with our Safer Together North Star. Company communications have reinforced lagging personnel safety metrics as the focus of safety, creating a narrow, personnel-focused conception of safety. Historically, employees do not feel they were rewarded for thinking broadly about a task or activity, for raising concerns or issues, or for suggesting opportunities to improve; rather, they were rewarded for getting work done and not getting hurt.

### Objectives

Our new understanding of safety success integrates a more comprehensive approach to safety into our goals, communications, and performance management practices. SoCalGas intends to change what is rewarded, or what "good looks like," to recognize broader thinking, advance psychological safety and collaboration, and promote a more comprehensive view of safety (e.g., impacts to the public and our infrastructure).

SoCalGas is updating leadership training and development, rewards and recognition, and company communications to change the way safety and safety success is understood.

### Two Proposed Actions

Engaging employees and other stakeholders in this process led to several recommendations for influencing change and adopting a more comprehensive approach to safety. These include changing reward and recognition practices, changing training and onboarding, removing organizational signals that reinforce a focus on personnel safety, and changing metrics.

In keeping with these suggestions, the actions detailed below would reshape behavior, training, development, and performance management efforts to clarify and update safety goals, roles, and objectives. SoCalGas forecasts the actions will take approximately 12 months to 18 months to complete and we plan to implement changes starting in 2024. Additional suggestions were made regarding changes to enterprise and frontline communications and initiatives to communicate through video and other mediums the company's more comprehensive approach to safety.

#### **Action 1: Transform Leadership Norms by Incorporating New Safety and Safety Culture Principles into Development Activities**

SoCalGas is updating our development and training to advance our Safer Together culture. We are rethinking our systems to identify what needs to be changed, removed, added, learned, and unlearned. To this end:

- The executive team will engage in coaching and education sessions on safety and culture change. Concurrent with this coaching, SoCalGas will change executive engagement to model a listening and learning approach.
  - We are reframing existing engagements, specifically WE Lead, as a listening tour to model curiosity and demonstrate a commitment to learning. Since the first WE Lead, subsequent tours have involved more dialogue and listening and going forward the WE Lead tours are listening events designed around leaders listening and learning to empower collaborative change.<sup>34</sup>
  - We are formalizing leadership presence, learning, and engagement across the company.<sup>35</sup> These efforts are different from a base visit, department all hands meetings, or the WE Lead tours as noted above. Rather, they will be structured as leadership site visits (e.g., field and desk rides) to engage, listen, and learn. The goal is to explore from a position of humility, respect, and curiosity to better understand how decisions impact safety culture and outcomes.
  - SoCalGas plans to prepare short training opportunities for leaders to promote meaningful engagements focusing on listening to and learning from employees. These sessions will highlight the importance of seeking input from different levels within the organization. They will focus on building relationships, demonstrating active caring, asking open-ended questions, and showing acknowledgment and recognition. Following the visits, SoCalGas will track the visits and document learnings and reflections from the visit.
- For directors, managers, supervisors, professionals, and represented employees. SoCalGas is reviewing and updating development activities (including the Leadership Excellence & Accelerated Development (LEAD) programs) to embed the INPO ten traits and related concepts into SoCalGas training and development. This will create a foundational understanding of central concepts (e.g., culture, system thinking, mindful communication), promote consistency, and enable role modeling by educating on the same concepts throughout the organization.
  - As a first step, SoCalGas launched Leadership Catalyst, a full-day leadership development course on safety, performance, and culture. Based on feedback from dialogues, Leadership Catalyst is provided to people leaders who work with teams of represented employees.

---

<sup>34</sup> Notably, in recognition of the importance of following-up and transparency, SoCalGas proposes to track what is heard and learned through these engagements as part of the continuous improvement tracking process outlined in Element 2.

<sup>35</sup> SoCalGas plans to leverage the work Propulo and Sempra have engaged in to create process, training, and direction as part of the Sempra Site Visits. Sempra, in collaboration with Propulo, has already undertaken site visits by its leadership to Sempra operating company facilities. These engagements include pre-visit education and post-visit debrief to discuss learnings. This model provides a framework to be leveraged and integrated into SoCalGas' practices.

All people leaders in the company hierarchy (up through senior executives) go through the process within the same period. This sparks conversations about their experiences, supports post-class integration and sustainment activities, and creates an environment that drives enterprise-wide and local culture change. SoCalGas's Human Resources leadership, Safety leadership, internal subject matter experts, people leaders, and members of the 2EC team created the course content, having reviewed 2EC's findings and recommendations and employee dialogues, and after researching industry best practices around safety, culture, and performance management.

The course is experiential, introspective, and collaborative. It offers participants the autonomy to create culture-focused plans to meet the needs of their unique teams. SoCalGas will assess learnings and impact after this first effort to determine expansion and/or how best to integrate and embed these important concepts into the broader development curriculum. For more details on the Leadership Catalyst course, please see Appendix J – Leadership Catalyst Presentation.

As SoCalGas changes its educational and developmental practices, the company will also update onboarding materials for contractors to promote an aligned understanding of safety success.

## Action 2: Change How Safety is Communicated by Updating Reporting, Recognition, and Performance Management Tools

SoCalGas will change organizational and individual performance management tools and communications to shift to a more comprehensive understanding of safety and safety success.

SoCalGas recognizes there are direct and indirect ways to communicate safety success – through communications (emails, signs, town halls) and via what is rewarded or not rewarded. SoCalGas is revising our communications to reinforce a comprehensive approach to safety and change assumptions about what is rewarded, what is celebrated, and what is successful.

Specifically, SoCalGas proposes these changes to our communications and performance management tools:

- Update SoCalGas safety metrics, communication medium, and reports to elevate leading indicators and measures of comprehensive safety. This effort would identify important measures that communicate a comprehensive approach to safety. It would also declutter dashboards and streamline reporting to promote clarity of information and direction.
- Update SoCalGas safety recognition policies to communicate that safety success is comprehensive. This would include efforts to advance employee, public, infrastructure, and contractor safety, and consider ways our actions impact and influence safety and culture.
- Change performance management processes (e.g., performance touchpoints and appraisals). Performance touchpoints are administered at least annually with management employees and provide an opportunity for dialogue around capabilities, contributions, connections, career goals, and culture (explicitly including safety culture).

- With represented employees, performance appraisals occur annually as a touchpoint opportunity and include conversations about job responsibilities, knowledge, work habits, relationships, and qualities like leadership, initiative, innovativeness, and problem solving. SoCalGas will embed comprehensive safety concepts and North Star principles (curiosity, communication, commitment, and collaboration) into these touchpoints, appraisals, and other coaching opportunities to influence conversations on safety and culture.
- Update SoCalGas discipline practices and related training to focus more on learning from incidents (aligning with HOP and just culture concepts) and implement systemic improvements to our discipline practices to enhance transparency and consistency.

### Measuring Element 1

To measure Element 1’s implementation progress and whether Element 1 was successful in communicating a new (and more comprehensive) understanding of safety, SoCalGas proposes to measure the following:

- Progress Measures
  - Action 1:
    - % of executive leaders engaged in safety and culture coaching
    - % of LEAD programs reviewed and updated (out of 3 LEAD programs identified)
  - Action 2:
    - % of SoCalGas locations with visible measures of leading indicators and comprehensive safety
- Outcome Measures
  - Qualitative assessment of leadership presence at the site visits
  - Qualitative assessment of weekly leadership safety messages
  - Qualitative assessment of individual and team safety awards

Appendix I includes details on each proposed measure – including descriptions, data collection processes, and purposes and objectives.

## **Element 2 - Foster and celebrate curiosity and empower employees and contractors to speak up, question, and share their ideas**

### Cultural Basis

Element 2 aims to empower and promote curiosity.

The core obstacles to promoting curiosity are a lack of organizational transparency, follow-up, and recognition for individuals who question and challenge the status quo. Because of these obstacles, employees assume going beyond what is prescribed, speaking up, challenging, or questioning will not be rewarded (or will not result in change and improvement) and can create personal and professional risk. In other words, employees don't question, challenge, or suggest improvements because the organization does not reward doing so or act upon suggestions.

### Objectives

SoCalGas intends to promote a questioning and learning environment. The actions detailed below aim to foster a deeper understanding by employees of the “why” of what we do, enhance systems for tracking and responding to employee suggestions, ideas, and concerns, and to engage employees to formalize new risk and safety concepts in policy. The intent is to formalize the importance of questioning and speaking up and build trust in SoCalGas systems for actioning improvements.

### Two Proposed Actions

Element 2 promotes transparency through enterprise tracking and communications systems and by formalizing comprehensive safety practices into an employee safety manual to document organizational strategies and goals related to hazard identification, questioning, and identifying improvements.

The actions below reflect feedback from employees asking for (1) follow up and transparency to build trust and combat assumptions that the company “doesn't want to know” about challenges and that it's better to not “rock the boat;” and (2) changes to our practices to formalize the importance of questioning, challenging, and identifying suggestions for improvements.

To address these suggestions, SoCalGas is developing a tool to track issues and suggestions. This tool will formalize follow-up and communication and consolidate practices into an employee safety manual. SoCalGas forecasts the above actions will take approximately 18 months to 24 months to complete and we plan to implement changes starting in 2024.

In considering alternative actions, employees suggested developing formal practices for more team and 1x1 engagements to build trust and transparency. Rather than a standalone action around improved engagements, SoCalGas has worked to embed engagements and relationship building efforts into Element 1 (as part of development and performance management) and has designed Element 2 to adjust organizational systems to promote transparency and consistency.

## Action 1: Enhance Practices to Empower Employees to Question, Challenge, and Identify Potential Improvements

To reinforce trust, curiosity, and promote identification of hazards and potential improvements, it is necessary to formalize and articulate the “why” of what we do. By clearly identifying the safety impacts of our work and our related goals and strategies, we empower all employees to question policies, procedures, and rules to identify what we can do better, how we can add resiliency, and what we can do to advance comprehensive safety. SoCalGas employees are thoughtful and adaptive problem solvers, and our organization needs to do more to supply them with information on the “why” of their work and empower them to question the way we do things. A formalized strategy around hazard identification and improvement can accomplish this. SoCalGas will therefore formalize and reinforce through policy that the practices being communicated and trained on in Element 1 are also concepts formally put into writing as indications of responsibilities, practices, and expectations. Importantly, SoCalGas will develop and update these safety policies collaboratively *with* employees, so that employees are participating in setting the safety standards and developing the related policies and procedures that inform the work they do every day.

SoCalGas will improve our employee safety manual by updating and consolidating aspects of our Injury and Illness Prevention Program. We will integrate new safety and culture concepts to promote alignment and clarity. Specifically, SoCalGas plans to outline HOP concepts, revise references to Behavioral Based Safety concepts that could create practices and perceptions leading to an employee becoming the focus of blame, and improve tailgates, job hazard analysis tools, job safety observations, and meeting practices.

- SoCalGas will formalize and standardize tailgate practices across the company to empower conversations about what could go wrong (the “what if” scenarios) and reinforce the importance of considering potential impacts to the public, our infrastructure, our contractors, and each other. To further focus on high consequence events, SoCalGas proposes to integrate the Energy Wheel<sup>36</sup> as a tool to focus more on high energy hazards. Through these changes, SoCalGas intends to promote greater shared understanding of the *Why*, *When*, and *How* of performing an effective tailgate.
- SoCalGas will develop a Job Hazard Analysis<sup>37</sup> (JHA) library with JHAs prepopulated by a team of employees familiar with potential hazards. In doing so, SoCalGas can leverage collective knowledge to advance our ability to identify factors that could influence safe performance of work. JHAs will be dynamic (e.g., reviewed and updated at the worksite and updated as conditions change) and designed to influence more informed exploration of potential hazards and challenges (“what-if” type scenarios).

---

<sup>36</sup> The Energy Wheel highlights common sources of energy. Understanding the sources of hazardous energy is beneficial and goes a long way toward promoting safety, with focus on high consequence sources of energy.

<sup>37</sup> Job Hazard Analysis forms analyze the safety of our work processes and activities.

- SoCalGas will document the importance of dynamic risk assessment as a continuous safety practice to quickly identify hazards and analyze risks “on the spot,” remove or mitigate them, and if possible, proceed with work safely.
- SoCalGas will develop hazard focused Job Safety Observations and training to shift from observing/controlling employee behaviors<sup>38</sup>, to partnering with our employees to identify potential hazards to the public, our infrastructure, our contractors, and each other.
- SoCalGas’s employee safety manual applies to all employees (field and office). While many practices above detail field work activities, we plan to introduce how safety and culture considerations should be embedded in office activities – e.g., identification of “Devil’s Advocates” to challenge thinking, the importance of safety moments to connect topics to safety or suggesting a “plus / delta” at the end of meetings to discuss what could be improved. These changes are intended to broaden questions and challenges by employees regarding how we think about safety.

Throughout this process, SoCalGas plans to highlight learning teams for improvements, encourage reporting through good catch, near miss, and stop the job reporting (including a standalone stop the job policy), and improve our contractor safety efforts by updating our contractor safety manual to align with the employee safety manual.

## Action 2: Create Improved Processes for Receiving, Tracking, and Responding to Employee Challenges, Suggestions, and Ideas

SoCalGas is developing additional processes to promote transparency and prioritize responsive actions and communications. Our goal is to encourage employees to share ideas by showing them their input is valued with responsive actions and communications.

SoCalGas will deploy a comprehensive safety corrective action resolution program as an improved process for receiving, tracking, and responding to ideas presented by employees. This system is designed to expand and consolidate existing processes and provide clarity, recognition, and transparency on how the company follows-up on suggestions, issues, and opportunities to improve.

Through this effort SoCalGas can track continuous improvements, improve communications, develop a more centralized database, and generate reports and visuals. Information systems will collect and analyze data from a range of internal sources, allowing issues to be tracked, resolved in a timely manner, and communicated across the organization.

SoCalGas plans to consolidate the following learning and continuous improvement processes for more connected tracking, analysis, and follow-up:

---

<sup>38</sup> SoCalGas’s current Job Safety Observations are behavior-based safety focused, which can result in observations and practices where an employee’s behavior is the focus.

- Event Learning Process<sup>39</sup>
- Learning Teams
- Executive Safety Council Follow Ups<sup>40</sup>
- Emergency Management After Action Reports<sup>41</sup>
- Safety Enforcement Division Audits
- Quality Management Corrective Actions
- WE Lead Tour follow-ups

Currently these activities are tracked and actioned separately, limiting our ability to identify connections. By consolidating these processes SoCalGas can better identify issues, promote transparency, and complete follow-up. To further build trust and transparency, SoCalGas plans to develop company-wide communications on larger issues, changes, and improvements to highlight stories of successes, challenges, and promote transparency.

### Measuring Element 2

To measure Element 2’s implementation progress and whether Element 2 was successful in building trust in organizational processes and advancing a questioning and learning environment, SoCalGas proposes to measure the following:

- Progress Metrics
  - Action 1:
    - Report on completion of updated employee safety manual
  - Action 2:
    - # of learning and continuous improvement processes consolidated
- Outcome Indicators
  - Employee Survey
  - Qualitatively assess a random sample of tailgates
  - Qualitatively assess a random sample of meetings

Appendix I includes detail on each proposed measure – including descriptions, data collection processes, and purposes and objectives.

---

<sup>39</sup> The Event Learning Process (ELP) is designed to identify enterprise-wide and/or systematic enhancements as the result of an incident or similar trends of reoccurrences.

<sup>40</sup> SoCalGas’ Executive Safety Council (ESC) provides safety oversight and executive interactions with employees over safety matters. The ESC meets at various operating locations to engage with represented employees, supervisors, and managers associated with an operating district or a region. Employee dialogue sessions are held to provide a forum for employees to share feedback and executives to listen and learn. Issues brought up are discussed and resolved during the dialogue session or carried forward as action items for later resolution, with follow up to the employees who made the suggestion.

<sup>41</sup> An After-Action Report (AAR) is a retrospective analysis of the immediate response to, and recovery operations of certain emergency incidents at SoCalGas.

## **Element 3 - Commitment to engage in collective efforts to understand organizational challenges and better prioritize resources**

### Cultural Basis

Element 3 addresses disconnects between expectations and resources (capacity).

Based on learnings from 2EC's report and related dialogues, SoCalGas understands resources are a challenge because of mismatches between available resources (capacity) and workforce expectations. Employees experience a lack of resources because they receive growing demands without commensurately growing capacity (be that people, time, tools, training, etc.).

Employees raised issues around unrealistic organizational and leadership expectations and being asked to achieve more than the resources allocated to them allow, resulting in some employees believing safety was not a true priority.

### Objectives

SoCalGas proposes to explore resource issues and promote greater organizational understanding of disconnects between expectations and resources to avoid challenges and issues in the future.

SoCalGas recognizes this is an organizational issue, not an individual or employee issue.

Accordingly, these efforts are intended to improve communication, promote organizational understanding of challenges, and signal commitment to safety and collaboratively aligning resources and expectations. Importantly, this process is a collective effort, engaging employees to collaboratively change practices, identify challenges, and allocate resources to better manage and align expectations, goals, and resources together.

### Two Proposed Actions

Element 3 promotes collaborative alignment and improvement to SoCalGas resource allocation and goal-setting processes.

SoCalGas's changes reflect employees' request for clearer communication of expectations and goals, as well as communication and transparency regarding resources. Consistently, employees suggested greater engagement and transparency in the resource allocation process. SoCalGas forecasts the above actions will take approximately 18 months to complete and we plan to implement changes starting in 2025.

As an alternative, we considered creating a team to assess practices and benchmark against other companies. While there is a degree of this suggestion in the second action, we believe an important first step is a more collective focus and engagement to better evaluate, assess, and understand meaningful changes.

### **Action 1: Leverage Learning Teams to Collaboratively Explore Resource Issues Identified in Dialogues**

To empower shared efforts in aligning goals, expectations, and resources, SoCalGas proposes to leverage learning teams to collaboratively explore and improve current practices. Learning

teams are a recently developed capability at SoCalGas with which we have seen success in promoting engagement, learning, and improvement.

A learning team is facilitated by a facilitator trained to promote psychological safety and explore conditions and events. The learning team is a two-day activity, with the first day focused on issues (aligning on a “problem statement”) and the second day focused on changes and improvements. The goal is to advance learning so employees (and contractors) are adaptive problem solvers who promote understanding, change, and improvement. For more information about our learning team program, please see Appendix K – Learning Team Overview.

Dialogues and 2EC's report identified the following topics for learning teams:

- Constraints and challenges related to safety<sup>42</sup>
- Change management / change overload
- Opportunities to optimize and declutter
- Opportunities to improve and expand expertise, training, and knowledge transfer

For each learning team, SoCalGas will create a report of learnings, recommendations, and actions taken.<sup>43</sup> This tracking will align with the corrective action process detailed in Element 2.

## Action 2: Implement Improvements to Resource Allocation and Goal-Setting Processes

Alongside learning teams, SoCalGas will create a cross-functional team to address issues and recommendations identified in the learning teams to implement systemic changes to promote alignment and consistency.

In addition to achieving more consistent action on recommendations, the team will address improvement opportunities identified through dialogue and co-creation efforts. Specifically, the team will develop more robust processes for promoting transparency and understanding of resourcing and goal-setting practices, reporting back to employees on takeaways from the above learning teams and this review process.

The team will leverage existing accountability and transparency processes such as the Commission’s accountability reporting process. To address concerns around expectations, the team will review goal-setting practices to promote consistency around what steps are taken to understand if goals and expectations are aligned with resourcing practices.

The team will also benchmark with other companies to test and compare SoCalGas practices with others to seek improvement opportunities. Consistent with Element 2, learning teams results will be tracked in the tracking tool to promote transparency.

---

<sup>42</sup> For example, “staffing levels”, process for creating and maintaining “complete, accurate and up-to-date documentation”, and equipment in “old and [] poor condition”.

<sup>43</sup> If no action is taken, SoCalGas will explain why.

### Measuring Element 3

To measure whether Element 3 was successful in promoting collaborative alignment and improvement to SoCalGas resource allocation and goal setting processes, SoCalGas proposes to measure the following:

- Progress Metrics
  - Action 1:
    - # of learning teams completed
  - Action 2:
    - # of improvements implemented from the learning teams
- Outcome Indicators
  - Share each learning team's results as part of future reporting.
  - Issue a survey to learning team participants to gather perceptions on collaboration and expected impact from the identified recommendations.

Appendix I includes details on each proposed measure – including descriptions, data collection processes, and purposes and objectives.

## **Element 4 - Advance collaboration and an integrated management system through enhancements to our Safety Management System**

### *Cultural Basis*

Element 4 addresses issues around silos, alignment, and integration.

Based on learnings from 2EC's report and SoCalGas dialogues, SoCalGas understands that issues around silos, alignment, and integration are due to challenges across hierarchical relationships, goal conflicts, lack of communication, and the size and scale of SoCalGas as a large and complex organization. These barriers to collaboration result in an overly decentralized model of operations, coordination, and action, limiting cross-functional collaboration and alignment.

### *Objectives*

Through the actions detailed below, SoCalGas intends to promote formal and relational integration, alignment, and collaboration through people and process enhancements to its Safety Management System (SMS).<sup>44</sup> While doing this, SoCalGas is identifying opportunities to integrate a more comprehensive approach to safety and further embed strong cultural focus and contractor management as explicit and important aspects of SoCalGas's SMS.

### *Two Proposed Actions*

Element 4 promotes enhanced management of safety through our SMS, with focus on alignment, collaboration, and shared goals and direction.

To accomplish this SoCalGas developed two SMS improvement actions that focus on people and governance and on formalizing policy to promote integration and sustainment. The actions reflect challenges raised in dialogues around lack of communication, potentially competing goals and priorities, and too many systems, projects, and programs across regions and departments.

To address these challenges, employees suggested more centralized safety governance with clear expectations, goals, and direction. SoCalGas forecasts the actions below will take approximately 12 months to complete and we plan to implement changes starting in 2024.

For alternatives, we considered movement toward a more centralized approach to safety, with organizational changes to reflect centralized safety activity. However, rather than change organizational structure, we are focusing on actions intended to influence culture and address the underlying cultural driver.<sup>45</sup>

---

<sup>44</sup> In 2020, SoCalGas began first began developing its Safety Management System inspired by API RP 1173. By this proposal, SoCalGas looks to enhance the maturity of its SMS based on recent safety and cultural learnings.

<sup>45</sup> SoCalGas believes there should be a balance between centralization and decentralization. It is important that there is commonly understood context and objectives without stifling local ownership and innovation.

## Action 1: Engage Leaders to Establish Organizational Alignment on Safety Management Roles, Responsibilities, Shared Goals, and Governance

SoCalGas's SMS is mapped to over 150 policies and programs and over 20 SoCalGas departments. To better connect these policies, programs, and departments, and to create greater governance and alignment, SoCalGas will develop a new governance structure for managing key components of SMS, with an accountable executive and cross-functional team for each functional area of SoCalGas's SMS. These teams will consist of leaders from departments leading and supporting our safety management as part of the SMS. This way safety efforts will have cross-functional and company-wide alignment, governance, and accountability.

SoCalGas will develop written policies and formalize governance of these initiatives, including how senior leadership provides input on vision and strategy and reviews safety performance. For each safety area SoCalGas will identify:

- An Accountable Executive who will work with peers and provide strategic direction on goals and objectives,
- An accountable director for each area to lead implementation and sustainment, and
- Governance committees to develop performance measures, goals, and objectives and meet at least quarterly to create a platform for idea sharing and cross-functional collaboration (e.g., align on where we are, where we are going, potential challenges, etc.).

SoCalGas will work across these committees to set company-wide goals. This effort will involve the team collaborating with their departments and beyond, so that processes are documented, comprehensive, and integrated across the company, as detailed below. These improvements will create shared accountability and advance SoCalGas's ability to work across systems and processes to understand how collective information can facilitate learning and improvement to align our culture on a one-team approach.

## Action 2: Develop New SMS Policies to Provide a Clearer Safety Management Framework

To formalize improvements to our SMS and document the governance structure explained above, SoCalGas proposes to develop and publish policies defining specific connections, relationships, and processes for SoCalGas's SMS. SoCalGas will align existing programs and policies and develop new policies, procedures, and collaboration-oriented practices to advance a shared approach to safety. SoCalGas will explicitly embed safety culture in this effort, expand contractor management considerations in the SMS, and ensure alignment to our safety culture North Star.

SoCalGas plans to cross-functionally develop the following policies to support the SMS framework:

- Overarching SMS Policy
- SMS Leadership & Management Commitment Policy
  - Safety Culture Assessment and Improvement Policy
- Stakeholder Engagement Policy
- Risk Management Policy
- Operational Controls Policy
  - Contractor Management Policy
  - Management of Change Policy
- Incident Investigation, Evaluation and Lessons Learned Policy
- Safety Assurance Policy
- Management Review and Continuous Improvement Policy
- Emergency Preparedness and Response Policy
- Competence, Awareness, and Training Policy
- Documentation and Record Keeping Policy

SoCalGas will look to repurpose existing efforts and meetings, realigning efforts to broader and more collaborative efforts to obviate inconsistency and unnecessary activity.

Measuring Element 4

To measure whether Element 4 was successful in promoting integration, alignment, and collaboration through SMS improvements, SoCalGas proposes to measure the following:

- Progress Metrics
  - Action 1:
    - Report on completion of and produce SMS governance framework
  - Action 2:
    - Report on completion of and produce SMS policies
- Outcome Indicators
  - Qualitative assessment of meeting minutes for the above-identified committee meetings

Additional detail on each proposed measure – including descriptions, data collection processes, and purposes and objectives – is included in Appendix I.

## **7. Ongoing Plan Evolution and Reporting**

The elements and actions detailed above represent SoCalGas's assessment of how to chart an evolution in our safety culture guided by our Safer Together North Star. Because culture is complex and dynamic, and because conditions change and evolve, SoCalGas proposes two additional actions to promote transparency and ongoing plan evolution.

First, SoCalGas proposes to report in an ongoing manner on plan implementation progress. These reports would use the same format adopted by Safety Policy Division that is currently being used to report by SoCalGas. SoCalGas proposes continuing with quarterly reports over the next two years.

Second, SoCalGas proposes to continue a regular cadence of stakeholder dialogues to measure progress and iterate on adjustments to our safety culture improvement efforts. SoCalGas proposes stakeholder dialogue sessions to communicate and demonstrate a comprehensive approach to safety and enable assessment of progress to inform Plan evolution. SoCalGas proposes to complete 30 dialogues a year for the two years of implementation outlined in this Plan.

Following this two-year period, SoCalGas would adjust cadence based on status and learnings. For these dialogues, we plan to explore our journey toward a Safer Together culture.<sup>46</sup> This would involve exploratory prompts related to safety and culture, efforts to understand if the Safer Together North Star is understood and resonates, and prompts related to specific actions being taken as part of how to continue to be guided by the North Star.

The goal for these dialogues is allow for a pulse check on culture and allow SoCalGas to ask for inputs on how to continue to evolve on safety culture in alignment with our North Star guidance.

As an additional measure, following the dialogues, SoCalGas proposes to issue standardized Behavioral Anchored Rating Scales (BARS) as a more quantifiable way to measure change in behaviors. SoCalGas plans to use previously developed BARS that align with the Institute of Nuclear Power Organization's traits for a healthy safety culture to measure change relative to the 2EC Report as a baseline. Please see Appendix I – Proposed Measures Table.

## **8. Communications and Organizational Change Management (OCM)**

To champion SoCalGas's transformation of its safety culture under the Safer Together North Star, we are refining our change management (OCM), learning, and communications strategies. The revised strategies address the challenges of our previous approach by unifying

---

<sup>46</sup> SoCalGas plans to leverage the learning and capabilities it developed in facilitating and analyzing dialogues as part of the development of this Plan. Specifically, SoCalGas would use a stratified random sample process to reach a sample of employees. Plus, at least one of the dialogues each quarter would include contractors (safety representatives and frontline) or other external stakeholders. Again, SoCalGas would conduct 90-minute dialogue sessions and include 6-10 stakeholders and have 1 facilitator and 1 notetaker. The resultant data will be analyzed in partnership with SoCalGas' Organizational Effectiveness team.

comprehensive safety-related communications, safety knowledge sharing, and engagement efforts into a cohesive framework. Our change management and communications strategy is designed to create a more integrated, people-centric approach.

Our objective is to establish a holistic approach that fosters clarity and mitigates change saturation, promoting alignment under a singular, powerful Safer Together North Star vision of safety culture transformation.

By adopting a phased OCM and communication implementation plan, consolidating communication efforts, simplifying messaging, and fostering a culture of engagement, empathy, and collaboration, SoCalGas is committed to building a unified and resilient safety culture that supports its Safer Together North Star vision. For a more detailed overview of our Communications and OCM strategy, please see Appendix L – Change Management Strategy.

## **9. 2EC Report Check and Validation**

Through dialogues and co-creation sessions, SoCalGas has explored 2EC’s report to analyze and understand the cultural drivers or basic assumptions creating and shaping the more observable manifestations of culture. The Plan details our efforts to understand the cultural basis of our challenges, opportunities for improvement, and proposed change elements.

In co-creating our cultural understanding and proposing our Safety Culture Improvement Plan, we integrated the conclusions and recommendations of 2EC’s report into the co-creation analysis and supplemented that process with learnings from dialogues. Accordingly, our Plan’s elements are based on our understanding of 2EC’s report and are intended to enable a holistic cultural change by influencing and shaping the assumptions that impact actions and performance.

That noted, we validated our change and improvement elements by checking them against the 2EC report’s recommendations and areas in need of attention. Through this effort, SoCalGas verified that our change elements and actions align with underlying drivers for areas in need of attention. We recognize the importance of ongoing reporting, measurement, and assessment to verify that our change actions are influencing our culture as intended. For further information about this area, please see Appendix M – 2EC Report Areas in Need of Attention Mapping and Appendix N – 2EC Report Recommendation Mapping.

## **10. Definitions**

**Safety:** SoCalGas defines safety as the presence of controls for known hazards, actions to anticipate and guard against unknown hazards, and the commitment to continuously improve our ability to recognize and mitigate hazards. Safety requires strong ongoing leadership commitment

and active engagement and ownership from all employees. SoCalGas focuses on safety through the lenses of public safety,<sup>47</sup> infrastructure safety,<sup>48</sup> employee safety,<sup>49</sup> and contractor safety.<sup>50</sup>

**Safety Culture:** the shared values, attitudes, beliefs, perceptions, and behavioral norms related to risk and safety.

**Comprehensive Safety:** a comprehensive approach to safety is about understanding how we advance employee, public, infrastructure, and contractor safety.

**Co-Creation:** process to engage stakeholders on a particular topic or topics to collaboratively create.

**Dialogue:** two-way conversation that promotes openness and promotes shared space.

**Cultural Basis:** the exploration of why certain values, attitudes, beliefs, perceptions, and behavioral norms exist in an organization.

**Shared Space:** Shared Space is what happens in-between people and teams and is characterized by working relationships that support trust; decrease in power dynamics; mutual respect; free flow in the sharing of thoughts and ideas; willingness to share inner thoughts and feelings about a particular issue without fear of recrimination or exclusion; more in-depth conversation; dialogue instead of discussion/debate; and curiosity of different perspectives.

**Safety Culture Assessment:** a collection of facts that describe shared values, beliefs, perceptions, norms, and assumptions about safety. While primarily qualitative data is collected in a cultural assessment, it is used to identify how these values, beliefs, perceptions and norms support or undermine safety when compared to an established set of traits used to describe a healthy safety culture. Safety audits capture the ‘how of safety’, while safety culture assessments describe the “why”.

**Psychological Safety:** the belief that your voice, and every person’s voice is both welcomed and valued, and that work-related concerns, ideas, or questions can be raised without fear of embarrassment, punishment, or other negative outcomes.

---

<sup>47</sup> Safety systems and processes focused on protection of our customers' and the public (i.e., Emergency Management, Environmental Safety, Customer Data Privacy, Accessibility, protection of the public from harm caused by our operations or our assets, and the safety of vulnerable populations).

<sup>48</sup> Safety systems and processes associated with the design, construction, operation, inspection and maintenance of SoCalGas's infrastructure.

<sup>49</sup> Safety systems and processes focused on the health and safety of our employees. This includes safety policies, programs and training.

<sup>50</sup> Safety systems and processes focused on the safety and protection of our contractors and subcontractors who provide services to support SoCalGas assets and operations.

**Systemic Approach to Safety:** approach to safety that considers the complex interactions of the (utility) system, from a micro through to a macro level, including the human, technical, and organizational factors at play.

# APPENDIX A

## **Appendix A – Enhanced Employee Engagement**

In 2022 and 2023, SoCalGas initiated several efforts to share information and engage stakeholders in conversations on the 2EC Report, safety, and culture. We believe these initial activities help show SoCalGas efforts to learn and improve over the last several years and transition from a top-down approach to a dialogue framework and its efforts to continually learn and enhance its internal understanding of our challenges, culture, and opportunities to improve.

### **a. WE Lead Tour**

The WE (“With Everyone”) Lead Tours consist of SoCalGas executives visiting every SoCalGas base location to engage in conversations with employees. This phrasing was chosen to highlight the need to work together to advance our mission to build the cleanest, safest, and most innovative energy infrastructure company in America. The WE Lead Tours started in 2022 and have continued into 2023 and 2024. Over time, the WE Lead Tours have evolved toward more two-way dialogue.

Several learnings from the WE Lead Tours have informed our shared understanding of culture and shaping the following proposed actions in the Revised Plan:

- The importance of authentic interaction and listening between senior leaders and employees (Element 3).
- That following-up and responding to concerns being raised in a timely manner supports engagement and ownership (Element 2).
- The need to promote a comprehensive and uniform approach to safety (Element 1)
- Enterprise change activities (and ongoing, normal course activities) are leaving some employees feeling stretched thin (Element 3 and our change management strategy).

### **b. SoCalGas Union Leadership**

SoCalGas has been working with our Unions to share information and collaborate on our planned safety culture improvement efforts. This involves engagement with both local and national Union leadership to engage in dialogue on changes and solutions and to foster partnerships moving forward. Starting in 2023, SoCalGas began quarterly Safety Summits with Union leadership. These meetings include the Presidents of the six Union Locals at SoCalGas.

The meeting objective is to discuss safety successes, concerns, hear feedback and input on our safety culture journey, and engage in dialogues to elevate issues that have not been resolved at the local level. Early in the process, some union leaders expressed a feeling that the culture efforts are “white noise” until they see more tangible change – there was interest in fostering a more compassionate and empathetic culture, but “words on a page” do not do that. SoCalGas acknowledges this perception and hopes that our actions over the last few years, and planned action forward demonstrate a commitment to tangible change.

Examples of learnings from the Safety Summits that integrate into the Revised Plan include:

- Importance of transparency in sharing of information related to incidents and safety and culture improvement activities (Element 2).
- Focusing on local issues and leadership because culture is most impacted at the local level (Element 1).
- Value in memorializing changes and expectations in clear policy – for example, creating a standalone “Stop the Job” (Element 2).
- Concerns around disciplinary action, suggesting to improve discipline practices to promote consistency and learning (Element 1).

**c. Local Safety Committees**

In late 2022, members of the SoCalGas safety organization visited all SoCalGas’s Local Safety Committees to foster two-way communication, develop change agents and advocates, and build relationships for dialogues and collaboration in the future. Local Safety Committees were often combined to reach people more effectively. In total, 28 separate meetings were convened with the Local Safety Committees to discuss the 2EC Report and safety culture change and improvement efforts. These dialogues enabled SoCalGas to influence change and gather information and perceptions from the frontline workgroups related to the 2EC Report, including gaining suggestions for how to best shape future change initiatives. Some learnings from the engagement include:

- Need for more communications on the importance of reporting near misses and stop the jobs and resultant improvements (Element 2)
- Need to foster greater psychological safety for reporting (Element 1 and 2)
- Locations raised concerns that the focus on reporting created a “quota” or requirement that was not authentic (Element 1 and 3).
- Dialogues provide purposeful engagement (Element 1)
- Locations indicated a desire for greater engagement and leader and safety organization presence at base locations (Element 3).
- Some expressed feeling overlooked when it comes to safety and safety initiatives, and they suggested having more tailored departmental guidelines (Element 4).

**d. Manager and Supervisor Engagement**

In Q1 and Q2 2023, SoCalGas Safety Leaders next coordinated outreach meetings with management teams to share information and engage in conversations on the 2EC Report, safety, and culture. SoCalGas convened nine meetings of field and office managers and supervisors comprising approximately 550 employees attending. At these meetings, employees expressed a desire for:

- Clarity around goals and “what good looks like” for our safety and culture efforts (Element 1).
- Consistency in safety and culture training and messaging, with in-person training and coaching and focus on interpersonal, communication, and listening skills (Element 1)
- Need for greater transparency, collaboration across departments, and information to flow more freely within the company (Element 2 and 4)

- Clarify and set expectation that feedback is needed and welcomed and sharing how feedback/suggestions were acted on or the reasons why they were not acted upon (Elements 1 and 2)

**e. Base Location Outreach and Engagement**

In June and July of 2023, SoCalGas Safety and Diversity, Equity, and Inclusion (DEI) teams partnered to engage in base visits. SoCalGas partnered with DEI in this effort to reinforce a one culture approach. As part of this effort, SoCalGas visited 35 locations and participated in 55 separate meetings that included frontline employees and managers. In total, approximately 2,000 employees participated. These engagements were designed to increase awareness of SoCalGas culture objectives and share activity and progress. These engagements highlighted the following learnings:

- Noticeably more awareness of psychological safety, the importance of near miss reporting, and SoCalGas’s safety culture efforts (Element 1 and 2)
- Positive feedback on recent SoCalGas changes like learning teams (Element 3)
- Similar to what was heard in the manager and supervisor engagement, it was reinforced that employees want their ideas to be heard and acted upon; and if not implemented, they should be informed why not (Element 2).

**f. SoCalGas Safety Townhalls**

In 2023, SoCalGas began convening quarterly Safety Town Halls to share information with the organization. These Safety Town Halls rotate focus between Public, Employee, Infrastructure, and Contractor Safety to enable a more comprehensive safety conversation.

In addition to these rotating Safety Town Halls, SoCalGas convened two town halls focused on safety and culture. The first Town Hall occurred in February of 2023. During the first Town Hall, SoCalGas shared information on the 2EC Report and SoCalGas’s planned improvement efforts. In August of 2023, SoCalGas convened a culture town hall to discuss our collective focus on culture. This town hall involved Directors from the Safety Organization, Organizational Effectiveness, and DEI and covered a wide range of topics related to culture, with the intent of having a conversation about the interconnected nature of our culture efforts and goals. Some notable takeaways from these town halls include:

- A feeling that there is a disconnect between senior leaders and the broader employee population (Element 1)
- A sense that employees have ideas for improvements, but there is not enough effort to learn (Element 2)
- A belief that honest and candid feedback/questions are not encouraged, so learning/change does not occur (Element 1 and 2)

# APPENDIX B



Welcome to Part 1:

# Facilitating Dialogues

**Monica Haage & Sonja Haber**  
Senior Safety Specialists



**Date**  
7 September 2023

# Brief Personal Introduction

---

*Please briefly present yourself (less than 1minute per person)*

1. Name
2. Position
3. Department
4. Share something nobody here knows about you



## Short Bio Monica Haage



### Senior Safety Specialist, CEO Evolving Energy Consortium 2EC

- Over twenty years of practical HOF improvement work (management, leadership and culture) which includes 15 years in international organizations OECD-NEA, IAEA and ISS
- Diverse background of Nuclear Power, Aviation, Oil & Gas and Academia
- Core competences; team lead of investigations (including IAEA Fukushima Report), assessments, practical methods and approaches for organizational development, systemic approach to safety, organizational capacity building, organizational transformation
- Scientific secretary of IAEA publications and team leader for missions which includes safety culture assessments, safety culture and leadership training, safety culture in construction, operations and decommissioning
- Formal academic background in engineering (production and automation) and social-psychology (leadership and organizational science)



## Short Bio Sonja Haber



- Over 40 years of experience in the area of organizational safety culture and human performance, the last 30 years focussed on improving human performance and safety culture within organizations that must operate with a high degree of reliability
- Involved extensively in field work, both domestically and internationally, for commercial, governmental and regulatory organizations
- Designed, developed and implemented a methodology to evaluate organization and management influences on organizational safety culture. Methodology has been implemented in over 60 organizations across different industries and in different countries around the world
- Currently conducting independent safety culture evaluations at facilities that are under enhanced regulatory oversight because of more than minor events that have occurred
- Consulting and coaching leadership teams in the development and improvement of culture for safety in both commercial and research facilities in the U.S. and abroad



# Basics of Facilitation



# Shared Space – Paying Attention to the Space in-Between

---



Figure created by 2EC



# Shared Space Characterized by...

---

- Working relationships that support trust
- Decrease of power dynamics
- Mutual respect
- Openness – free flow in sharing of thoughts and ideas
- Enables individuals to express views related to their inner thoughts and feelings about a particular issue without fear of retaliation or exclusion
- Shared space goes deeper than sharing facts
- Dialogue instead of discussion/argumentation
- Curiosity about others' perspectives



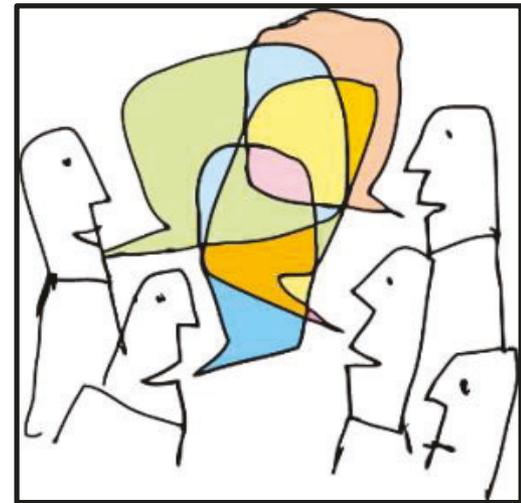
## What makes the difference...



Debate



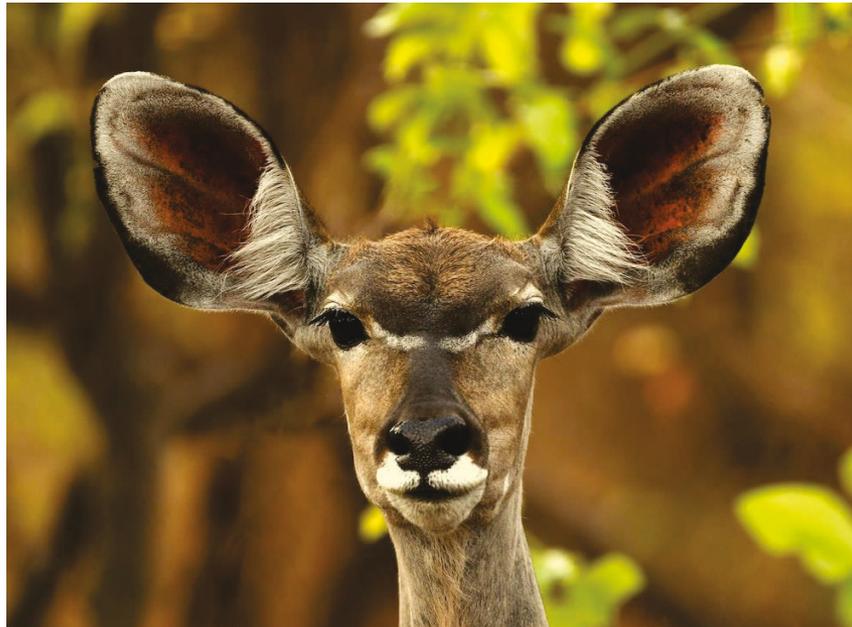
Discussion



Dialogue

## Listening – Big Ears Small Mouth

---



# Listening is a Skill - Three Levels of Listening



**Level one:** Agree or disagree – Stop listening if does not fit in to one’s own reality/beliefs/values – **High Ego Factor**

**Level two:** Confirming one’s own beliefs or preparing to provide arguments for one’s own perspective

**Level three:** Listening carefully and trying to understand others’ perspectives. Asking explorative and humble questions – **Low Ego Factor**



## Humble Inquiry – *The art of asking questions instead of telling*



**Humble Leadership - *The Power of Relationships, Openness, and Trust***

**“Humble leaders encourages people to speak up, respect differences of opinion”**

**Edgar Schein**



# Humble Inquiry

This tool serves the purpose of building a Shared Space. Curiosity regarding other perspectives and showing genuine interest in other people, builds trust and strong relationships. Humble Inquiry questions foster eagerness to listen and learn by asking the right questions and listening carefully. Learning to do more Humble Inquiry enhances the mutual trust needed to work cohesively and creates deeper shared understanding.



# Examples of Other Tools



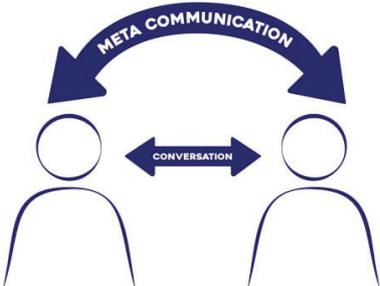
Log-in/Log-out



Surfacing Assumptions



Humble Inquiry



Meta Communication



Small Group



# Engagement (People Management)

---

- Confidentiality
- Sensitivity
- Energy
- Log-in/Log-out
- Humble Inquiry
- Time Management
- Conflict Resolution
- 'Pregnant Pause'
- Emotional Response



# Attention to the Shared Space

---

*Paying attention to what is created between people, groups and organizations is part of building resilience*

*Commonly the focus is on the other part or ourself – not the space in-between – the **Shared Space***

*The space in-between will determine the level of resilience when **unexpected situations** occur – and they do all the time*

*The more we are able to **openly** share the better opportunity for proactive measures*

*To engage peoples' **intelligence, knowledge, experiences** and **innovative capacity** into the Shared Space is fundamental for safety*



# Co-Creation

Characteristics of a  
Great Facilitator



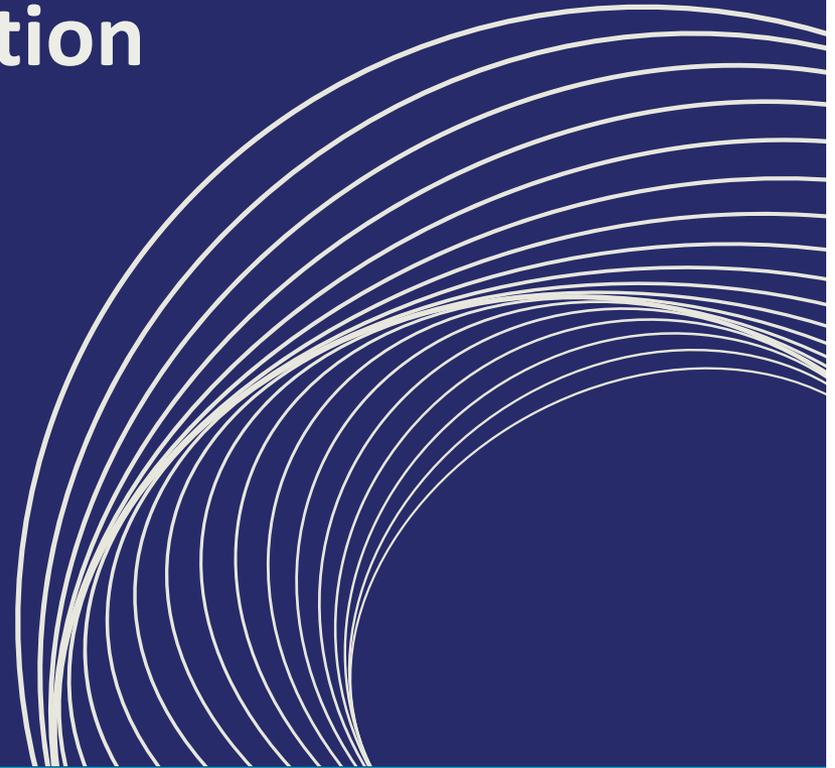
# Co-Creation

---

- Take a minute to think of a really exceptional experience of a facilitated session. It can be with your own participation or something you watched on TV, on-line etc.
- Pinpoint what were the characteristics that made the session so great.
- What did the facilitator do?
- Write down the observed characteristics.



# Exercise and Reflection



# Exercise

---

In small groups



Take a moment to think of person X  
In relation to Systemic Safety.

**Examples** of questions to ask:

- What do you think this person thinks about Systemic Safety?
- How important do you think this person thinks Systemic Safety is?
- How do you think this person is contributing to Systemic Safety?
- How do you think this person is integrating Systemic Safety into his/her activities?



# Basics of Culture

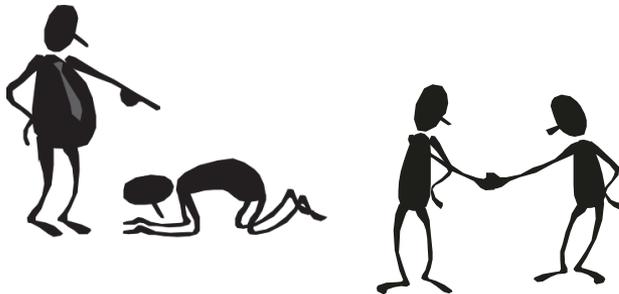


# Definitions of Culture

There are many definitions of 'culture'

Definitions generally emphasise either of these two:

...culture as patterns of  
behaviour and interaction



...culture as systems  
of thought



# 3-Levels of Culture

What we can see is just the minor part of the culture. Working directly trying to correct behaviours is not sufficient for sustainable change.

The larger part of the culture is beneath the "surface", such as values, norms, beliefs and perceptions. The deepest part is the basic assumptions about reality. The assumptions are shaping our values and behaviours. Behaviours also shapes our values and assumptions.

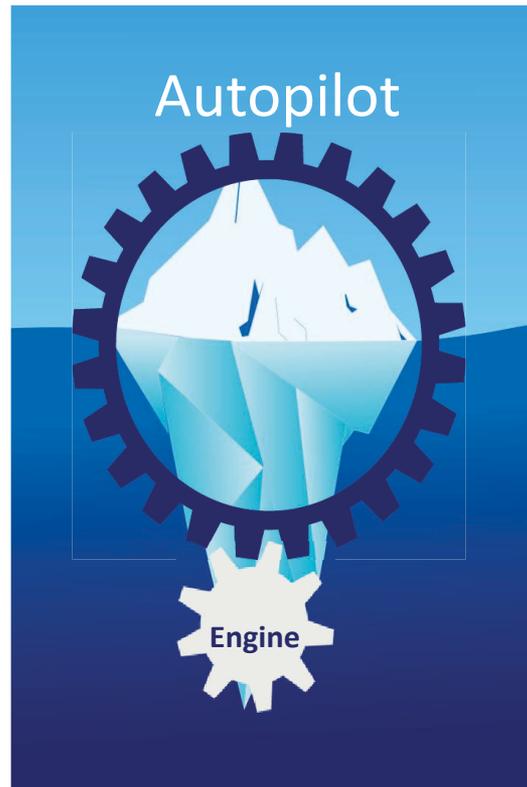


# Dynamics of Culture

1. Behaviours and physical objects

2. Shared Values

3. Shared assumptions and the understanding of the reality



The dynamics of culture can be explained as an autopilot driven by an engine.

The autopilot is the organizational behaviours and values

The engine is the deepest part of the culture – the assumptions (perceptions and shared understandings about the reality)

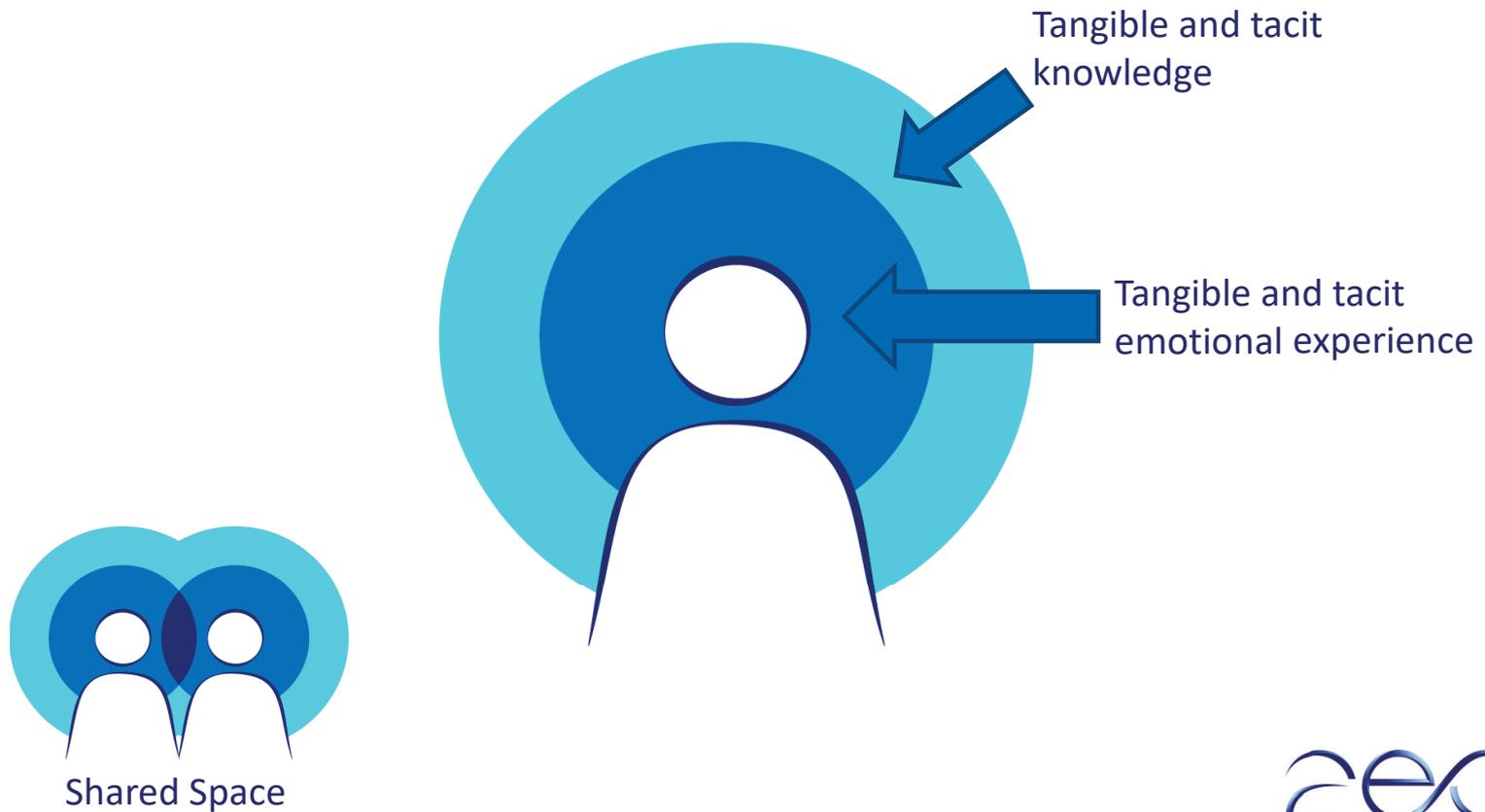


# Mindful Communication



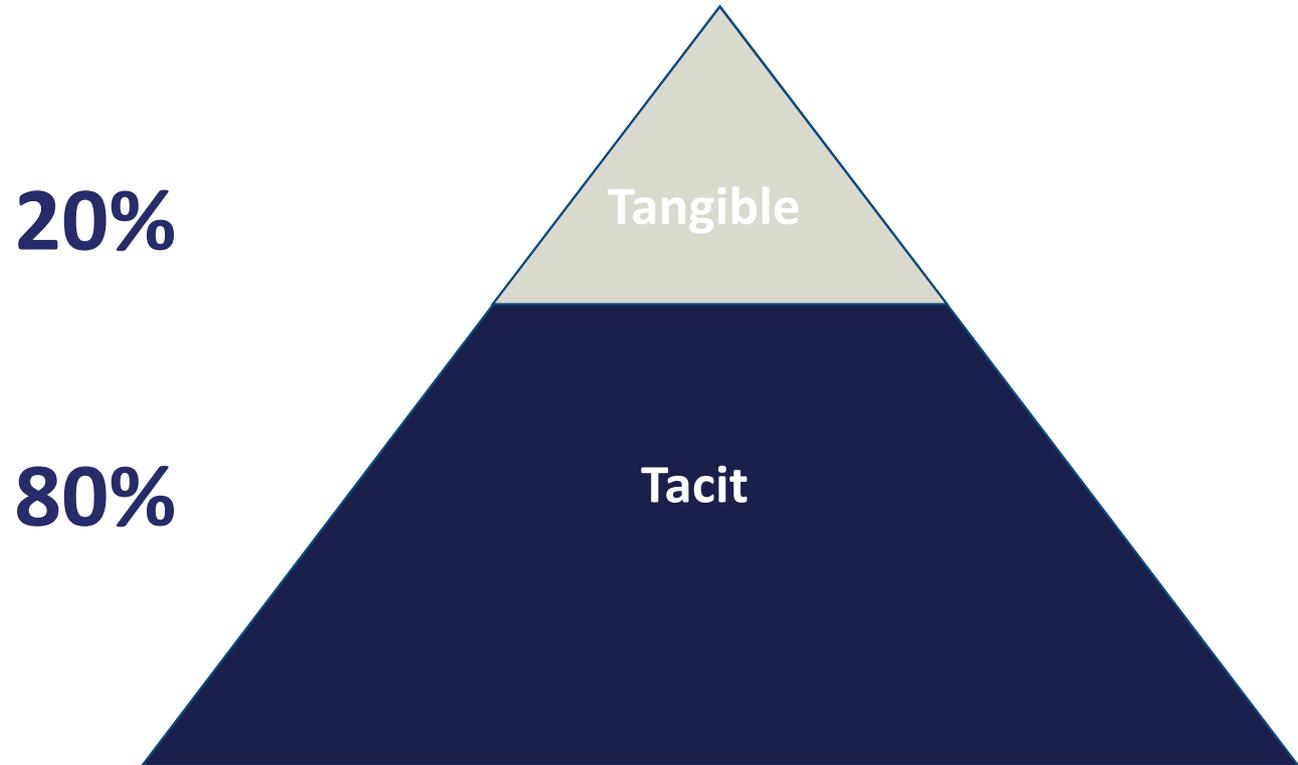
# The Sphere of a Human

---

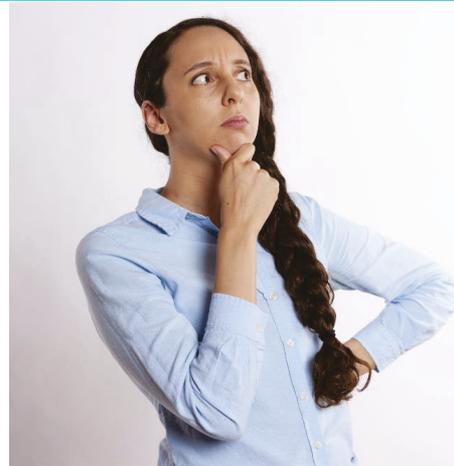


## Tangible and Tacit

---



# Facial Expressions – *What is the message?*



## Brain Functions and Communication

Visual = **30%**

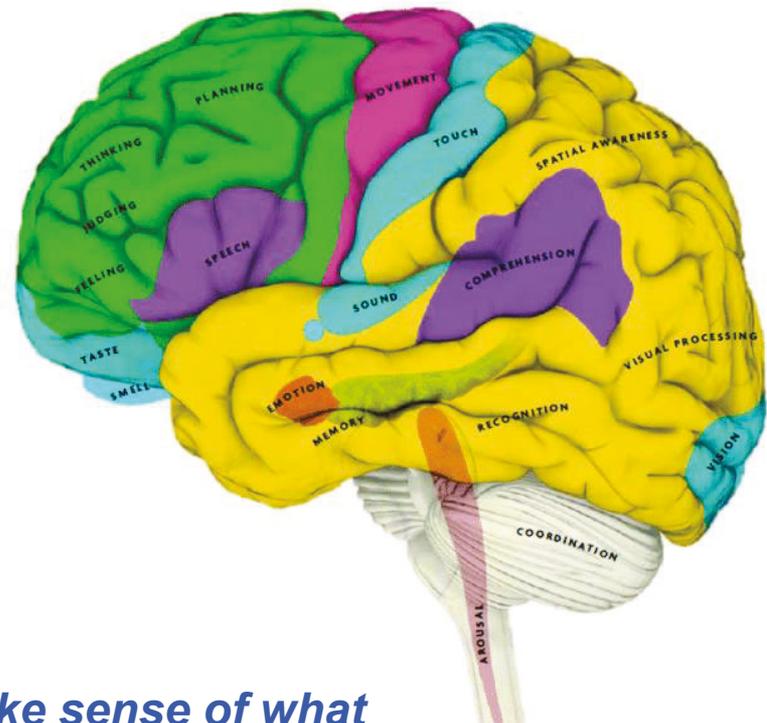
Touch = **8%**

Hearing = **3%**

Smell = **0.01%**

Taste.....

Visual = body language,  
facial expression, pictures etc.



*The brain interprets the cues and make sense of what is observed and heard. Remember that the visual part of the communication is 10 times stronger than the verbal part.*



# Tool: Reflecting Team

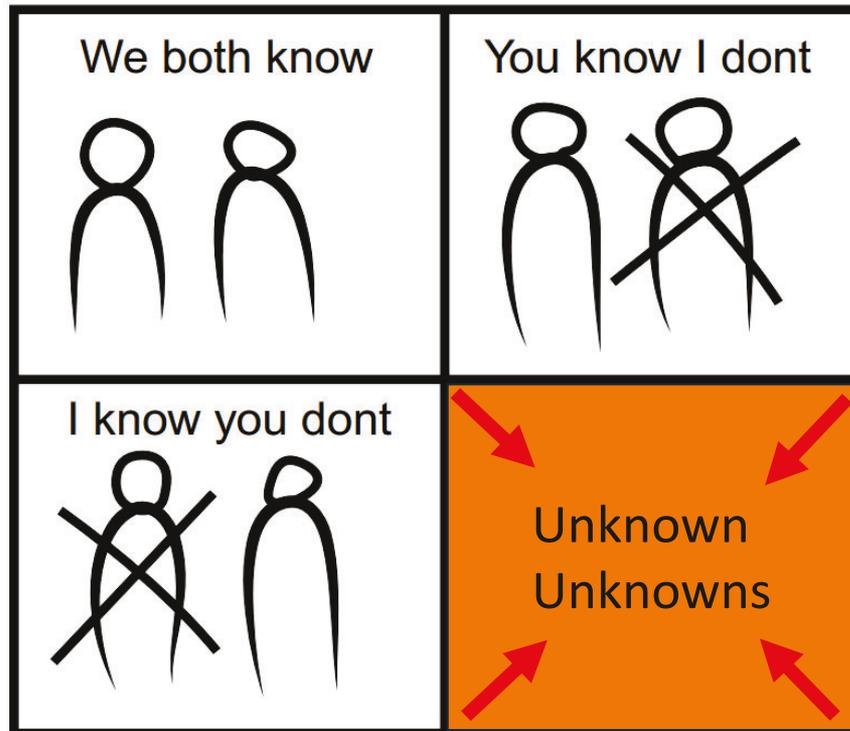


## Great tool for:

- Deep messaging
- Listening
- Reflecting complex matters
- Deeper dialogue
- Engagement

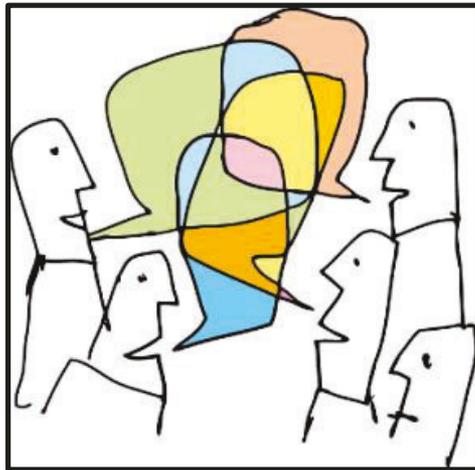


# Johari Window – *Communication to decrease Unknown Unknowns*



# The More Dialogue the Better

---



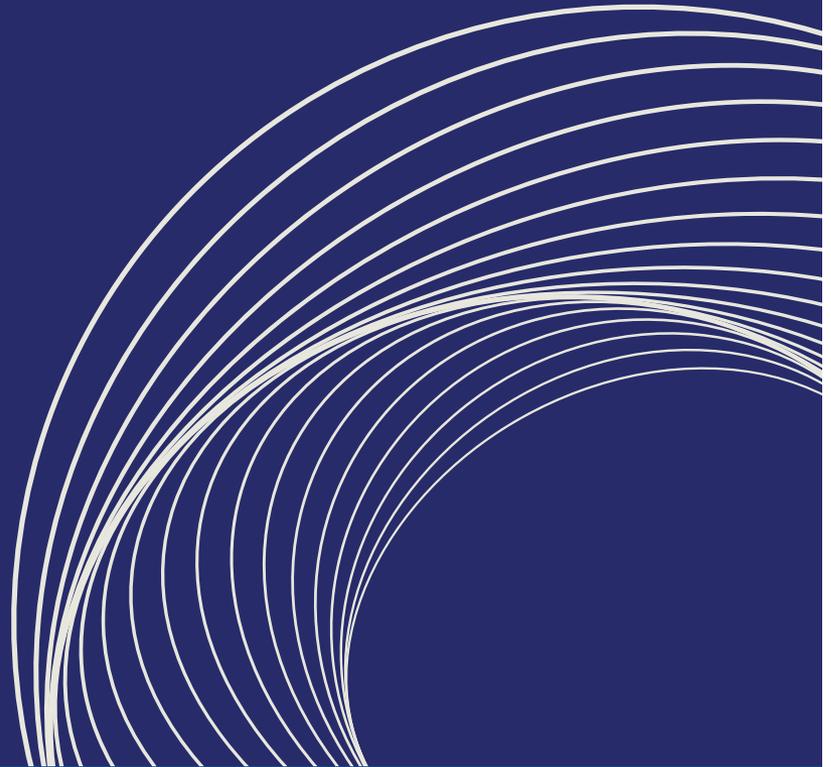
# Shared Space is about Mindful Communication

---



# Break-out Session

## Practicing Humble Inquiry



# Exercise Scenario

---

**What is your most fearful situation as a facilitator conducting the dialogues**

Tool: Ideation (2 min) – Individual reflection

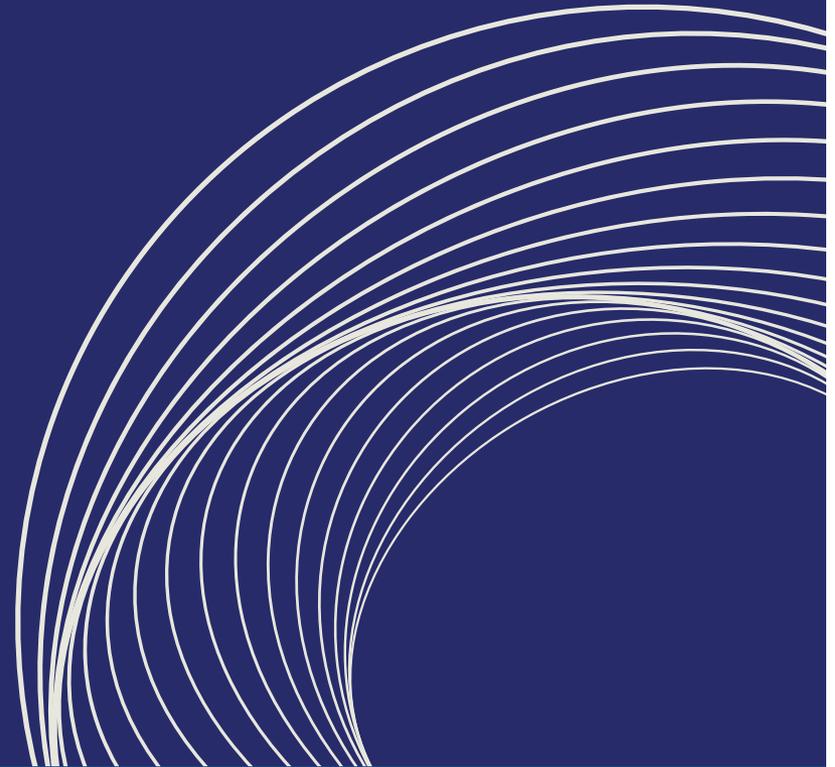
Tool: Small Groups (4 Groups) – Two people facilitates a dialogue and the rest group role plays using a couple of the "fearful scenarios".

The Facilitators should practice using the different tools to move dialogue forward.



# Until Next time

**Please try out:**  
Humble Inquiry  
Surfacing Assumptions  
Mindful Communication





Welcome to Part 2:

# Facilitating Dialogues

**Monica Haage & Sonja Haber**  
Senior Safety Specialists



**Date**  
11 September 2023

# Log-In – Presencing

Log-in question – *If you were to describe yourself as a color today, what would it be and why?*

1. Take a moment (30 seconds) to reflect before starting
2. Share shortly around the circle one by one
3. No long stories – one short sentence
4. Try to express feelings



- A Log-in needs to be short
- It is not a dialogue – one by one



# I DO ART

## Intention

Build capacity on how to facilitate dialogues which deepen the understanding of the culture by learning-by-doing approach

## Desired Outcome

Enhanced skills on dialogue facilitation. New insights, ideas and tools.

## Agenda

<b>Topic</b>
Opening & Introduction through Storytelling
Small Groups & Roleplay on what has been learned from the exercises
Presentation & Dialogue on how to use the information
Dialogue on Systems Safety & Facilitating dialogue
<b>Break</b>
Dialogue on Storytelling, Use & Use It
Dialogue on how to create Story & Space
Learning by doing, practicing, dialogue with focus on Systems Safety
Learning -> Action & Demonstration of tools
Round-up & wrap-up
<b>End of part 2</b>

## Roles/Rules

**Roles:** Sonja & Monica to facilitate  
All participants to engage and share  
**Rules:** Phones off/silent, attentive

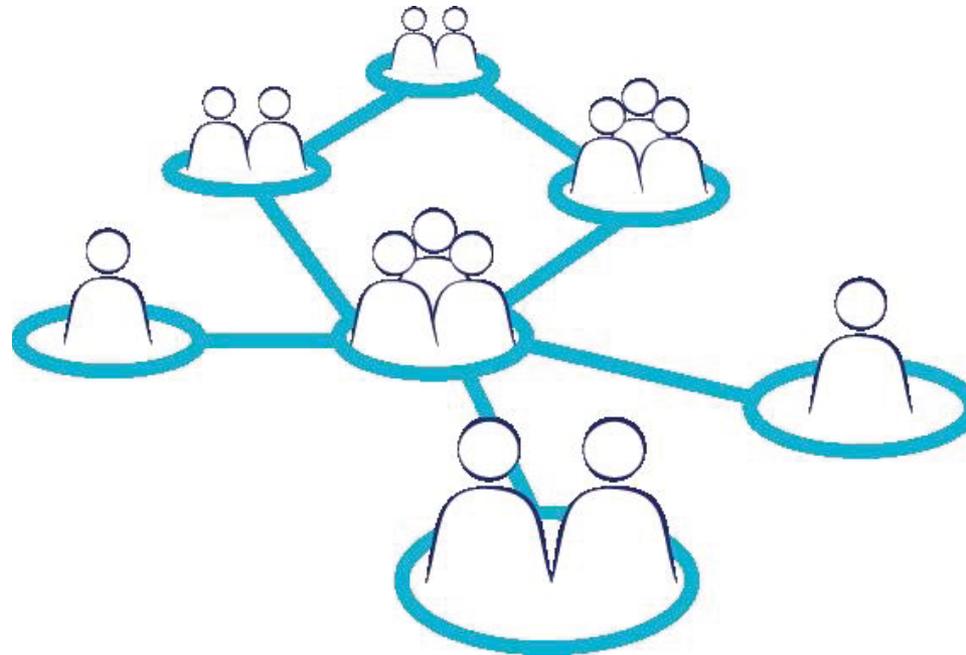
## Time

4 hours



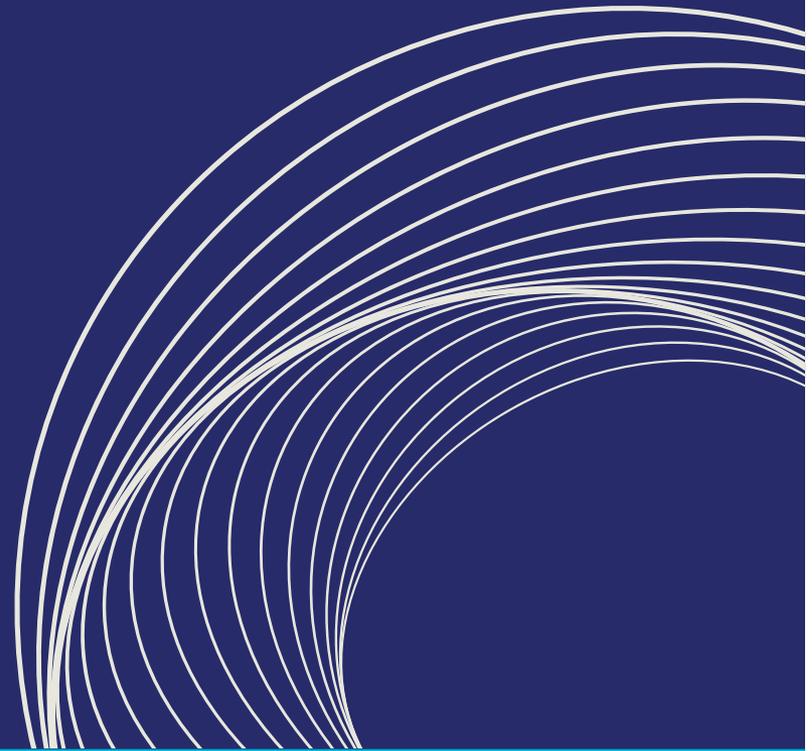
[www.2EC.se](http://www.2EC.se)

# Personal Introduction with Sociogram



# Small Groups & Reflecting Teams

Sharing experiences of  
using Humble Inquiry,  
Surfacing Assumptions,  
Mindful Communication



# Harvesting



# Division Between Descriptive and Normative

---

Descriptive

'is'

What you see and  
what you hear

Normative

'should'

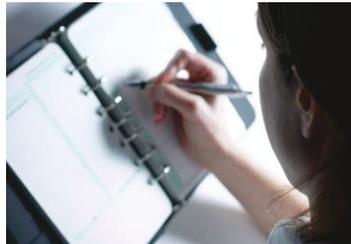
Based on your  
knowledge, experience,  
assumptions



# Why are Notes Important?

---

- ✓ Helps you identify cultural issues
- ✓ Provides a permanent record
- ✓ Provides information that may not be available anywhere else
- ✓ Allows for identification of issues for follow-up



# Note Taking vs. Note Making

---

## NOTE TAKING (Descriptive):

Writing down, verbatim or paraphrasing, what is being said or observed.

## NOTE MAKING (Can be normative):

Note taking plus additional information; augmenting notes with observations or impressions as well as questions raised.

***Note making results in a richer account.***

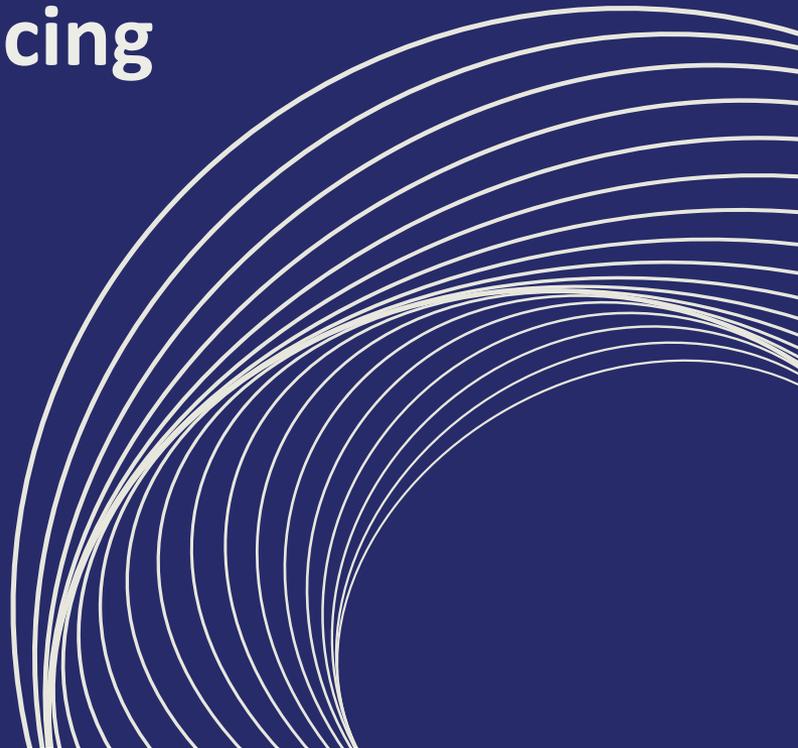


# Tips for Improving Harvesting

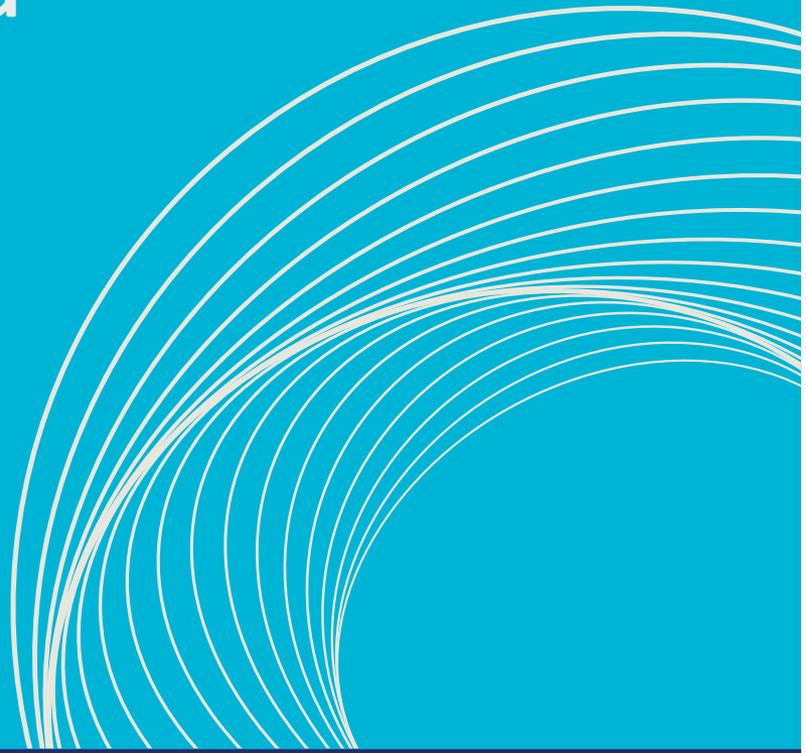
- ✓ Decide who is the primary harvester.
- ✓ Use a permanently bound notebook.
- ✓ Record context information at the top of each page.
- ✓ Divide pages in 1/2 or at 2/3 mark. Use left side for note taking and right side for note making. Keep a compressed and accurate record.
- ✓ Record the main issues.
- ✓ Record information clearly and neatly.
  - ✓ Don't write continuous prose.
  - ✓ Use abbreviations, initials, and shortened forms.
- ✓ Rewrite notes into final format as soon as possible.
- ✓ Don't assume.



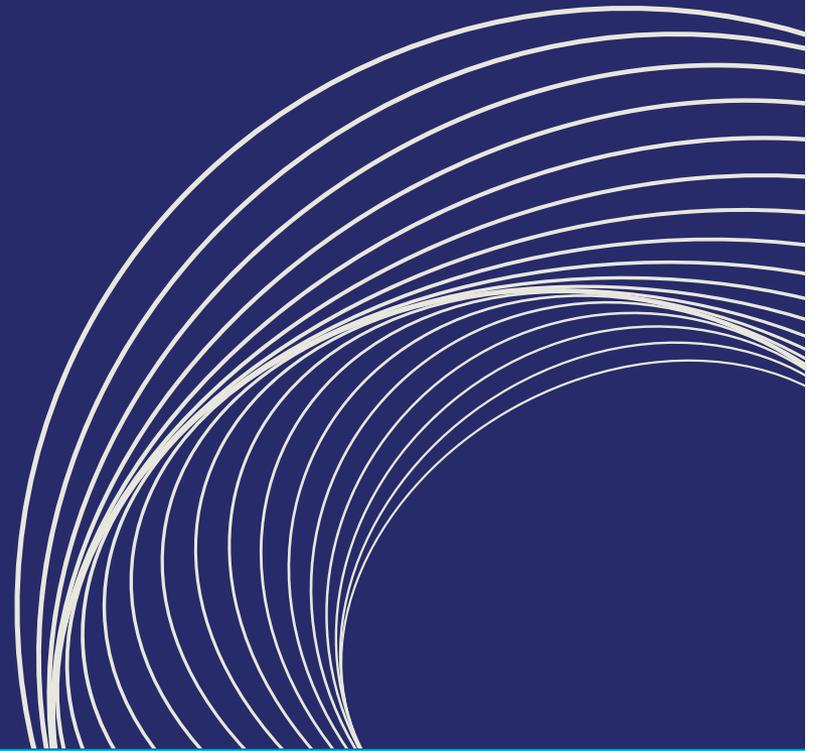
# Dialogue and Practicing



# Facilitation Tips and Tricks



# Practicing Dialogue on Comprehensive Safety



## Contact Details

Monica Haage

Email [monica.haage@2EC.se](mailto:monica.haage@2EC.se)

Phone +46 72 71 68 888

[www.2EC.se](http://www.2EC.se)



# APPENDIX C

# Co-creation of the North Star of SCG Culture of Safety

## 3rd June 2024

Time	Activity	Description	Lead
13:00 – 13:05	<b>Welcoming &amp; I DO ART</b>	<p><b>Framing of the day</b>  Welcome – Clarity about TODAY only North Star not the HOW as time is limited.  <b>I DO ART</b> – Clarity over the purpose and WHY they are gathered – Shared Space  <b>Intention:</b> Co-create the North Star  <b>Desired Outcome:</b> An aligned “living” vision of the North Star. Ability to apply a couple of new tools elsewhere in the organization.  <b>Agenda:</b>  <b>Rules:</b> Cell Phones off, open your mind  <b>Roles:</b> Sonja/Monica to facilitate and everyone to contribute to co-create the North Star  <b>Time:</b> 4 hr</p>	Monica
13:05 – 13:15	<b>Log-In</b>	<p><b>Precensing – Get all participants to mentally log-in</b>  <b>Q:</b> Share one positive thing that happened this weekend</p>	Sonja
13:15 – 13:35	<b>1-2-4-ALL</b>	<p><b>Warm-up and energize on the outcome of the Executive Leadership Dialogue</b></p> <ol style="list-style-type: none"> <li>1. Think individually</li> <li>2. Pair up 2&amp;2 and share</li> <li>3. Find another duo &amp; share – write on post-it</li> </ol> <p>Harvest the dialogue on post-it paste on the wall.</p>	Sonja
13:35 – 14:30	<b>Appreciative Inquiry</b>	<p><b>The SoCalGas North Star Dream of SCG culture in 5 yrs</b>  Divide into 4 groups - random  Encourage to think beyond possible, be creative and crazy, no limits, everything is possible. The task is to vividly create a vision of the North Star – the dream state of SCG safety culture in 5 years.</p> <ol style="list-style-type: none"> <li>1. 45 min to create</li> <li>2. 10 min to prepare a pitch/present – 3 min per group</li> <li>3. SF Team to Harvest on post-it and paste on the wall</li> </ol>	Monica
14:30 – 14:45	<b>Break</b>		
14:45 – 15:00	<b>Ideation &amp; Dialogue</b>	<p><b>Unlearning</b> – Identify and get rid of cultural traits which hamper the evolution towards the North Star characteristics. Individual ideation 4 min</p> <ol style="list-style-type: none"> <li>1. Each person writes on post-it 1 trait/ post-it. Use semi-fine marker pen so easy to read from distance</li> <li>2. Ideation outcomes in silence attach the post-it on the wall, duplicates on top of each other.</li> <li>3. Facilitate a short dialogue on the results</li> </ol>	Sonja

15:00 – 15:45	<b>Triangulation of the North Star</b>	<p>Introduction: Time for co-creating the North Star of SCG Culture for Safety. The North Star needs to be vivid, reflect feeling and as concrete as possible.</p> <p>Set the scene: The year is 2029, SCG has been super successful with its transformation and with lots of effort is now recognized to have an outstanding healthy Safety Culture.. SCG has received several rewards and is now in the spotlight and others would like learn about the success. The largest safety conference in the world has invited SCG and four stakeholders to share the story The world is interested to know what the SCG culture looks like, what the characteristics are, what is noticeable, what the feeling in the organization is like, what are people doing, what is the change?</p> <ol style="list-style-type: none"> <li>1. 4 Groups to work with describing the SCG culture as concrete as possible. Avoid buzz words, use descriptive wording. The groups are describing the culture from different stakeholder perspectives. [15 min to prepare their view in each group]</li> <li>2. The 4 Groups invited to share different stakeholders' views.</li> <li>3. Studio-setting: Sonja/Monica are interviewing one rep. per group [15 min]. The rest of the group will be conference participants asking questions Q&amp;A</li> <li>4. SF team to write on Postit and put on the wall</li> </ol>	
15:45 – 15:50	<b>Framing</b>	<p>Stress the importance a vivid and meaningful descriptive narrative of the North Star/desired state which anchor activities and creates alignment.</p> <p>Wikipedia <i>"Imagine a world in which every single person is given free access to the sum of all human knowledge"</i></p> <p><i>"We provide world class..." "The number one of ... in the world"</i></p> <p>Generic statements does not provide enough direction and feel for the meaning of the words. The narratives needs to anchor the culture.</p>	
15:50 – 16:50	<b>Consolidation and Co-Creation of the North Star</b>	<p>Three Groups to Co-create the North Star narrative based on the inputs from todays process and harvesting</p> <ol style="list-style-type: none"> <li>1. All to stand up by the wall of harvested information and review. Also read the SCG and Semptra values/aspirations.</li> <li>2. Each group presents by standing by their Flipchart write/formulate the North Star description, picture/images are also welcome</li> <li>3. Consolidate the work into one version and put up on the wall</li> </ol>	

		Potentially the SF Team will need to outline and finalize.	
16:50 – 17:00	<b>Log-out</b>	<b>Precensing to capture peoples experiences and close the session. Q: What feeling does collaboration like today evokes in you?</b>	
		<b>End of session</b>	

A large paper on the wall to put stickies on:

Executive Dialogue outcomes:	Characteristics of a Dream Culture:	Traits to leave behind:	SCG Culture 2029:	North Star describing phrase with semantics:

# Co-creation of the Safety Culture Improvement Plan

## Part 2

2 July 2024

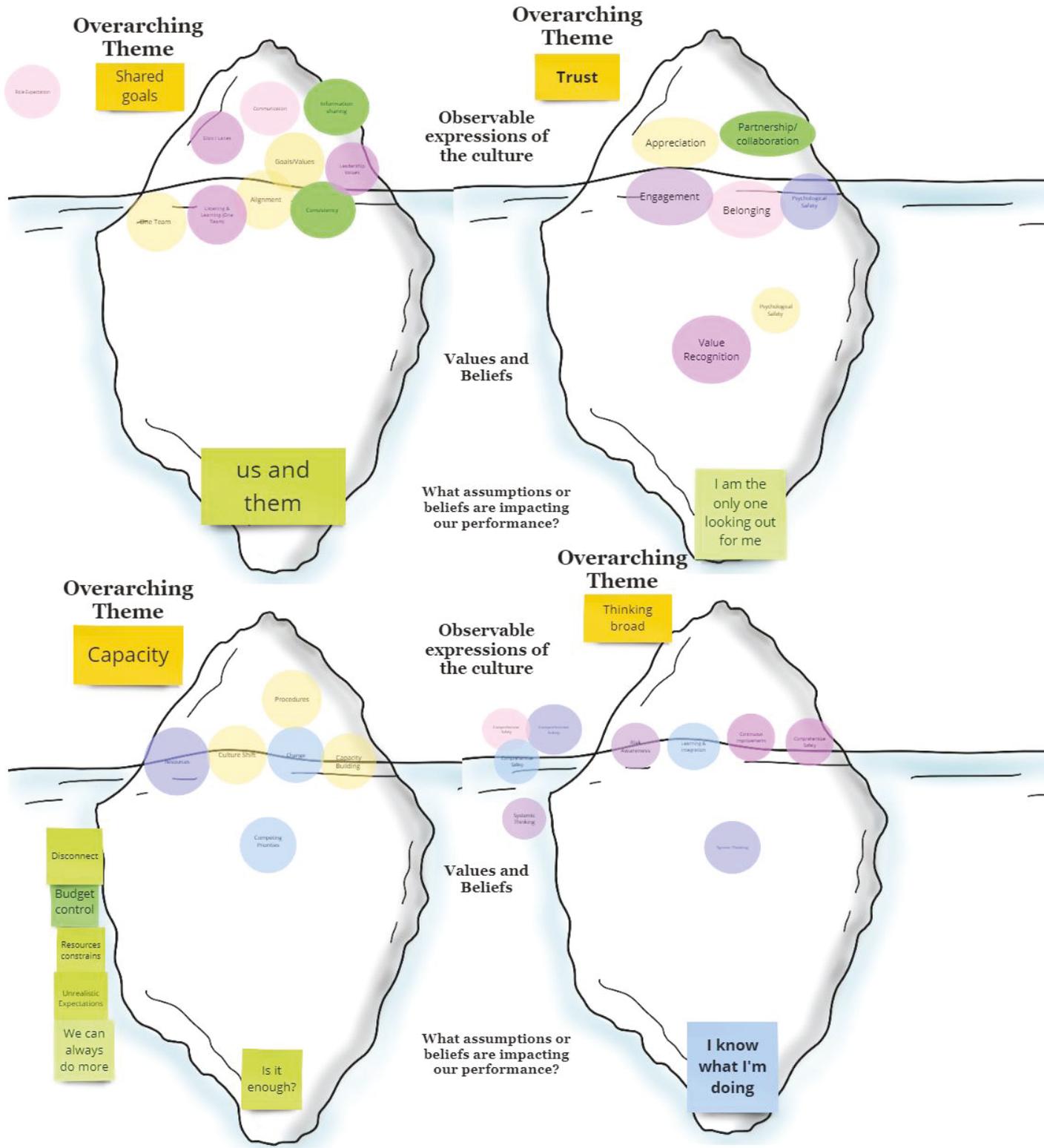
Agenda

Time	Activity	Description	Lead
13:00 –	<b>Welcoming &amp; I DO ART</b>	Agenda for the day	
	<b>Log-in</b>	Presencing	
	<b>Miro Board Refresh</b>	Short refresh of what has been created since last time.	
	<b>Overarching cultural theming</b>	Three Small Groups: Co-Creating the overarching themes	
	<b>Break</b>		
	<b>Sharing and dialogue</b>	Sharing of group outcomes 5 min per group	
	<b>Consolidation</b>	Consolidation of the overarching themes and dialogue	
	<b>Cultural levels</b>	Connection of the overarching themes and the cultural levels	
– 16:30	<b>Log-out</b>	Presencing	
		<b>End of session</b>	



**Co-creation of the Safety Culture Improvement Plan**  
**Part 3**  
**11 July, 2024**  
**Agenda**

Time	Activity	Description	Lead
13:00 –	<b>Welcoming &amp; I DO ART</b>	Agenda for the session	Monica
	<b>Log-in</b>	Presencing	Monica
	<b>From culture to action</b>	Dialogue about the cultural basis	Sonja/Monica
	<b>Reflecting Teams</b>	Reflection on how the cultural basis relates to the North Star	Monica/Sonja
	<b>Group work step 1</b>	Identifying the most important cultural elements/behaviours for reaching the North Star	Sonja/Monica
	<b>Group work step 2</b>	Identifying the most important improvement activities by divergent and convergent thinking	Monica/Sonja
	<b>Break</b>		
	<b>Sharing outcomes</b>	Groups to share their proposals for improvements	Sonja
	<b>Large group consolidation</b>	Consolidation of the improvement activities and into on-going activities	Monica/Sonja
	<b>Workstations</b>	Co-creation of new cultural activities and modification of on-going activities to incorporate cultural elements	Monica/Sonja
	<b>Cross-checking</b>	Does this align with our North Star? Does it meet CPUC Requirements?	Sonja/Monica
	<b>Reflection</b>	Short moment to reflect on outcomes and process	Monica
– 17.00	<b>Log-out</b>	Presencing	Monica
		<b>End of session</b>	



# APPENDIX D

# Leadership Dialogues



**SAFETY  
FORWARD**

A SoCalGas Program

Initiative 1A Learnings and  
Recommendations

## Executive Summary

From February to April 2023, representatives from the National Safety Council (NSC), in partnership with SoCalGas's Safety Forward team, facilitated Leadership Dialogue Sessions. These sessions related to Initiative 1A of SoCalGas's Safety Culture Improvement Plan, known internally as *Safety Forward*. SoCalGas directors and executives participated.

Dialogue sessions explored participant understanding in four key areas:

- Understanding of the Evolving Energy Consortium (2EC) Safety Culture Assessment
- The current state of SoCalGas safety culture
- The desired future state of safety culture, and
- Adjustments required in the *Safety Forward* plan that should contribute to achieving the desired safety culture end state

Participants were assured that comments and ideas surfacing from the discussions would not be attributed to individuals. When all dialogue sessions were completed, dialogues were reviewed, analyzed, and mapped to common themes detailed within this report.

Several observations emerged from the discussions:

- The organizational culture was described by nearly all participants as nice, positive, collaborative, friendly, and respectful, with senior leaders strongly motivated to work together to achieve consensus. While acknowledging the benefits of a strong organizational culture, many participants concluded that there are negatives to highly nice and collaborative cultures: it can inhibit some colleagues from challenging direction and raising issues, including safety issues.
- Senior leaders understood SoCalGas's commitment to employee, contractor, infrastructure, and public safety. Examples of how SoCalGas employees interfaced with contractors and customers were provided, as well as the constant need to reinforce individual employee and team safety, given the hazards associated with the storage, transmission, and distribution of natural gas. There was discussion of how most activities and information labelled "safety" addressed personnel safety and examples of safety efforts largely pointed to personnel safety actions. It was recognized that there could be a mindset that safety is personnel safety and other actions (e.g., operations) are the "work."
- Conversations across the dialogues tended to show a lack of alignment on safety culture, with some departments more ingrained into different aspects of the culture or bringing different views and perceptions on safety and their role in directly and indirectly supporting safety.
- At the senior leader level, there is an understanding that compliance is the minimal standard, but absolutely required. Several leaders noted that, given the hazards associated with the industry and the compliance-oriented oversight of the CPUC, PHMSA and other entities, a focus on compliance was understandable.
- Leaders noted that frontline supervisors had the most difficult jobs at SoCalGas given the need to safely complete work tasks, adjust to dynamic conditions in the field, and lead large teams of employees, simultaneously managing the expectations of managers and directors. Participants

recognized opportunities to improve supervisor effectiveness through additional training, mentoring and development programs.

- Psychological safety was frequently identified as an area requiring emphasis so employees not only “stop work” when encountering unclear procedures or unsafe conditions but also freely communicate their ideas for improving work processes and procedures. Participants recognized that psychological safety is now receiving wide attention at SoCalGas but noted that action is needed to reinforce and demonstrate leadership support for employees when concerns are raised, and questions asked. It was recognized that the current company culture promotes having solutions and progress (not just raising concerns) and that this could hinder issues being raised early.
- Communications and messaging emerged as areas receiving considerable attention in *Safety Forward*, although leaders indicated more work is required to simplify and tailor messaging for supervisors and frontline employees.
- Leaders’ understanding of Safety Management Systems (SMS) was limited, as well as the linkage between continuous improvement in SMS and culture change.

Overall, participants were keenly aware that a focus on improving safety culture was underway and organizational commitment was high. While the discussions resulted in meaningful conversations and engagement, it was noted that there was a great degree of variability across the sessions and opportunities for additional conversations in the future. As a result, following these structured dialogue sessions, SoCalGas engaged in several follow-up conversations: one discussion with the larger leadership team (directors and executives) to share some of the initial themes and takeaways; one facilitated session with the Senior Management Team (SMT) was facilitated by the National Safety Council to discuss takeaways and psychological safety; and follow-up conversations with subsets of the Leadership Team (the Safety Forward Executive Sponsors, Executive Safety Council, and the Operations Executives). Going forward, SoCalGas should use the learnings and takeaways from these dialogues, to continue further structured and facilitated dialogues throughout the enterprise – future dialogues could potentially be made more impactful with a simpler stated objective up front and more open exploration of topics related to that objective.

# SoCalGas (SCG) Safety Forward: Workstream 1: Initiative A

## Leadership Dialogues

### 1.0 Introduction/Overview

Workstream 1 (Foster a Comprehensive View of Safety), included several supporting initiatives. Initiative 1A is the first project undertaken as part of Workstream 1 of the *Safety Forward* effort. The 1A Charter statement and key actions planned during the initial development of the overall *Safety Forward* plans are as follows:

***1A. Dialogues with Leadership to foster understanding of the 2EC assessment and define and implement a more comprehensive concept of safety with guidance from an external expert.***

This report details the outcomes of the 1A Dialogues held with SCG leaders in the first quarter of 2023.

### 2.0 Methodology

The SCG and NSC teams used the 1A charter as an overall guide to create and execute the dialogue sessions. The 1A team members met at least weekly to plan the overall approach to the dialogue sessions using an outline template which is included in full in Appendix 1.

SCG Team members created pre-dialogue session and post-dialogue session surveys which were electronically sent to company directors and executives. The pre-survey contained four multiple choice questions and one open ended question. The post-survey contained five multiple choice questions and one open ended question. The surveys were anonymous, and the questions were designed to gauge the participants' level of confidence in their understanding of the 2EC report, determine the areas of safety (e.g., employee, contractor, infrastructure, and public) they felt their departments impacted, and identify their understanding of their responsibilities in fostering a comprehensive view of safety.

Questions for both surveys are included in Appendix 2.

The target population for the leadership dialogue sessions included all management employees at a director level and above. The approximate number of expected participants was 86 and based upon the target participant number. Session participants included a general mix of SCG departments (e.g., staff and operational roles). The in-person, two-hour dialogue sessions were planned between February 1, 2023, and March 16, 2023, in the Executive Board Room at SCG Headquarters.

The 1A team planned the first two sessions to be conducted as pilots to allow for process adjustments and to improve the approach in the succeeding sessions. Adjustments were made at each session, but overall, the approach was consistent for all sessions. Each session utilized the full time allotted with the participants engaging in facilitated dialogue.

At least one National Safety Council (NSC) member facilitated each session and the two NSC project leaders facilitated both pilot sessions. Cultural change experts representing the CPUC and Sempra were invited to virtually observe four of the dialogue sessions. Both external observers provided feedback upon conclusion of each observed session. This assisted in further refinements in the proceeding sessions.

The facilitated dialogue explored four basic areas:

- Understanding of the 2EC report findings - specifically the four overarching themes:
  - Theme 1: Safety is most often perceived as personnel safety
  - Theme 2: Safety and risk are perceived as achieved by compliance
  - Theme 3: Resources are needed to promote a healthy safety culture, and
  - Theme 4: Learning and safety improvement require an integrated management system
- The current state of SCG safety culture
- The ideal future state of SCG safety culture, and
- How the Safety Forward improvement strategy contributes to the attainment of the future state of safety culture at SCG, and what modifications, if any, should be made to that plan.

The initial list of dialogue questions is included in Appendix 3. Not all the questions from this set were discussed at each session as the facilitators allowed the participants to carry the dialogue openly to surface participant's individually held beliefs, positions, and issues of importance to the group.

### **3.0 Results and Discussion**

The following sections describe the results of the pre and post survey insights, the key themes resulting from the exercise and the analysis of the dialogue occurring through the ten sessions. The summarized Key Takeaways of the Leader Dialogue sessions are included in Appendix 4.

#### 3.1 Pre and Post-Dialogue Session Surveys

Pre and post-dialogue session surveys were used to gauge the participants' level of confidence in their understanding of the 2EC report, determine the areas of safety (e.g., employee, contractor, infrastructure, and public) they felt their departments impacted, and identify their understanding of their responsibilities in fostering a comprehensive view of safety. Out of the 71 participants (Directors and Executives), 50 responded to the pre-survey, while 29 responded to the post survey. 93% of the post session survey respondents felt either extremely or very safe sharing their opinions during their dialogue session. Notably, 55% of the pre session survey respondents felt that their departments impacted all four areas of safety compared with 71% of post session survey respondents. Creating psychological safety, communicating, and educating employees on safety, and focusing beyond employee safety were consistent themes among respondents when asked about their part in fostering a comprehensive view of safety. As quoted by one respondent, "In all my dialogues with employees, I have the opportunity to help employees get the global safety understanding. I think the goals I set and the metrics I measure can also ensure that we are keeping a broad safety focus and it is not narrowly defined as employee safety. I also have the opportunity to coach people to think this way in all their different efforts." It appears the dialogue sessions helped a number of the participants understand their broader impact in areas of safety included in the term comprehensive safety.

#### 3.2 Leader Impressions of the 2EC Assessment Report

In general, all participants were familiar with the key themes of the 2EC report, but less familiar with the specific findings. The dialogues concentrated on the four overarching themes, the view of comprehensive safety and culture at SCG. There was an acknowledgement that employee and company pride can initially get in the way of absorbing the results of the assessment. Some constructive points from the assessment were conceded, but it seemed difficult for many participants to voice overly negative conclusions relative to safety at SCG and as reflected in the 2EC report.

Of note, when participants were probed about two of the overarching themes of the report, for example "safety is most often perceived as personnel safety" or "safety and risk are perceived as achieved by compliance," there seemed to be good agreement with these themes. While not as thoroughly supported, discussion around the theme of resources raised some interesting points and it appeared participants were less clear about SCG management system efforts. These points will be further elaborated upon in the following sections.

#### 3.3 Safety Perceived as Personnel Safety - Comprehensive View of Safety

One of the main themes surfaced in the 2EC report was the perception of personnel safety as the sole view of safety at SCG and this topic was a key point of the dialogue discussion. Participants recognized that a large volume of communication around safety at SCG focuses on personnel safety even if other types of safety are undertaken, for example public or infrastructure safety. These elements were

recognized as not highlighted in formal SCG communication materials or training programs and often the public and infrastructure efforts were labelled as “operations,” not “safety.”

Comments around safety communication being concentrated around personal safety and related metrics were common at every session. This relationship between safety and personnel safety seemed strongly ingrained. During this discussion, participants voiced their perception that employees do not fully recognize their role in contributing to the four core elements of SoCalGas’s comprehensive views of safety (personal, infrastructure, contractor, and public safety).

Positively, the understanding that the tendency by SCG leaders to consider safety as personnel safety was acknowledged by participants and various suggestions for addressing this situation were voiced during the sessions and are included in the recommendation section.

### 3.4 Safety and Risk Perceived as Achieved by Compliance

Discussions around risk and compliance appeared to resonate with participants in roles that have elements of risk identification/mitigation and/or compliance as part of their remit. Comments from these role-knowledgeable folks included recognition that SCG is heavily regulated and a belief that the 2EC report did not give enough consideration to the influence of the regulations and the regulators. Being compliance driven appeared to be intertwined with the requirement to conform to the regulations as an appropriate end state for safety efforts. Specifically, participants voiced that they recognized, whether consciously or unconsciously, the focus on regulatory compliance could lead to an over reliance on procedures as providing a safe harbor for actions (i.e., employee work processes). This heavy reliance on procedures can be self-reinforcing when employees see them (i.e., procedures) as non-negotiable.

Closely related to these thoughts on compliance as an end-state was the acknowledgement by participants that SCG also has to consider compliance requirements in demonstrating the reasonableness of its investment and costs on behalf of ratepayers.

### 3.5 Resources Needed to Promote Healthy Safety Culture

The discussion of resources during the sessions typically turned to considering the employee’s view of their ability to work safely without their “perceived” needed level of resources (e.g., tools, vehicles). The comments about resources by the participants acknowledged a negative perception by employees around financial discussions. The perceptions of some participants revealed their beliefs that financial decision making was not made clear or discussed routinely with employees. As a further illustration of the conversations, a participant mentioned that the phrase “we’ve made a business decision” often raises a red flag with employees.

One important takeaway is that full discussions or explanations with employees around resource levels will likely improve perceptions.

### 3.6 Learning and Safety Improvement Require an Integrated Management System

Discussion of this overarching theme encompassed points around organizational and safety culture, communication within SCG, psychological safety, and the role of supervisors. There was not a robust discussion of SoCalGas’s current SMS. Based on these conversations, there is value in reviewing

SoCalGas' SMS for improvement, and engaging in additional communications about the value of an integrated SMS.

### 3.7 Organizational and Safety Culture at SCG

During each of the dialogue sessions, participants were asked to rank and discuss their view of safety and organizational culture at SCG. Participants often rated organizational culture higher than safety culture, although some participants rated both highly. In terms of SCG organizational culture, the comments were overwhelmingly positive and very consistent from session to session. Organizational culture was described as collaborative, consensus driven, nice, family-like with a strong respect for and acknowledgement of the importance of tenure within the hierarchy.

When discussing safety culture, many comments were positive, but in a few cases, participants would make a case for a lower ranking and acknowledged that employees would view the safety culture lower than participants at the sessions. Additionally, thoughts such as: "We do not discuss safety culture, we just come to work and try to be safe," seemed to capture the overall impression of the participants on this topic. Participants further acknowledged a perceived difference between safety being viewed as the focus of operations and field employees working nearest the risks versus employees working in office settings. "Safety culture is in the field and organizational culture is everywhere else," was another recurring sentiment. Upon discussion, participants recognized that this perception needed to be revised and that leaders had to broaden safety discussion topics and metrics and explain the interrelatedness of each area of safety to all employees.

The concept of the SCG organizational culture was probed by the facilitators to understand deeper positions held by participants. Examples of comments include:

- Seeking consensus is strongly practiced, but sometimes slows decision-making
- 'Nice' can be a barrier to speaking up. Getting along or time pressures mean quick consensus is the goal instead of healthy disagreement and innovation
- Employee tenure is equated with knowledge and expertise
- Strong emphasis placed on being correct and sometimes a fear of getting an issue wrong
- There is a barrier to new ideas being shared from new employees or new-in-role employees; it can be difficult for new employees to assimilate (perhaps due to high regard for tenure)
- Recognition of current culture that holds "meetings" before (or after) the meeting and the need to bring forth conflict to get the best ideas

### 3.8 Communication and Psychological Safety

Participants had been exposed to concepts of psychological safety both through Safety Forward efforts and other ongoing efforts at SCG including programs around Diversity, Equity and Inclusion. It was apparent that participants understood the benefits of honest conversations starting at the top of the organization and of leaders throughout the organization creating an atmosphere where both new and tenured employees can bring up challenging topics. While that was noted, it was acknowledged that this is not always the norm at all levels and departments.

Participants acknowledged that the organization may need interpersonal communications skills training and/or mentoring to improve these skills. Participants voiced that frontline supervisors have the biggest

impact on safety communications with employees and that gaps exist in the feedback connection between the frontline and upper management. Recognition of the importance of visible leader engagement (e.g., communication, field visits, modeling, etc.).

### 3.9 Safety Forward

One of the final elements of the dialogue sessions included discussing the question around the relationship between Safety Forward and the future state of safety culture at SCG. This question gave participants a chance to discuss their views on Safety Forward, which at the time of the dialogues was underway for about six months. Some participants shared that employees could be confused between the Safety Management System (SMS) that was developed a few years ago and Safety Forward.

A further desire around Safety Forward from participants was to simplify Safety Forward messaging, to articulate it clearly for the entire enterprise and to make it simple enough for every employee to understand and explain. Through these first six months (September 2022 – March 2023), the level of communication around the effort has been increasing and teams are finding their way in the implementation of five specific initiatives. Common terminology is developing, but at the time of the dialogues, participants had concerns with descriptions related to safety culture change.

There is a great desire to have Safety Forward information distilled down so supervisors can share it with their employees and where it can be easily internalized. Employees infer that Safety Forward is for the field, but those with this view will need to know where they fit within the effort and how they affect what happens throughout the company. Several participants had the opinion that Safety Forward could be recast in a way that it would stick in the SCG vocabulary, such as the simple phrase SCG employees use with customers: “Glad to be of Service.”

### **4.0 Recommendations**

- Leaders attending dialogue sessions recognized an ingrained focus on personal safety in communications and training at SCG. Several paths forward suggested by leaders included taking steps to relate how each SCG group or individual job is connected to the different areas of safety. These connections should be visible and vocally made through appropriate communications and conversations. Likewise, they should be tailored at the individual level so comprehensive safety will be better understood. For example:
  - Build a descriptive model of the complex parts of SCG to communicate to employees how each group of employees fit together and influence comprehensive aspects of safety, including office connections to field work and vice versa,
  - Broaden safety discussion topics (including onboarding materials) and reported metrics to add infrastructure, contractor, public, and environmental safety, and
  - Provide supervisors with interpersonal communications training, mentors, tips, etc.
  - Create processes to update internal documents, materials, and content to reflect a broader conceptualization of safety
- Beyond Compliance: SCG is in a heavily regulated, compliance-driven industry and must adhere to these requirements as a base case. Regulatory compliance is a minimum for safe operations. There is merit in reiterating the value of and description of what "beyond compliance" means.

- When developing the workstream efforts around resource levels, SCG should include consideration of employee communications and explanation around resource decisions.
  - In future Workstream 1 dialogue efforts, specifically with managers and employees, explore perceptions around resource levels and adequacy of explanations or factors influencing financial decisions.
  
- Organizational Culture is strong and appreciated at SCG, but could be a deterrent to innovation, change, safety culture improvement, etc. Future efforts should focus on recognizing that some aspects of cultures can be an impediment to disagreement or alternate points of view. Recognizing these barriers and working to eliminate them is important. For example, encourage, invite, and reward employees for speaking up, asking questions, and providing new views to ongoing challenges. This effort is potentially a project that can be led by the SCG Human Resources or Diversity, Equity, and Inclusion departments. For example, more work to promote “Inclusive Leadership” styles or “Humble Inquiry” methodologies.
  
- Psychological Safety: provide procedural and leadership training to ensure their skills are adequate for interacting with employees to create an atmosphere of psychological safety.
  - Quality engagement with frontline employees and supervisors should increase to improve upward communication and feedback.
  
- Focus on learning: Directors and executives at SoCalGas recognized there was a lot of focus on safety, Safety Forward, etc. Those who participated in SMT presentations were generally knowledgeable about issues like psychological safety, event learning, HOP, just culture, etc. -- because they had been previously introduced to those topics. Generally, exposure to concepts that will help improve culture needs more emphasis. The benefits of engaging employees in matters of their own safety are recognized and the company is demonstrating it is willing to learn.
  
- Lack of knowledge of Safety Management Systems: participants knew that there was an SMS organization but had very little knowledge of what an SMS is, what the SMS group does, and what is included in the structure of an SMS. SCG should interact with other organizations to elevate understanding of management systems that integrate operations and safety processes. It is difficult to change and mature safety culture without an SMS that is also continuously improving and recommend future focus on maturing and improving SMS.
  
- Quality engagement with frontline employees is required to improve communications and feedback. Conducting dialogue sessions in the form of conversations with a selection of managers, supervisors and frontline employees should be a continuing step in Workstream 1 efforts.

## Appendix 1

### Pre-Survey Questions

- Considering your current understanding of Safety Forward and the 2EC report, how well do you understand the concept of a comprehensive view of safety?
  
- The work my department performs directly impacts: (select all that apply)
  - Public Safety
  - System Safety
  - Employee Safety
  - Contractor Safety
  
- Considering your current understanding of Safety Forward and the 2EC report, how well do you understand the 4 overarching themes?
  
- What do you see as your part in fostering a comprehensive view of safety within your organization?
  
- I will be attending the following Leadership Dialogue Session (available session dates listed below):

### Post-Survey Questions

- Considering your current understanding of Safety Forward and the 2EC report, how well do you understand the concept of a comprehensive view of safety?
  
- The work my department performs directly impacts: (select all that apply)
  - Public Safety
  - System Safety
  - Employee Safety
  - Contractor Safety
  
- Considering your current understanding of Safety Forward and the 2EC report, how well do you understand the 4 overarching themes?
  
- How well equipped do you feel to take the Safety Forward Message to your organizations?
  
- How safe/comfortable did you feel sharing your opinions during the dialogue session?

## Appendix 2

### Leadership Dialogues – Structure & Logistics

This template is provided for planning the initiative contents, and to describe the roll-out process and logistics support.

<u>Initiative:</u>	1A – Leadership Dialogues
<u>Who is impacted:</u>	Leadership Team (Executives & Directors)
<u>Purpose:</u>	Foster a comprehensive view of safety. Deepen understanding of the 2EC Report and continue to improve the SoCalGas Safety Culture Improvement Plan or Safety Forward
<u>Dialogue focus:</u>	<p>The dialogue sessions should focus on:</p> <ul style="list-style-type: none"><li>• Comprehensive Safety<ul style="list-style-type: none"><li>○ What is it?</li><li>○ How will a comprehensive view of safety affect our Safety Culture at So Cal Gas?</li><li>○ What are we already doing well to promote a comprehensive view of safety?</li><li>○ Where do we have areas for improvement?</li></ul></li><li>• Further understanding of the four overarching themes of the 2EC report</li><li>• Achieving greater understanding of how Safety Forward responds to that report</li><li>• Elicit discussion on areas of agreement or disagreement with 2EC report recommendations</li><li>• Capture participant vision for Safety Culture future state, including recommendations, topics of concurrence or disagreement – that will be considered in revising Safety Forward, or making the enterprise-wide roll out more effective</li><li>• Document that the dialogue sessions to inform and influence future changes and improvement</li></ul>
<u>Facilitators:</u>	<ul style="list-style-type: none"><li>• NSC consultants supporting Safety Forward execution</li><li>• Co-facilitated by NSC, Nichole Bell (Initiative lead)</li></ul>
<u>Support Materials:</u>	NSC/SoCalGas will develop facilitator guides, and lists of questions that should be considered in conducting the facilitated discussions

Format:

Directors and above will be divided into groups of 8 - 9 people; approximately 10 discussion groups are anticipated to cover all leaders who will participate in this initiative

A dedicated conference room should be reserved for all sessions. Dialogue sessions should be conducted in person.

Room layout is important. Key people will include:

- The facilitators
- The Executives and Directors assigned to each session
- A “runner”, that will take ideas noted during the dialogue sessions and post them where appropriate on the Safety Forward overview diagram, or Workstream summaries that will be mounted on the walls of the meeting room
- A “recorder” from SMS Strategy that will summarize key learnings or comments from participants, without attribution to specific individuals. In addition to supportive comments, session comments could include: (1) dissenting views on the status of SoCalGas safety culture; (2) disagreement with the direction of the Safety Culture Improvement Plan (Safety Forward); (3) disagreement with the 2EC report findings; or (4) disagreement with the priorities, metrics, objectives and SoCalGas focus on safety.

Duration:

To maximize impact, the dialogue sessions should take place over a period of 2 hours, in-person, with the designated facilitators physically present. In the first 15 minutes after arrival participants should be familiarized with the graphics on display in the conference room.

Room layout:

Rectangular conference room and round or rectangular conference table:

- Dedicated seats for participants at the table, with name cards (table tents) with participants’ name
- Dedicated seats for facilitators
- Dedicated seats on the side of the room for runners and recorders
- Easels available for posting essential information:
  - Graphic summarizing the key findings of the 2EC report
  - Graphic(s) (flip chart) with “cultural facts” that can be used to provide examples of the 2EC content and points for discussion

Success factors:

Upon completion of the facilitated dialogue sessions, the goal is for participants to:

- Have a more comprehensive view of safety: public, system, employee, and contractor

- Understand the importance and benefits of having a comprehensive view of safety
- Have a more in-depth understanding of Safety Forward
- Be in a better position to articulate the SoCalGas commitment to a stronger safety culture to assigned employees
- Have had an opportunity to raise issues, concerns, identify barriers to successful completion, present ideas for improving Safety Forward and its roll-out; and provide practical examples of issues that may be resolved through Safety Forward
- The amount and quality of recommendations that modify, improve, or change the initiatives covered under Safety Forward.
- The quality of interactions among session participants
- Evidence of changes in understanding of Safety Forward

Outputs:

Outputs of each dialogue session

- Summary of attendees and facilitators
- Key discussion points
- “Sound bites,” – recommendations, points of agreement, and points of disagreement offered by the attendees

Potential risks:

The success of the facilitated dialogue sessions could be impacted by the following risks:

- Lack of participation by Directors and Executives assigned to each session
- Facilitator inability to inspire or lead discussions
- Lack of recommendations to improve the Safety Forward
- Disclosure by participants that communications planning, intended to support knowledge of Safety Forward has been ineffective

## Appendix 3

### Leadership Dialogue Session Questions Questions in 3 Segments

#### Group 1 Questions – Current state

- When you read the 2EC report, or reviewed the major findings -- what surprised you the most?
  - What findings did not surprise you?
  - In either category, give some examples of what made you believe the cultural assessment was accurate?
- **2EC opined that the strongest cultural force they observed was a focus on personnel safety, do you agree or disagree? How do you think that developed? How could it be influenced/changed?**
  - Is there a relationship between significant operational events that occurred in the past and the company's culture?
  - What weaknesses in SoCalGas cultural traits, if any, could lead to undesired events?
  - What does the company do well? What are your organizational strengths?
- **Does compliance equate to safety? Why or why not?**
  - If the company has a weakness – something that most people realize should be done better – what would that be?
  - If we are honest with ourselves, and after reviewing the 2EC report – what did the assessment team miss?
  - Everyone here is fairly senior in the organization – you've seen good and bad, and you've formulated your own ideas about what good culture looks like. If you were asked this question, how would you respond? “When I think about a good organizational culture, I would expect to observe the following behaviors from our managers and represented employees \_\_\_\_\_”  
\_\_\_\_\_
  - What would you expect to see as patterns – or warning signs -- of either an eroding safety culture, or something undesirable was about to happen?
  - How do you think your department/organization impacts public, system, employee, and contractor safety?
  - How do you prioritize safety when making resource (e.g., time, money) decisions?

#### Group 2 Questions -- Future state

- What should safety look like in your department/organization?
  - What changes in the way you speak about safety to your employees will you make or have made because of the 2EC assessments and Safety Forward?
- **What should comprehensive safety encompass? Public Safety? System Safety? Employee and Contractor safety? Environmental safety? and Safety of vulnerable populations?**
  - Based on your observations and where the company should go in culture improvement, what does the future state look like?
  - Describe what a perfect safety culture looks like.
  - What signs – overt signs, or weak signals – would you expect to see if the culture is changing in a positive direction? What will you notice?

### Group 3 questions – Safety Forward roadmap

- By now you are familiar with the Safety Forward roadmap that will help SoCalGas improve safety culture. The plan is broken down into manageable components – Workstreams – and initiatives within those workstreams. Based on our discussion about the future state of culture at SoCalGas, will Safety Forward get us there?
- What workstreams and initiatives will help the most?
- What workstreams or initiatives are unnecessary?
- The company will be refining the SF plan on a periodic basis as more is learned about organizational strengths and weaknesses, signs of progress, or possibly – setbacks. What would you offer now – as an area where we should focus?
- Research has shown that companies benefit in their culture change pursuit by regularly discussing culture change topics. For leaders present in these discussions – Directors and above – what is the best way to do make the time to do this?
- It is now January/February of 2023. Over a year has elapsed since the 2EC culture assessment report was issued in December 2021. What signs have you seen that there is progress (or regression) in SoCalGas cultural development in the past year?
- What are we talking about now, that we were not doing before?
- What are we doing now, that we were not doing before?

## Appendix 4

### Workstream 1 Initiative 1a: Leader Dialogue Sessions Key Takeaways

#### 2EC Assessment Impressions

- Participants were not surprised by the results of the assessment.
  - We are moving in the right direction with our culture.
  - The 2EC assessment was intended to tell us we had work to do. It was intended to be a more negative report that was toned down. We have room to improve.
  - View 2EC as a catalyst for action, not the driver of the effort
  - Gap between ratings (executives/directors vs management & frontline EE's) to be expected.
- Participants were surprised to be told we do not emphasize infrastructure safety -- in fact field people are doing the things that protect infrastructure safety.
  - How can we not have a strong safety culture -- we talk about safety constantly.
  - Successes and positive responses, we have had demonstrate we are doing the right thing for safety.
  - EE pride that initially gets in the way of absorbing the results of the assessment – initial response
- Leadership perception: personal safety as focus because of the safety climate not safety culture-measured, because the survey was taken during Covid during a time of high personal safety concern.
- Heavily regulated – consideration should have been but was not given to this concept during the assessment; the report does not account for the way our decisions are bound by the CPUC.
- Most were familiar with the report highlights and overarching themes and recognized it identified opportunities for improvement.
  - Lack of specific and details knowledge of the 2EC assessment report content
    - “I’d like to know what kind of change we need.”

#### Organizational Culture Impact on Safety Culture

- SCG has a collaborative, consensus driven, nice, family-like organizational culture with a strong respect/acknowledgement of the importance of tenure
  - Seeking consensus sometimes slows things down
  - Getting along or time pressures mean quick consensus is the goal instead of healthy disagreement and innovation
- Nice can be a barrier to speaking up
  - Difficult to remove poor performers at SCG
- Employee tenure is equated with knowledge, expertise, pride, and not wanting to change (*see related thoughts under psychological safety section*)
  - May not always question potentially unsafe acts because of a culture of that’s just what we do/how it’s done/how we’ve always done it/accepted behavior
  - Strong emphasis on being correct and sometimes a fear of getting an issue wrong.
  - Barrier to new ideas from new employees or new in role employees, difficult for new employees to assimilate
  - Loss of long tenured employees equates to system/procedural gaps that were plugged with personal knowledge

- Bringing up difficult problems can be an issue if solutions are also expected versus discussing the problem (competency fear, added workload fear)
  - Difficult to be a change leader as a result
  - Talking only about things the boss wants to hear
  - Meetings before (or after) the meeting, not speaking up, telephone chain afterwards
- Pockets of opportunities to openly discuss and share ideas (skip-levels or 360-degree reviews for front-line feedback)
  - Performance dialogues are not always practiced between VP and director level, which may roll down.
- We do not discuss “safety culture” we just come to work and try to be safe
- Front line employees likely have a lower assessment of SoCalGas' safety culture, because they lack perspective on how things work.
- The pace of work at SoCalGas leaves little time to think about how to influence the culture.
- Silos exist, some believe these are good for technical issues, but not around safety
  - Silos disappear during crisis situations (how to expand to normal operations?)
- There is a palpable difference between safety viewed by predominantly office employees versus employees working nearest the risks, “field” employees.
  - Safety is more for the “field” employees – the ones closest to risk daily
  - “Safety culture is in the field and Organizational culture is everywhere else”

#### **Compliance Mindset and Views to Comprehensive Safety**

- We are "compliance" driven because of the nature of regulation and the need to position our activities for rate recovery
  - CYA behavior even when better options exist, plausible deniability if in compliance
    - Leads to a procedure-based safety culture
    - Employees have policies handed to them as non-negotiable
    - The why of procedures is missing
  - Cost/Recovery tension for going beyond compliance
    - Are we spending money appropriately because we're going to be looked at vs. spending money where it will do the “most good,” risk and safety-wise.
- Regulators manage risk in a regimented (i.e., according to the written regulations) which in turn may constrain our ability to apply innovative risk management practices outside of the regulatory demands.
  - Front line people are doing infrastructure and public safety work, even if they don't call it that.
- SCG practices and training are perceived by leadership to be beyond what is required of the company.
  - Compliance is the minimum – we always go above
  - Technology will play a heavy role in improving pipeline and infrastructure safety, which in turn positively affects public safety.
- We have a department on Compliance, perhaps it should be focused on Public Safety or Infrastructure Safety as a department.
- Little participant discussion around contractor safety
  - Need to also hold contractors accountable to the same standards as SoCalGas
  - Safety elements need to go into contractual agreements with contractors.
  - Myth: SCG must be hands off with contractors
  - Little discussion or partnership, us v. them overrides

## Communication Styles/Focus on Personal Safety

- Safety communication, while ingrained in the organization, has been concentrated around personal safety and related metrics
  - Influenced what SCG unconsciously thought about safety (e.g., events where an injury did not occur, not considered a safety issue)
  - Assumption safety is part of everything SCG does. It should be voiced.
  - Customers expect reliability and affordability. They assume safety-we may be taking advantage of this assumption.
  - Ideal future state: employees know about and be able to identify projects SCG has in place for public and infrastructure safety.
- Comprehensive Safety - not relating how each job is connected to the different areas of safety. If these connections are made and understood, tailored to the individual, comprehensive safety will be better understood.
  - Broaden safety discussion topics and metrics to add infrastructure, contractor, public, and environmental safety, explain the why of safety
- Style and approach to communication to expand view of comprehensive safety
  - Encourage speaking up, psychological safety efforts
  - Provide supervisors with interpersonal communications training, mentors, tips, etc.
  - Discuss financial tradeoffs with employees at appropriate level to address the perceived equation of money (e.g., tools, trucks, etc.) and safety
  - When it comes to resources, “We’ve made a business decision” often raises a red flag.
- Communication style informal in style
  - Based on relationships versus consideration of who should be aware of information
  - Covid response developed new avenues that we can use.
  - “Once a leader says something, the employees will emulate it.”
- Build descriptive model of the complex parts of SCG to communicate to employees how each group (employees) fits together and influences safety
  - Educate employees to recognize work done outside of their own ‘bubble.’
  - Staff function role/influence over safety
  - Recognition of how we all affect safety culture
- The frontline supervisors have the biggest impact on safety communications to employees
  - Safety Forward messaging is too broad; needs to be tailored appropriately
  - Mature mechanisms to capture and respond to frontline feedback.
  - Gap persists in feedback connection between the frontline and upper management
  - Decisions made at the top are hard to interpret as you move through the organization.
  - Do a better job of listening and collaborating with front line people.

## Psychological Safety

- Psychological safety needs to start at the top with honest conversations
  - Level of engagement between supervisor and employee increased with associated positive reinforcement for efforts
  - Teams open up about issues once leader retires
  - Partner with successful groups (e.g., DEI) around psychological safety
- Engagement and conversation with transparency and vulnerability will help with psychological safety more than another LMS program.
  - The one made last year is great. Now, leaders need to start having the conversations.

- SCG culture places a value emphasis on tenure; however, the less time you have in a position or in the company, the less psychologically safe you feel.
  - There is an impression that you can raise a concern a few times before you have to take other routes to raise a concern
  - Hesitation to ask questions if the issue is “out of your lane”
  - People take questions as attacks and get defensive
  - It is important to bring forth conflict to get the best ideas but that doesn't always happen due to our collaborative culture.
  - Some perceptions exist that challenging a boss’s opinion or idea openly is a waste of time and “self-preservation” more important for career. Making a mistake or causing disruption could have lasting consequences
- There may be a reluctance to report near misses because employees fear being second-guessed, ‘I want to follow my boss and go about my business’, we can avoid being second-guessed if we just follow policy.

### **Supervisor Support and Tools**

- Impression that frontline supervisors and managers have the hardest job on a daily basis.
  - Show care and concern for employees
- Frontline supervisors have training but not enough soak time to consider the application.
  - Frontline supervisor perspective: how much work will I have waiting for me if I go?
  - Concern new supervisors may not get adequate support and guidance.
  - Provide model for supervisor development and follow up (i.e., raising voice expected)
- To get needed safety-related contributions from employees, we need high engagement which we influence by the way we train, support, and communicate with them.

### **Safety Forward**

- Articulate SF clearly, for the entire enterprise, what is it, what are the goals?
  - Simple enough for every employee to explain it
  - “Change” may not be the right word to describe what Safety Forward is trying to accomplish.
  - SF comes across as “another program” that will eventually go away
- There is a great desire to have Safety Forward information distilled down so supervisors can share it with their employees where it can be easily internalized. People currently think Safety Forward is for the field.
  - Employees need to know where they fit within the organization and how they affect what happens throughout the company.
- Communicate less about what, more about why
  - Get understanding of SF to the level of “Glad to be of Service”
  - Comes across as “cold”, move to touching the soul
- SMS/SF interaction not well explained, SMS still confusing

# APPENDIX E

# **Initiative 1B: MANAGEMENT EMPLOYEE DIALOGUES**

**Q2 2023 – Q4 2023**

## **1.0 PROJECT SUMMARY**

### **1.1 Objective**

From September 2023 to November 2023, the Safety Organization partnered with safety leaders across SoCalGas to facilitate dialogues with management employees to explore and achieve the following:

- Embrace transparency and encourage honest dialogue
- Increase organizational understanding of traits that drive the areas in need of attention identified in the 2EC Report.
- Gather insights and brainstorm on improvement opportunities.

Conclusions and recommendations from the 2EC Report were reviewed and considered in determining the structure and purpose of the dialogues and developing process and outcome measures to track success and progress.

Relevant 2EC Report conclusions included the following:

- Leaders clearly espouse the value of safety generally, though clearly mostly emphasizing personnel safety.
- Reward systems have an emphasis on personnel safety and use lagging indicators to assess safety performance. They do not seem to integrate public and security risk into their messages, measurements, or rewards.
- Safety is conceptualized narrowly, and interviewees talked almost exclusively about personnel safety. While the organization may espouse a broad conception of safety culture, that view has not been internalized by people in the organization.
- Less of the training, meetings, and messages consider public and security risks.
- Little upward communication exists to identify field-based experiences that create potential public risks.

Relevant 2EC Report recommendations included the following:

- Conduct dialogue sessions with all levels in the organization to create a shared understanding of the assessment results<sup>1</sup> and what comprehensive safety means for each business and organizational unit. The objective of these sessions would be twofold:
  - Self-reflection of the culture based on the results

---

<sup>1</sup> The 2EC Report was not an explicit topic of the dialogues, but the findings of the 2EC Report were used to inform open-ended and exploratory dialogue prompts; all participants were provided with the complete 2EC Report ahead of joining the dialogue session. SoCalGas is developing additional enterprise-wide activities to occur alongside the dialogues to support a broader shared understanding of the assessment results.

- Capture the organization’s intelligence and creativity on how to recover the areas in need of attention. Action items should result from the dialogue sessions that will meet the objectives of the sessions.

Participants were assured no names would be attributed to any individuals when reporting out themes and findings from the dialogues. Following completion of the dialogues, the Safety Organization partnered with SoCalGas’ Organizational Effectiveness team to review and analyze approximately 2,000 comments collected from 35 dialogue sessions. Additionally, surveys were conducted to gather insight on participants’ understanding of comprehensive safety before and after dialogues, quality of dialogues, and gather employee feedback on how to improve future sessions. 2EC also observed six dialogue sessions and provided feedback on their observations.

**1.2 Summary Goals and Results**

Goal: Embrace transparency and encourage honest dialogue

Based on observations of select dialogues by 2EC<sup>2</sup>, survey results from dialogue participants, facilitators, and Organizational Effectiveness’s analysis of the comments, it is believed that the management employee dialogues promoted a shared space<sup>3</sup> where employees felt psychologically safe to share their opinions and beliefs. In addition to direct feedback received by participants who completed the post-dialogue survey, facilitators also observed that most participants were not hesitant to voice their opinions, concerns, ideas, or answer questions during the sessions.

*A complete analysis of feedback and recommendations is detailed within this report in Section 3.4.*

Goal: Increase organizational reflection and understanding of traits that drive the areas in need of attention identified in the 2EC Report.

Six overarching umbrella concepts<sup>4</sup> and 32 themes were identified after analyzing notes from the dialogues. The following concepts and themes highlight barriers, challenges, and opportunities identified by management employees. They also provide organizational insight into forces and factors that drive and influence safety culture at SoCalGas.

*A complete analysis of the dialogue session notes is detailed within this report in Section 3.*

UMBRELLA CONCEPTS	RELATED THEMES
Lack of Applicability	<ul style="list-style-type: none"> <li>• Communication</li> <li>• Safety Concerns</li> <li>• Training</li> <li>• Lack of Safety Knowledge</li> <li>• Safety Meetings</li> <li>• Safety is New</li> <li>• Disconnect between Field and Office</li> </ul>
Lack of Time	<ul style="list-style-type: none"> <li>• Communication</li> </ul>

<sup>2</sup> 2EC observed only a subset of the dialogues. The determination regarding building a shared space is therefore based on several data points.

<sup>3</sup> A “shared space” is characterized by mutual respect, curiosity of different perspectives, openness and sharing of views and beliefs without fear of blame, exclusion, or retaliation.

<sup>4</sup> Umbrella concepts are broader categories that connect multiple related themes.

UMBRELLA CONCEPTS	RELATED THEMES
	<ul style="list-style-type: none"> <li>• Safety Concerns</li> <li>• Resources</li> <li>• Training</li> <li>• Engagement</li> <li>• Knowledge Transfer</li> <li>• Safety Overload</li> </ul>
Safety is Complex	<ul style="list-style-type: none"> <li>• Communication</li> <li>• Policy &amp; Reports</li> <li>• Lack of Safety Knowledge</li> <li>• Accountability</li> <li>• Lack of Training</li> <li>• Metrics</li> <li>• Safety Overload</li> </ul>
Safety is Changing	<ul style="list-style-type: none"> <li>• Communication</li> <li>• Culture</li> <li>• Safety Knowledge</li> <li>• Training</li> <li>• Policy &amp; Reports</li> <li>• Psychological Safety &amp; Health</li> <li>• Innovation &amp; Change</li> <li>• Work from Home/Hybrid Safety</li> </ul>
Safety as a Culture	<ul style="list-style-type: none"> <li>• Communication</li> <li>• Culture</li> <li>• Safety Concerns</li> <li>• Leadership</li> <li>• Recognition</li> <li>• Safety Hazard Prevention</li> <li>• Engagement</li> <li>• Union</li> </ul>
Comprehensive Safety	<ul style="list-style-type: none"> <li>• Psychological Safety &amp; Health</li> <li>• Contractor Safety</li> <li>• Employee Safety</li> <li>• Public Safety</li> <li>• Unsafe Experience</li> <li>• System Safety</li> <li>• Ergonomics</li> <li>• Infrastructure Safety</li> <li>• Equipment Safety</li> </ul>

In addition to coding the dialogues to capture themes, the number of employees that participated in the dialogues was a process measure of the dialogue’s reach and ability to promote organizational reflection and learning. The initial sample size goal was 7% of the management employee population, and actual sample size was 7.1% of the management employee population at the beginning of the dialogues. As dialogues continued, participation decreased due to various factors like vacations, sick days, conflicts,

and conflicting priorities. Final sample size was 4.7% of the management employee population, which was 185 total participants out of the initial goal of 270 participants. Although analysis indicates saturation was reached, it may be valuable to consider additional management employee dialogues after additional 2EC Report communications to gather additional data.

Goal: Gather insights and brainstorm on improvement opportunities.

Dialogues provided data on employees’ current understanding of comprehensive safety, employees’ current thoughts on the role they play in advancing and supporting safety, and provide insight into challenges that impact safety and opinions and beliefs on current SoCalGas safety culture.

SoCalGas will use the insights and identified improvement opportunities from these dialogues, coupled with other dialogue activities, to inform and influence its revised safety culture improvement plan. As an initial effort and to connect the dialogue insights and improvements to the 2EC Report, SoCalGas analyzed the dialogues to inform how best to advance and understand recommendations contained in the 2EC Report.

2EC Report Recommendation	Dialogue Insights and Improvements
<p>“Establish methods for managers to enhance the understanding, skills and enactment on how their leadership can influence the safety culture positively e.g., empowerment, listening rather than telling, learner mind-set.”</p>	<ul style="list-style-type: none"> <li>• When thinking about methods for managers to enhance and influence safety culture, dialogue participants identified several suggestions:               <ul style="list-style-type: none"> <li>○ More collaboration, consistency/alignment, and information sharing.</li> <li>○ Desire for more open communication around safety.</li> <li>○ While participants noted that psychological safety is sometimes seen as a management-only issue, they stressed that all employees should be able to call out un-safe behavior at work.</li> <li>○ Leaders have the responsibility to be more knowledgeable about safety, lead by example, intervene when there is an unsafe situation, and foster a culture of safety.</li> <li>○ Interest in participating in desk and field rides.</li> </ul> </li> </ul> <p><i>SoCalGas is using these insights to shape a comprehensive leadership development initiative, with focus on people, teams, and culture.</i></p>
<p>“Analyze the resource allocations and competence levels to assure safety and reliability.”</p>	<ul style="list-style-type: none"> <li>• The management employee dialogues have provided information that can help inform</li> </ul>

2EC Report Recommendation	Dialogue Insights and Improvements
	<p>and shape the future resource allocation review. Specifically:</p> <ul style="list-style-type: none"> <li>○ Participants often mentioned that time and bandwidth are the most important resource constraint – there is not enough time for employees to read all the safety communications, learn more about safety, and engage in safety knowledge transfer.</li> </ul> <p><i>SoCalGas plans to consider this feedback as part of the Revised Safety Culture Improvement Plan. Specifically, evaluating and analyzing time and bandwidth as part of the resource allocation review.</i></p>
<p>“Provide training to the entire organization with practical examples unique for each department on how the new shared understanding of safety and safety culture to the organization will change the way business is done and why it is important to make the change. This training can be incorporated into existing programs.”</p>	<ul style="list-style-type: none"> <li>● Management employee dialogues provide insight into how SoCalGas can approach training on a new shared understanding of safety. This would include focusing on: <ul style="list-style-type: none"> <li>○ Information sharing and partnership to promote a more holistic understanding of safety and address disconnects between the field and office personnel in terms of impact and perception of safety.</li> <li>○ Desire to tailor training to specific roles and departments.</li> <li>○ Recognition that safety is complex, and we need to focus more on how we invest in our safety capacity, not manage to a goal of 0 incidents, which is hard to maintain since not all incidents are avoidable (Field employees especially feel that management is too concerned with metrics).</li> <li>○ Interest in learning more about different aspects of safety to better understand the company and engage in the safety culture.</li> <li>○ Safety at SoCalGas is largely focused on the field, so office-based management employees may think that safety does not apply to them.</li> <li>○ Since the field and office perceive and apply safety in different ways,</li> </ul> </li> </ul>

2EC Report Recommendation	Dialogue Insights and Improvements
	<p>some employees think information for the field is not applicable to office employees and vice versa.</p> <p><i>SoCalGas plans to incorporate these insights into the Revised Safety Culture Improvement Plan and other people and leadership development activities. This could include opportunities to enhance transparency, collaboration, and information sharing; draw connections across teams and departments related to safety (with tailored information regarding how we all support our enterprise safety goals and capacity to be safe); and promoting more focus on learning and safety capacity, not lagging metrics, as indicators of safety performance.</i></p>
<p>“Incorporate the broader concept of safety e.g., include examples of public safety, security, into safety items on meeting agendas, in tailgates, in job hazard assessments, newsletters, etc.”</p>	<ul style="list-style-type: none"> <li>• Management employee dialogues also identified a need for more integration, both to reinforce message and direction, and to avoid “safety overload” (too many communications, new training, new practices, etc.), and a need to tailor content to specific groups to make sure it’s applicable. This feedback includes: <ul style="list-style-type: none"> <li>○ Safety content is not always relevant. For example, many communications are focused on field work, which is not relevant to those working in an office-based management role.</li> <li>○ Some employees mentioned a lack of communication related to safety and that everyone should receive all emails regarding all safety issues.</li> <li>○ Many called for a centralized place for all up-to-date safety information.</li> <li>○ Communication with the public is also important to promote SoCalGas as a safe company.</li> </ul> </li> </ul> <p><i>SoCalGas plans to incorporate these insights into the revised Initiative 1B and the Revised Safety Culture Improvement Plan, with focus on more tailored messaging and dialogues; centralized information resources; broader safety information sharing; drawing connections across our teams, departments, and safety systems; and</i></p>

2EC Report Recommendation	Dialogue Insights and Improvements
	<i>reinforcing a comprehensive understanding of safety with internal and external stakeholders.</i>
<p>“Conduct dialogue sessions with representatives from field personnel across business units on how to best communicate field-based experiences upward in the organization.”</p>	<ul style="list-style-type: none"> <li>• SoCalGas expects that additional insights will be gathered from our represented employee dialogues but highlights relevant takeaways from our management employee dialogues related to additional transparency and open communication. Notably, in addition to these dialogues, SoCalGas anticipates that efforts to train leaders on how they “can influence the safety culture positively” will improve the communication of field-based experiences up and across the enterprise by promoting: <ul style="list-style-type: none"> <li>○ More collaboration, consistency/alignment, and information sharing.</li> <li>○ More open communication around safety.</li> <li>○ Desk and field rides.</li> </ul> </li> </ul> <p><i>SoCalGas plans to incorporate these insights into the Revised Safety Culture Improvement Plan after additional information is gathered from the represented employee dialogues. SoCalGas is also using these insights to shape a comprehensive leadership development initiative, with focus on people, teams, and culture.</i></p>
<p>“Develop new guidance through conversations on how to make better decisions when rule-based behavior does not work. Conversations can be centered around different real-life scenarios that involved judgements in the field that were not covered in policies.”</p>	<ul style="list-style-type: none"> <li>• Conversations with our management employees about the complexity of safety reinforce the importance of dynamic and safety-focused decision-making, not solely rule-based. Initial feedback indicates a need to embrace the complexity of safety and provide guidance on safety goals, strategies, and tools beyond standards and policies. Dialogues indicated: <ul style="list-style-type: none"> <li>○ Recognition that safety is complex, and we need to focus more on how we invest in our safety capacity, not manage to a goal of 0 incidents (Field employees especially feel that management is too concerned with metrics).</li> </ul> </li> </ul>

2EC Report Recommendation	Dialogue Insights and Improvements
	<ul style="list-style-type: none"> <li>○ SoCalGas acknowledges that this complexity can lead to uncertainty around accountability – with some employees wanting consequences when safety measures or rules are not followed. Additionally, employees suggested more safety recognition and incentives for doing the right thing because SoCalGas focuses too much on incidents and good displays of safety are not recognized.</li> <li>○ While participants noted that psychological safety is sometimes seen as an office-based management-only issue, they stressed that all employees should be able to call out un-safe behavior at work.</li> <li>○ There is an interest in learning more about how to prevent safety issues and avoid hazards.</li> <li>○ Employees noted that it would be helpful for employees to hear of real-life examples in more safety hazard prevention training programs.</li> </ul> <p><i>SoCalGas plans to incorporate these insights into the Revised Safety Culture Improvement Plan and its comprehensive leadership development initiative. Based on these takeaways, this could include opportunities to review disciplinary, accountability, and recognition practices; promote more focus on learning and safety capacity, not lagging metrics, as indicators of safety performance; and reinforce safety goals beyond compliance.</i></p>
<p>“Train managers and personnel to think about potential, unexpected, and unknown conditions, the “what if” this happened situations, to enhance individual accountability and to detect latent safety hazards.”</p>	<ul style="list-style-type: none"> <li>● Conversations with our management employees about the complexity of safety highlight the importance of a questioning attitude and considering hazards and risks associated with our work. Dialogues indicated: <ul style="list-style-type: none"> <li>○ Recognition that safety is complex, and we need to focus more on how we invest in our safety capacity, not manage to a goal of 0 incidents.</li> </ul> </li> </ul>

2EC Report Recommendation	Dialogue Insights and Improvements
	<ul style="list-style-type: none"> <li>○ There is an interest in learning more about how to prevent safety issues and avoid hazards. Employees noted that it would be helpful for employees to hear of real-life examples employees have had at SoCalGas on the job. Employees noted that sometimes an employee does the right thing but still ends up in an unsafe situation.</li> </ul> <p><i>SoCalGas plans to incorporate these insights into the Revised Safety Culture Improvement Plan and its comprehensive leadership development initiative. Based on these takeaways, this could include more focus on learning and safety capacity, not lagging metrics, as indicators of safety performance; reinforce safety goals beyond compliance; and explore the complexity of safety, leveraging real examples of how dynamic conditions impact decision-making and safety.</i></p>

## **2.0 APPROACH**

### **2.1 Selection of Facilitators**

To facilitate dialogues and encourage conversations around a more comprehensive approach to safety, the Safety Organization engaged the Safety Champions Network to help facilitate dialogues.<sup>5</sup> Twelve Safety Champions from various departments like Gas Operations, Regional Public Affairs, Customer Service and Construction volunteered to lead discussions about safety with their peers and colleagues. Additionally, two Safety Forward initiative leads supported dialogue facilitation to enhance collaboration and coordination.<sup>6</sup> A total of 22 employees from the Safety Organization and Safety Champion Network completed dialogue facilitation training and supported the facilitation of management employee dialogues.

---

<sup>5</sup> The Safety Champion Network consists of Safety Champions that serve a vital role in the development, implementation, and enhancement of organizational safety processes. Safety Champions represent various operational and functional departments to lead the adoption of enterprise-wide culture building objectives and key safety strategies.

<sup>6</sup> Safety Forward is SoCalGas’ company-wide commitment to enhance our approach to safety. Safety Forward provides consistency and coordination across our safety process and culture improvement activities. One sub-component of Safety Forward will be our Revised Safety Culture Improvement Plan.

## **2.2 Facilitation Training**

To build internal capabilities, dialogue facilitators went through an 8-hour facilitation training conducted by 2EC. This training included a 4-hour virtual component which included training on the basics of facilitation and overview of concepts like effective notetaking, mindful communication, and humble inquiry. The virtual session was followed by a 4-hour in-person learning-by-doing session which included break out groups and practice of key facilitation concepts. To promote discussions and sharing of best practices amongst various groups who support other employee engagement and learning efforts, 2EC facilitation training was also opened to Organizational Effectiveness and supporting leaders and facilitators of Learning Teams. A total of 31 employees attended the training.

*Full 2EC training agenda, take-aways and recommendations for future trainings are in Appendix A.*

## **2.3 Selection of Participants**

Multiple methods were utilized to reach a sample size goal of 7% or 272 management employees. Various forums like executive sponsor emails, town halls and other communication and engagement channels were used to raise interest and get volunteer participants. Additionally, Organizational Effectiveness (OE) supported with the process and method of providing samples of management employees to be contacted for participation. This process began with cleaning up the employee population list to remove represented employees, part-time employees, interns, contractors, and employees in Director roles and above to be consistent with the parameters that the sample include full-time management employees. The 1st sample size provided by OE included 272 employees that were randomly selected from the population list; 64 departments out of 86 were represented in the sample size. After reviewing the list of employees that accepted invitations to participate from sample 1, the strategy for the 2nd sample size was modified from true random sampling to a stratified sampling method. Participants were randomly selected for participation after they were grouped by their department. Departments with only 1 employee were combined into one department to give all employees the opportunity to be selected as a participant. This combined department consisted mostly of executive assistants. This stratified sampling method allowed for selection of employees that were proportional to the size of a department and provided an equal opportunity for departments across the company to be represented in the dialogues. The stratified sample included 302 employees and the sampling process involved selecting 7% of employees in 77 departments. The 3rd and final sample included 76 employees that were selected from departments not yet represented by the already confirmed participants gathered from volunteers or samples 1 and 2. Participants from sample 3 were selected using the same stratified sampling method as sample 2, with the exception of only looking at specific departments. No employees were contacted more than once. All participants were gathered from volunteers, one random sample, and two stratified samples. A total of 278 employees expressed interest in participating in the management employee dialogues; actual sample size was 7.1% against the 7% goal.

## **2.5 Dialogue Planning and Scheduling**

All dialogue sessions were 90 minutes long and conducted in person with 1 facilitator and 1 notetaker. Dialogue participants were provided the option to select their preference from a list of 10 different

locations which included Anaheim, Bakersfield, Chatsworth, Chino, Energy Resource Center, Gas Company Tower, Monterey Park, Pico Rivera, Redlands, and San Dimas. Dialogues were scheduled to have 6 -10 participants per session, ensuring no employees and their direct uplines were in the same session. Every dialogue session included employees from mixed departments to promote richer conversations and broaden participants' understanding of how different teams support safety. Dialogue duration, participant count per session, facilitator and notetakers roles and expectations, and meeting type were determined based on learnings from 1A leadership dialogues and recommendations from 2EC and National Safety Council (NSC). A total of 35 dialogue sessions were scheduled and conducted from September 2023 to November 2023.

*Dialogue schedules are in Appendix B*

## **2.6 Dialogue Prompts and Structure**

Dialogue prompts, questions, and introductory and closing remarks were developed so that the approach to every dialogue was consistent. A co-creation session was conducted with all facilitators to collaborate, brainstorm, and share ideas on prompts and login/logout questions that would be asked during the dialogues. Prompts 1 and 2 were written to better understand the current safety culture at SoCalGas. Responses to these prompts provided more in-depth information on current organizational traits. Prompts 3 and 4 were written to socialize a more comprehensive understanding of safety and have participants explore how they indirectly or directly support employee, infrastructure, public and contractor safety. Prompt 5 was written to gather opinions and beliefs on opportunities to build comprehensive safety into activities and enhance safety culture at SoCalGas.

Debriefs were regularly scheduled with facilitators to discuss experiences and gather feedback on completed dialogues. Additionally, 2EC was invited to observe 6 dialogue sessions and provide feedback as well. Based on feedback, adjustments and modifications were made throughout the process.

The final prompts used during the dialogues are listed below:

1. What does Safety Mean to you?
  - How does your team/department think about Safety?
2. What safety goals do you discuss as a team?
  - What are your thoughts around the current safety goals?
  - What is your role in achieving these goals?
  - How do other departments support your team's safety goals?
3. Have you seen any recent changes in the way the organization talks about safety?
  - \*If comprehensive safety is not mentioned – mention it
  - Have you heard this phrasing? What differences, if any, have you noticed?
  - Does this framing fit for the work you do? How?
  - Do you believe we should be talking about any other safety concepts? Is anything missing?
4. How do you feel the work you do impacts safety?
  - \*If only one concept is mentioned, ask about the other concepts (employee, contractor, public & infrastructure safety)
  - How would safety be impacted if you or your department didn't show up for work?
5. What are some improvements you would like to see done around Safety?

- Why would like to see that?
- Do you foresee any challenges to implementing the ideas that you or others have suggested?

All questions may not have been asked during every dialogue session. Depending on each group's beliefs and importance conveyed on discussed topics, facilitators were encouraged to let the conversation flow. Facilitators would redirect and intervene when the discussions steered off topic.

*Feedback and recommendations for future dialogues are in Section 3. Complete structure, flow of dialogues and prompts are in Appendix C.*

## **2.7 Qualitative Analysis of Dialogue Notes**

Analysis of the qualitative dialogue comments was conducted once the dialogue sessions were completed. First, all notes from all dialogue sessions were organized into one document so data could be viewed all at once. Dialogue session notes initially came from different notetakers, so notes were re-organized, re-formatted and consolidated into one Excel document. Since not all notetakers split their notes by the questions asked during the dialogue sessions, all notes were compiled into the same document rather than split by question. In this Excel document, the descriptive and normative notes, the participant number (as indicated by the notetaker), and session information (i.e., date, location, facilitator name, notetaker name) were indicated on the sheet so original notes could be referenced if necessary. There were approximately 2,000 descriptive comments from 35 dialogue sessions.

Once the data was organized, the descriptive notes were read and coded. Descriptive notes are paraphrased or verbatim notes of what was said during a dialogue session. Normative notes, on the other hand, are notes of additional context and the interpretations from the notetaker. Normative notes were used to help understand the descriptive notes, but were not coded, as they are subjective interpretations from the notetaker. Each of the 2,000 descriptive notes were read and the main idea(s) was(were) identified. Some comments had one main idea while others had multiple main ideas. This was because of the different note formats from different notetakers.

A theme represents a pattern or relationship across a data set. Themes in the dialogue data comments were developed when there was a pattern in the main themes of the descriptive comments. Themes were named for the repeated idea. Definitions of each theme came together as more comments were coded into the theme. Each definition specifies the most prominent and common threads within the theme. Phrasing of the definition of each theme utilized the terminology used by participants. A total of 32 themes were found in the data.

Once all of the comments were themed, the themes were then connected under umbrella concepts. An umbrella concept is used to describe a broader category of concepts compared to a single theme. While the themes represent one idea, the umbrella concept represent a broader connection between multiple themes. The 32 themes fit into 6 umbrella concepts with some themes fitting under multiple umbrella concepts.

To analyze the data for any department-specific patterns, the department of each participant was identified by utilizing the notes from notetakers, a document listing all potential participants invited to

each dialogue session, and a document containing employee information. Not all participants' departments were identified through this method, as some notetakers indicated job title rather than the official SoCalGas department name. In cases where department of a participant was inconclusive, their department was not used in analyses. Once this process was completed, departments with more than 5 participants were analyzed for department-level themes patterns. There were no patterns identified among any specific departments.

Qualitative data analysis of the dialogue session notes did not include observations of tone, intent, or emotion of response by question as initially planned due to inconsistent dialogue session notes. Although tone, intent and emotion are not considered when identifying themes due to the subjectivity of perception, they can provide some general insight into certain issues that participants may feel strongly or particularly enthusiastic about. Future dialogues will consider how facilitators can capture these emotions through modifications and improvements in the notetaking process.

### **3.0 KEY ACTIVITIES AND LEARNINGS**

#### **3.1 Participation in Dialogues**

Initial goal sample size was 7% of the management employee population, which totaled 272 employees. As initial steps, SoCalGas engaged in a random sampling of employees (reaching out to 272 employees) and then two separate stratified random samplings (reaching out to 302 and 72 employees respectively). Of the 650 employees contacted, 279 employees expressed interest in volunteering to participate.

After gathering volunteers and reaching out to employees selected through random and stratified sampling methods, actual sample size was 7.1% or 279 employees. The total number of actual participants that joined the dialogues was 4.7% or 185 employees.

	<b>Goal Sample Size</b>	<b>Actual Sample Size</b>	<b>Actual Participants</b>
<b>Percentage</b>	7%	7.1%	4.7%
<b>Count of EE</b>	272	279	185

Several factors contributed to the decrease from 7.1% actual sample size to 4.7% actual participation. Participation was voluntary and many employees' direct uplines may have been unaware of their involvement which contributed to conflicting meetings and competing priorities for employees. Additionally, many employees were unavailable or preferred not to meet in-person. Some employees reached out and opted out of joining the dialogues and a fraction of employees did not respond to any invites or emails after initially showing interest. Based on communications from employees, inconvenience of meeting in-person and lack of time due to other pressing deliverables and priorities were the main reasons that caused low attendance. The lower-than-anticipated attendance may indicate differing levels of engagement among employees in safety efforts, possibly resulting in the dialogues not being prioritized by some. Additionally, given that the dialogue is a new initiative for the company, it is possible that employees may not have felt engaged or psychologically safe to participate and share. Finally, while the attendance fell below the 7% goal, there was notable engagement from various departments across the company in the dialogues. The participation of around 73% of

departments throughout the company contributed to a diverse range of cultural insights and fostered inclusivity.

### 3.2 Dialogue Session Themes and Insights

Approximately 2,000 comments from 35 dialogue session notes were analyzed for their main ideas and topics. Repeated main ideas and topics were categorized and bucketed to form 32 different themes. The 32 themes were then reviewed to find 6 overall umbrella concepts.

SoCalGas’ Organizational Effectiveness team statistically analyzed the saturation of the themes. Saturation is reached in qualitative research when no new themes, ideas or opinions are identified even as more participants are engaging in dialogues. The goal of the conservative method of this saturation analysis is to reach a 0% saturation ratio by comparing a base number of themes (from the first 4 sessions) to the number of new themes identified in a group of 3 sessions at a time. It was found that when using the most conservative saturation analysis, a 0% saturation ratio was reached by session 16. By session 4, 27 out of 32 themes were already identified and by session 13, 31 of the 32 final themes had been identified. The last theme was identified in session 23. Although additional themes may develop if additional dialogues are conducted, this analysis shows that a point of diminishing returns was reached when speaking with 4.7% of the management employees.

The table below shows all 6 umbrella themes and their definitions.

Umbrella Concept	Umbrella Concept Definition
<b>1. Lack of Applicability</b>	Some employees think the current information they see about safety lacks applicability to their job/work. For example, communications are largely focused on field work, which is not relevant to those working in a management role, and required training is not always applicable to employees’ jobs.
<b>2. Lack of Time</b>	There is not enough time for employees to read all the safety communications, learn more about safety, and engage in safety knowledge transfer.
<b>3. Safety is Complex</b>	Safety has many different aspects that employees feel they lack knowledge of. There is an interest in learning more about different aspects of safety to better understand the company and engage in the safety culture. Some employees expressed interest in more training. There is too much focus on having zero safety incidents when many incidents are caused by outside factors. Safety is not black and white when it comes to policies, reports, and metrics; some employees felt that policies or metrics make safety seem like a black or white situation. Incidents are not always the fault of an employee; it can happen due to external factors that are unpredictable.
<b>4. Safety is Changing</b>	Employees are seeing safety change in recent years. There have been changes with safety because of COVID and hybrid scheduling, there is now an interest in psychological safety, and there are efforts for improved comprehensive safety. Sometimes changes to policies are so sudden it is hard to keep up. However, employees indicated

	these changes are important because it allows for better safety overall.
<b>5. Safety as a Culture</b>	Overall, employees want to be safe at work. They want to follow policies and procedures and stay safe at work to return home to their family. Employees recognized there is still work that can be done to improve safety culture at SoCalGas.
<b>6. Comprehensive Safety</b>	While employees may not have an overall understanding of comprehensive safety, there is knowledge of specific aspects or subsections of safety, and some have experience with lack of safety in some of these areas.

The table below shows all 6 umbrella concepts and related themes.

<b>Umbrella Concept</b>	<b>Related Themes</b>
<b>1. Lack of Applicability</b>	<ul style="list-style-type: none"> <li>• <b>Communication</b> – not all communications sent to employees are relevant to every employee’s job. Many communications seem to focus on field employees.</li> <li>• <b>Safety Concerns</b> – different bases have different safety concerns and some information to avoid unsafe situations may not be applicable to all employees.</li> <li>• <b>Training</b> – some required training is seen to be irrelevant to the work of employees.</li> <li>• <b>Lack of Safety Knowledge</b> – safety knowledge at SoCalGas is largely focused on the field, so office-based management employees may think that safety does not apply to them.</li> <li>• <b>Safety Meetings</b> – large safety meetings are largely focused on field safety. Office-based management employees would like to see more relevant information to their roles.</li> <li>• <b>Safety is New</b> – there is a perception that safety concepts are new. Older employees may feel they do not need to engage in safety protocols because they have always been fine. Psychological safety is seen as a “management issue.”</li> <li>• <b>Disconnect Between Field and Office</b> – since the field and office perceive and apply safety in different ways, some employees think information for the field is not applicable to office employees and vice versa.</li> </ul>
<b>2. Lack of Time</b>	<ul style="list-style-type: none"> <li>• <b>Communication</b> – there are so many emails related to safety but not enough time to read them</li> <li>• <b>Safety Concerns</b> – there is a lack of time and resources to be risk free at work in the field</li> <li>• <b>Resources</b> – time is one of the biggest resources that employees indicate they need more of</li> </ul>

Umbrella Concept	Related Themes
	<ul style="list-style-type: none"> <li>• <b><u>Training</u></b> – there is a lack of time to seek out additional training and learn more about safety</li> <li>• <b><u>Engagement</u></b> – employees do not have the time to engage fully in the safety culture at SoCalGas</li> <li>• <b><u>Knowledge Transfer</u></b> – there is not enough time for employees to engage in knowledge transfer with experienced employees at SoCalGas</li> <li>• <b><u>Safety Overload</u></b> – there is too much information regarding safety at SoCalGas and employees do not have the time to read through and understand everything</li> </ul>
<p><b>3. Safety is Complex</b></p>	<ul style="list-style-type: none"> <li>• <b><u>Communication</u></b> – safety is complex and more discussions around safety would be helpful</li> <li>• <b><u>Policy &amp; Reports</u></b> – safety policies are always changing and can be very specific. Reporting of safety concerns are complex because safety issues are not black and white. The reporting process can also be time consuming.</li> <li>• <b><u>Lack of Safety Knowledge</u></b> – many employees indicate they lack knowledge of safety or have specific knowledge only related to their department. Some view comprehensive safety as a buzz word.</li> <li>• <b><u>Accountability</u></b> – it is important for employees to be held responsible for safety, but safety is not black and white, which makes reporting hard.</li> <li>• <b><u>Lack of Training</u></b> – since safety is such a complex issue, employees want more training on different safety aspects</li> <li>• <b><u>Metrics</u></b> – even with the complexity of safety, there is a big focus on safety metrics and having zero safety incidents. This is true even though safety incidents are sometimes out of the hands of employees</li> <li>• <b><u>Safety Overload</u></b> – since safety is so complex, it is difficult to keep up with everything – incidents, new policies, etc.</li> </ul>
<p><b>4. Safety is Changing</b></p>	<ul style="list-style-type: none"> <li>• <b><u>Communication</u></b> – there are a lot of communications regarding safety changes. Sometimes these new changes seem to not make an impact</li> <li>• <b><u>Culture</u></b> – there is a culture of safety at SoCalGas, and it is always changing and developing</li> <li>• <b><u>Safety Knowledge</u></b> – employees with knowledge of safety have seen that safety has changed in recent years</li> <li>• <b><u>Training</u></b> – employees think that continuing to train employees on safety topics is important</li> </ul>

Umbrella Concept	Related Themes
	<ul style="list-style-type: none"> <li>• <b><u>Policy &amp; Reports</u></b> – safety policy at SoCalGas is always being updated or changed. Sometimes it is hard to keep up.</li> <li>• <b><u>Psychological Safety &amp; Mental Health</u></b> – these are considered new aspects of safety</li> <li>• <b><u>Innovation and Change</u></b> – employees understand that change and innovation are important to maintain and improve safety at SoCalGas</li> <li>• <b><u>Work from Home/Hybrid Safety</u></b> – COVID-19 and work from home brought new safety concerns, changes, and policies</li> </ul>
<p><b>5. Safety as a Culture</b></p>	<ul style="list-style-type: none"> <li>• <b><u>Communication</u></b> – consistent communications related to safety make it clear that safety is a priority at SoCalGas</li> <li>• <b><u>Culture</u></b> – SoCalGas continues to develop a culture of safety at SoCalGas</li> <li>• <b><u>Safety Concerns</u></b> – employees want to remain safe at work and return home to their families. There are some aspects of safety that can be improved</li> <li>• <b><u>Leadership</u></b> – leaders are responsible in promoting a culture of safety and doing their best to keep their employees educated and up to date on safety</li> <li>• <b><u>Recognition</u></b> – safety culture cannot be forced upon others and there should be more recognition for those that do engage in positive safety behaviors</li> <li>• <b><u>Safety Hazard Prevention</u></b> – to keep a culture of safety, there needs to be more of a focus on safety hazard prevention</li> <li>• <b><u>Engagement</u></b> – a culture of safety requires buy-in from all employees</li> <li>• <b><u>Union</u></b> – all entities related to SoCalGas need to be engaged in the culture of safety</li> </ul>
<p><b>6. Comprehensive Safety</b></p>	<ul style="list-style-type: none"> <li>• <b><u>Psychological Safety &amp; Mental Health</u></b> – participants have discussed and are aware of psychological safety and mental health. Participants have mixed opinions and thoughts around the importance and level of psychological safety within their teams.</li> <li>• <b><u>Contractor Safety</u></b> – participants have mentioned contractor safety and are aware of discrepancies between employees and contractors’ safety.</li> <li>• <b><u>Employee Safety</u></b> – participants have mentioned physical safety and driving safety while they are at work in an office or the field.</li> <li>• <b><u>Public Safety</u></b> – participants have mentioned environmental safety and public/customer safety</li> </ul>

Umbrella Concept	Related Themes
	<ul style="list-style-type: none"> <li>• <b>Unsafe Experiences</b> – some employees have experienced unsafe experiences at work at SoCalGas or threats to their own safety at SoCalGas</li> <li>• <b>System Safety</b> – participants mentioned safety of systems and cyber security at SoCalGas.</li> <li>• <b>Ergonomics</b> – participants have mentioned ergonomics is encouraged but not always followed. Office employees feel that all safety messages for them are related to ergonomics.</li> <li>• <b>Infrastructure Safety</b> participants mentioned safety of SoCalGas infrastructure.</li> <li>• <b>Equipment Safety</b> – participants mentioned equipment safety</li> </ul>

The table below shows all 32 identified themes from the management employee dialogues, their definitions, and an example statement from the notes. Themes are listed from most to least frequent across the dialogues. The most frequent theme across all dialogues was communication. Communication is a theme that showed up in 5 different umbrella concepts including Lack of Applicability, Lack of Time, Safety is Complex, Safety is Changing, and Safety as a Culture.

Theme	Theme definition
1. Communication	<p>Communication related to safety. Some employees mentioned a lack of communication related to safety and that everyone should receive all emails regarding all safety issues. Many called for a centralized place for all up-to-date safety information, such as a SharePoint site. Others mentioned an overload of emails that are seen but not always read because they are not always relatable. There needs to be more open communication around safety to ensure it is better embedded in SoCalGas culture. Some expressed appreciation for being heard in the 1b dialogue sessions. Communication with the public is also important to spread SoCalGas as a safe company.</p> <p>“Safety convos are normally around represented employees, but not so much on the management side, maybe more inclusion on all levels, not just front line. “</p>
2. Culture	<p>Safety is built into the culture of SoCalGas. Employees have the mindset of wanting to go home safe after work. In recent years, there has been more collaboration in the realm of safety to allow for a culture of safety at SoCalGas but there should be more to build a safety culture of collaboration and information sharing. Many employees mentioned incorporating safety into their daily life outside of work. Safety culture is a mindset employees must buy-into.</p>

Theme	Theme definition
	<p>“Taking safety home is important, safety doesn't end at work, take it everywhere with you.”</p>
<p>3. Safety concerns</p>	<p>Feelings of being unsafe at work and how some issues do not have real solutions. Safety concerns differ at different bases. Some concerns have been brought to attention but not addressed. Just because employees know how to be safe, does not mean policies are followed. Concerns about homeless people around bases, getting to and from work safely, lack of security guards, and mentions of recent events at bases (i.e., Anaheim).</p> <p>“We are not prepared for the current world conditions; I don't feel like my facility is secure.”</p>
<p>4. Resources</p>	<p>Departments/teams either do or do not have the resources needed to be safe at work. Recent budget cuts do not help. Time is a big resource that prevents employees from engaging completely in safety.</p> <p>“Supervisors don’t have time to engage every employee- has a lot to do with resources.”</p>
<p>5. Safety knowledge</p>	<p>Some understanding of safety knowledge. This knowledge may be job/team/department specific. SoCalGas is attempting to expand safety knowledge in multiple areas and employees make efforts to enforce safety policies at work. Some teams make an effort to discuss safety.</p> <p>“Office safety is boring, even though it’s important – knowing your building and office space, knowing the fire signals, how to evacuate, sweeping the floor when evacuating, don’t use elevators, where first aid and AED are located.”</p>
<p>6. Training</p>	<p>Knowledge of safety training or involvement in safety training. Employees mention some training should be mandatory for all employees. Some of the training already required is unrelated to all jobs/positions and seen as a waste of time. Training should be available in-person and virtually and should not all be click-through/self-paced. Positive reception of SMITH driving training.</p> <p>“Office employees need better training for recognizing safety.”</p>
<p>7. Policy &amp; reports</p>	<p>Mentions of safety policies at SoCalGas that have been useful for maintaining and improving safety. This includes mentions of Near Miss and Stop the Job policies. There is a lot of paperwork because of these policies. Some call for more policies for minor safety issues while others believe there are too many policies. Some employees see SoCalGas implement a new policy or initiative and then see no results/changes.</p> <p>“You used to be able to make your own decisions from clear instructions in policy. But now, there is so much black and white in policy that makes it harder for you to perform your work.”</p>

Theme	Theme definition
8. Psychological safety & health	<p>SoCalGas is making an effort to improve and train about psychological safety. Psychological safety is sometimes seen as a management-only issue, but all employees should be able to call out un-safe behavior at work. Psychological safety goals are non-tangible. In recent years, there has been more of a focus on employee mental health, which is appreciated. There is a perception that seeking psychological safety is seen as weak by some.</p> <p>“I have seen more discussion around psych safety, in meetings and culture moments.”</p>
9. Leadership	<p>Leaders have the responsibility to be more knowledgeable about safety, lead by example, intervene when there is an unsafe situation, and foster a culture of safety. There should be consistency in how leaders promote safety for their team. Senior leadership needs to make decisions to better support employees.</p> <p>“Customer engagement showed that direct leadership believes in me, but executive leadership, not so much. Need more engagement.”</p>
10. Lack of safety knowledge	<p>Some employees feel like they have a lack of knowledge of comprehensive safety (or SoCalGas initiatives) and would like to learn more. Some are unsure how safety is related to their jobs. Safety goals are not always discussed on the management side and employees are unsure how to reach them even if they did. Some left suggestions on how to expand safety knowledge and to start teaching about safety from onboarding.</p> <p>“I am not as aware as I should be of safety goals because it is not communicated. It would be nice to know but it doesn't apply to me. It would be nice to know how we contribute to safety for awareness, but we are not aware how we indirectly impact safety.”</p>
11. Innovation & change	<p>Change is difficult for many to manage but is necessary for development and improvement of safety. Some employees feel that some changes are too fast without the support of research and data. Others feel SoCalGas is slow to adopt change. Safety procedures and policy should be benchmarked with other utilities, as they sometimes do a better job than SoCalGas. The future of safety needs to continue to evolve to improve overall safety culture. Individual safety motivators are important.</p> <p>“SoCalGas wants to be the first to try new things but are they doing the right research and development?”</p>
12. Accountability	<p>Employees have a responsibility to follow and uphold safety and should be held accountable when things go wrong. There should be consequences when safety measures are not followed because there could be bigger consequences as a result.</p>

Theme	Theme definition
	<p>“There has to be accountability but there also has to be a process to address the change where people are comfortable and leave some room for error; we are all trying to align with the standards, but we should all be grateful for new awareness that comes about when someone makes a mistake.”</p>
13. Contractor safety	<p>Concerns related to the safety of contracted employees at SoCalGas. Contractors do not have access to the same trainings and programs as employees, which can lead to unsafe situations. Contractors are also not required to follow the same policies as SoCalGas. The discrepancies between employees and contractors lead to safety concerns.</p> <p>“We need to communicate the need for contractors to comply with our safety protocols.”</p>
14. Recognition	<p>Employees should be recognized/rewarded/incentivized for following safety protocols. Safety focuses too much on incidents, that good displays of safety are overlooked and not recognized. Some mentions of employee/family days (i.e., LA fair and theme parks).</p> <p>“We need more presentation of the good stuff and not just bad. We don’t do that enough.”</p>
15. Safety hazard prevention	<p>There is an interest in learning more about how to prevent safety issues and avoid hazards. It would be helpful for employees to hear of real-life examples in more safety hazard prevention training programs. Many employees feel unprepared for unexpected safety hazards. Some mentioned that they take steps to prevent safety incidents.</p> <p>“Just noticing the things that can happen, trying to look ahead couple of steps to anticipate what can happen in the future.”</p>
16. Employee safety	<p>Related to the physical safety of employees while they are at work in an office or the field including driving safety.</p> <p>“We need to make employees feel psychically and psychologically safe.”</p>
17. Work from home/hybrid safety	<p>Concerns related to working from home/virtual employees. Mentions of how safety has changed since COVID-19 and remote/hybrid work. For instance, floor wardens do not know who is in the office or at home.</p> <p>“There’s a difference between pre- and post-Covid. Before, everyone floor had a warden; now, the warden changes every day and not everyone understands why there’s a warden or why it’s important or what they do.”</p>
18. Safety meetings	<p>Some safety meetings (such as Safety Congress or Safety Townhalls) should be mandatory for all employees to share a unifying safety message. There should be more safety meetings/discussions of safety.</p> <p>“Make the safety congress mandatory. It forces everyone to be included in new initiatives. One message. Mandatory townhalls, safety stand downs, break it up over two/three days.”</p>

Theme	Theme definition
19. Public safety	Mentions of environmental or customer public safety.  "From my perspective, public safety has to continue to be a priority. We do much to support that, whether it's addressing pipeline leaks, leak survey, MVIs, leak calls; we need to make the connection for people so they understand we also support comprehensive safety."
20. Safety is new	There is a perception that safety is a new generational thing. The older generation does not always follow safety rules because of this.  "We have a lot of tenured employees that have a different mindset [when it comes to safety]."
21. Disconnect between field and office	There is a disconnect between the field and office personnel in terms of impact and perception of safety. There is an interest in participating in desk and field rides.  "He and his team are all office workers, and the urgency of the safety isn't as real or palatable for them. The safety information is known, but it's more removed from their daily work."
22. Engagement	Employees need to be engaged with safety to act safely and create the safety culture SoCalGas wants. There were also comments related to the engagement survey (not all related to safety).  "Employee engagement is challenging. People don't know who to bring safety issues to or don't feel heard, there are not a lot of opportunities to bring up issues, and nothing is being done about it."
23. Unsafe experience	Real-life examples of unsafe experiences employees have had at SoCalGas on the job.  "I will also raise questions to peers and inquire about unsafe work. I will ask others if the unsafe behavior is allowed."
24. Knowledge transfer	Knowledge transfer can help improve safety if experienced employees share experiences with newer employees. However, this does not always happen, and knowledge is sometimes lost when an experienced employee leaves. SoCalGas is not doing enough for safety knowledge transfer.  "And what we are seeing more and more is knowledgeable people leaving and there is no transfer of their knowledge, they just take it with them. We need a process to transfer that knowledge; all businesses are going through the same, an influx of new people and a lack of knowledge; there is a direct correlation to safety there."
25. Lack of training	Lack of enough training and mentors. A need for more training that are not exclusively peer-to-peer or self-paced. There should be more refresher training courses for employees.

Theme	Theme definition
	<p>“Need more training and more in person training for safety, online training is kind of a joke. In person you have to interact. It needs to have a knowledge check in, or more videos, ergo, safety awareness.”</p>
26. System safety	<p>Related to the safety of systems and cyber security at SoCalGas.</p> <p>“A new kind of safety is cybersecurity. Spam and phishing emails. People are taking it very seriously.”</p>
27. Ergonomics	<p>Related to ergonomics. Ergonomics is encouraged but not always followed. Office employees feel that all safety messages for them are related to ergonomics.</p> <p>“Yes, all our [office-based management] safety moments have to do with ergonomics; there is so much more that impacts us not just ergo.”</p>
28. Infrastructure safety	<p>Related to the safety of SoCalGas infrastructure.</p> <p>“We're focused on pipeline safety from start to finish. Incidents that happen in our company should be reported out to other departments better.”</p>
29. Metrics	<p>Related to metrics of safety. Many field jobs have the goal of 0 incidents, which is hard to maintain since not all incidents are avoidable. Field employees feel that management is too concerned with safety metrics.</p> <p>“A safety goal of 0 incidents, I feel that goal is too strict it should be incremental and show decreases per year.”</p>
30. Safety overload	<p>Employees feel there is an overload of safety information when they already have other work to get done. There are too many emails and policies. A perception that safety should be in the hands of the safety department (and not other management departments).</p> <p>“It's too much. Bombarded with trainings. Is it reversing its affect because we are over saturating SAFETY. There is policy where every meeting has to start with a safety message, and we are running out of topics to discuss.”</p>
31. Equipment safety	<p>Safety concerns regarding equipment.</p> <p>“We talk about evaluating equipment to make sure our EE know how to use it.”</p>
32. Union	<p>Union is seen as having their own “agenda” and they are not seen as an assistance to safety.</p> <p>“I would like to see a true partnership with the union (because the union has their own agenda).”</p>

### 3.3 Process and Outcome Measures: Survey Results

Pre-dialogue and post- dialogue surveys were conducted to measure the quality of the dialogues and understand participants' understanding of and ideas regarding comprehensive safety. A total of 121 participants responded to the pre-dialogue survey and a total of 102 participants responded to the post-dialogue survey. Results from post-dialogue survey indicated that a majority of the dialogue sessions provided a shared space where participants felt psychologically safe to speak and share their opinions and thoughts. There was an increase in percentage of respondents, from 74% in the pre-dialogue survey to 79% in the post-dialogue, that felt their role in safety was "extremely clear." Pre-dialogue survey results showed that 55% of respondents indicated that their work impacts employee, contractor, public and infrastructure; however, despite 55% of respondents indicating their work impacts safety broadly, only 17% indicated they understand comprehensive safety "extremely well." An increase in understanding was shown in the post-dialogue survey with 61% of respondents indicating they impact all 4 concepts of safety and 48% of respondents indicating they understand comprehensive safety "extremely well." This may indicate that many respondents understand their impacts and roles in supporting safety but was unaware of the term "comprehensive safety." Additionally, approximately 67% of respondents indicated they were "extremely satisfied" with their dialogue session, approximately 28% of respondents indicated they were "somewhat satisfied," and approximately 5% of respondents indicated they were "unsatisfied/extremely unsatisfied" with the dialogue they attended. Post-dialogue survey results also indicated that approximately 96% of respondents would recommend participation in future dialogue sessions to a peer. Pre-dialogue and post-dialogue survey results did not show any specific trends by department.

Respondents were also asked to provide feedback to improve future dialogues and feedback on how SoCalGas can further promote a comprehensive approach to safety.

Respondents feedback on conducted dialogues was as follows:

1. **Good Session:** Some participants mentioned their session was good and productive.
2. **Dominating Participants:** Some participants mentioned being in dialogue sessions with overpowering participants who dominated the conversation. They suggest facilitators better handle these situations.
3. **Participant Group Size:** Participants liked that the groups were smaller to give everyone a chance to speak. Those in sessions with only 2-3 participants wished more participants showed up. One suggested to group participants based on job function while others liked the mix of employees with different backgrounds.
4. **Employee Listening:** Participants were grateful to be heard during the dialogues and encourage continuing to listen to employees from different groups at SoCalGas.
5. **Dialogue Background:** Some participants wanted more details/clarity on the purpose of the dialogue session before and during the session. A couple of participants said they showed up to the dialogue session with no idea what to expect.
6. **Dialogue Outcomes:** Participants want to hear feedback from the session and anything that may come out of the sessions. They would like to know their participation will help.
7. **Structure:** Participants appreciated the structure of the dialogue sessions with set questions.

Respondents feedback on promoting a comprehensive approach to safety:

1. **Culture:** Continue to promote a culture of safety at SoCalGas. Make sure the culture of safety includes all aspects of comprehensive safety.
2. **Engagement:** Continue to engage employees in all aspects of comprehensive safety. Make it clear that all employees impact safety in some way and are needed for a culture of comprehensive safety.
3. **Employee Feedback:** Continue to gather feedback from employees on how to promote better understanding of comprehensive safety. Feedback from different groups may bring different results.
4. **Improved Communication:** Since there are so many emails that employees may ignore, make them shorter or bullet points. Make comprehensive safety the topic of communications. Communicate that all employees are involved in safety.
5. **Training:** Train employees on comprehensive safety and the different aspects.

*Complete pre-dialogue and post-dialogue survey results are included in Appendix D.*

### **3.4 Recommendations and Take Aways**

#### **3.4.1 Recommendations for Future Dialogues**

Based on feedback from post-dialogue surveys, feedback from facilitators, and observations of 6 dialogues by 2EC, many facilitators were able to create a good, Shared Space where participants felt psychologically safe to share their opinions and beliefs. It was observed and mentioned that facilitators showed that they were genuinely interested in what participants had to share. 2EC noted indicators of Shared Space being demonstrated by facilitator and participant body language, the use of follow-up questions, careful listening, and respect. Facilitators effectively used tools taught during the training like ice breaker/log-in questions and I DO ART, and an appropriate amount of time was allotted for introductions to get participants engaged before proceeding with the prompts.

For future dialogues, facilitators will be encouraged to ask more “why” and exploratory questions to dig deeper into cultural values, beliefs, and assumptions. The dialogues should not only identify visible manifestations of the culture but further explore the drivers of current safety culture at SoCalGas. Additionally, dialogues are not designed for problem solving issues raised in conversation but instead should be used as an opportunity to ask follow-up questions on the drivers behind the issues that participants are raising. Facilitators will also work to engage all participants more fully in future dialogues. This can be done by directing questions to participants who have not shared as much and asking for their views on other participants comments.

The number of prompts will be reduced to ensure facilitators have enough time to delve deeper and inquire in future dialogues. Additionally, dialogues will further explore participants’ comprehension of safety by asking pointed questions around any concepts of safety (employee, public, infrastructure and contractor) that have not been mentioned by participants. Additional training will be provided for facilitators before conducting the next set of dialogues to refresh on facilitation skills and continue to enhance internal capabilities.

Other potential enhancements may include more intentionality around department participation to enable department-based themes. Although a stratified random sampling method was used to get sample size representation from various departments, actual participation in the dialogues was voluntary which contributed to lower attendance than initially planned. If department-based themes are a goal, future dialogues will need to ensure that there are enough participants represented by department to accurately state that any identified themes were specific to a department.

### **3.4.2 Recommendations for Dialogue Notetaking**

Based on feedback received from Organizational Effectiveness and input from facilitators, modifications will be made to the format and structure of the notetaking process for future dialogues. It was noted that context is valuable to the analysis process, and it was recommended that note takers attempt to record relevant context to better understand the statements. Notes should be split by question and should be taken down like a conversation to allow for more effective analysis. Although facilitators should not be discouraged from taking notes or notetakers should not be discouraged from asking follow-up questions, the importance of having a dedicated facilitator and a dedicated notetaker should be emphasized. For easier analysis, multiple sets of notes from a dialogue should be consolidated before submitting.

For future dialogues, notes should have the full names of the participants in the session. This will allow for easier departmental-level analyses of the data because the person analyzing the data will be able to find participant information (e.g., department, age, gender, tenure, job level, etc.). Including full participant names still allows for anonymity, as their names will not be included in any enterprise communications when sharing learnings with the organization. Any interest in analyzing additional factors like department, age or gender will not be mentioned to the facilitators/notetakers, as it could inadvertently influence the way the sessions are conducted or the way the notes are taken.

## **3.5 Sustainment Plan**

### **3.5.1 Communications**

Themes from management employee dialogue will be communicated with all SoCalGas employees in Q1 2024. Communication will be a 3-stage process which includes an in-depth review of all 6 umbrella concepts and 32 themes with facilitators. All 6 umbrella concepts and top themes will be shared with all management employees that participated in the dialogues. Finally, a high-level overview of themes and concepts will be shared through an enterprise communications bulletin with all employees. The intent of these communications is to both share the results, seek feedback and questions, and encourage further support and engagement on future activities.

### **3.5.2 Develop Emergent Capabilities**

Recommendations highlighted in section 3.4 will be adopted to evolve and enhance future management and represented employee dialogues. This will include a review of survey results, feedback from dialogue participants and training refreshers for facilitators in dialogue facilitation skills and notetaking techniques. Co-creation sessions will be scheduled with facilitators to adjust the prompts for future dialogues; this will reinforce that facilitators are provided with clarity on the purpose of the dialogues so that additional cultural insights and drivers behind identified challenges can be gathered. To continue to build on internal capabilities, the Safety Organization will partner with other key organizations to

develop an internal Facilitation Training course based on concepts taught during the 2EC training. Development of internal training will foster continued growth of capabilities at SoCalGas to support ongoing dialogues, focus groups and engagement efforts.

### **3.5.3 Revised Safety Culture Improvement Plan**

The themes and concepts emerging from the management-employee dialogues, as well as those anticipated in future dialogues, will shape the revised safety culture improvement plan, and guide ongoing safety activities. As noted in Section 3.5.1, the dialogue analysis will be communicated broadly across the organization, and Safety leaders and business owners will review and collaborate to establish a shared understanding of the insights gained from the management employee dialogues and future dialogues. These insights will play a crucial role in informing future strategic planning, acting as the primary reference document for defining initiative-level scopes and facilitating the execution of forthcoming safety efforts.

As detailed in the analysis of our goal to “gather insights and brainstorm on improvement opportunities”, initial analysis has been done to better understand how the management employee dialogues can shape and inform how to act upon the recommendations contained in the 2EC Report. The 2EC Report recommendations will continue to be analyzed to enhance impact based on these and future dialogues.

## APPENDIX A

### A.1 2EC Facilitator Training Agenda

Part 1 was a 4-hour virtual training conducted on 9/7/2023. The virtual training was then followed by part 2 which was a 4-hour in-person training conducted on 9/11/2023. There was a morning, and an afternoon session option available for employees to choose from.

## Facilitator Training Program Part 1: Digital via MS Teams 7 September 2023

**Prerequisite:** All participants are strongly encouraged to have the camera on as the session will be interactive. **The session will be recorded for future training usage.**

**Disclaimer:** The program is dynamic and might be changed during the training session to adapt to the participants' contributions and interactions.

Time 08.00 AM	Topic	Lead
	Welcoming remarks and introduction	Priya/Jason/Monica
	Presentation and dialogue on Basics of Facilitation	Sonja/Monica
09.30 – 09.40	Break	
	Characteristics of a great facilitation	Monica/Sonja
	Quick deep dive into culture and demonstrations of tools	Sonja/Monica
10.50 – 11.00	Short Break	
	Presentation and dialogue on Mindful Communication	Monica/Sonja
	Break-out session to practice Mindful Communication	Monica/Sonja
	Exercises to practice before Part 2	Sonja/Monica
	Round-up and Log-out	Monica/Sonja
- 12.00 PM	End of Part 1	

## Part 2 – Learning-by-Doing in Person 11 September 2023 (Morning Session) Sustainability Room – Energy Resource Center (ERC)

Time 08.00 AM	Topic	Lead
	Opening and Introduction through Sociogram	Monica/Sonja
	Small Groups and reflecting on what has been learned from the exercises	Sonja/Monica
	Presentation and dialogue on harvesting outcomes and using the information	Sonja/Monica
	Dialogue on Systemic Safety and practicing harvesting	Monica/Sonja
09.30 – 09.45	Break	
	Dialogue on Harvesting Dos and Don'ts	Sonja/Monica
	Dialogue on how to create Shared Space	Monica/Sonja
	Learning-by-doing; practicing dialogue with focus on Systemic Safety	Sonja/Monica
	Learning reflection and demonstration of tools	Monica/Sonja
	Round-up and Log-out	Monica/Sonja
- 12.00 PM	End of Part 2	

**SAFETY  
FORWARD**

A SoCalGas Program

## Part 2 – Learning-by-Doing in Person

11 September 2023 (Afternoon Session)

Sustainability Room – Energy Resource Center (ERC)

Time 01.00 PM	Topic	Lead
	Opening and Introduction through Sociogram	Monica/Sonja
	Small Groups and reflecting on what has been learned from the exercises	Sonja/Monica
	Presentation and dialogue on harvesting outcomes and using the information	Sonja/Monica
	Dialogue on Systemic Safety and practicing harvesting	Monica/Sonja
02.30 - 02.45	Break	
	Dialogue on Harvesting Dos and Don'ts	Sonja/Monica
	Dialogue on how to create Shared Space	Monica/Sonja
	Learning-by-doing; practicing dialogue with focus on Systemic Safety	Sonja/Monica
	Learning reflection and demonstration of tools	Monica/Sonja
	Round-up and Log-out	Monica/Sonja
- 5.00 PM	End of Part 2	

### A.2 2EC Training Take Aways and Recommendations

- Several facilitators of Learning Teams attended the training. Based on feedback, it was mentioned that training was beneficial and applicable to Learning Teams facilitators as well. Learning Team facilitators who attended the training found that the training provided good insight and additional tools on how they can improve engagement, guide the conversation, and increase participation during their sessions. New tools that stood out to them was Log-in/Log-out, I DO ART, Shared Space and Humble Inquiry.
- General feedback from employees who attended the training was that it was too long. Recommendation was to reduce from 8 hours to 4 hours. Participants felt the in-person learning-by-doing session was most beneficial.
- Participants felt that limiting the number of students per session can make it more effective, especially in a virtual setting.
- When applicable consider using terms that employees are familiar with, so students remember the concepts (e.g., Notebook versus Learning Journal, Notetaking vs Harvesting). Often employees are already practicing some of the taught concepts but do not realize they are because new terminology is being used.
- Participants felt that training can be applicable to more than just dialogues and facilitation of meetings in an office setting. Concepts taught during the training are also important for kick offs and meetings held in the field. It would be beneficial for a portion of the training to be about creating shared space and psychological safety in the field and other environments like team building activities.
- Some facilitators questioned how the dialogues and approach would resonate with field-based employees.

## **APPENDIX B**

### B.1 Dialogue Schedule

DATE	LOCATION
<b>WEEK 1</b>	
9/19/2023	Anaheim (2)
9/20/2023	GCT (2)
9/20/2023	Redlands (2)
9/22/2023	Pico (1)
<b>WEEK 2</b>	
9/25/2023	Chatsworth (2)
9/25/2023	ERC (2)
9/26/2023	Chino (2)
9/26/2023	MPK (1)
9/27/2023	GCT (2)
<b>WEEK 3</b>	
10/3/2023	Redlands (2)
10/4/2023	GCT (2)
10/4/2023	Pico (2)
<b>WEEK 4</b>	
10/9/2023	GCT (2)
10/10/2023	Chatsworth (2)
10/10/2023	GCT (1)
10/10/2023	Chino (1)
10/13/2023	ERC (1)
<b>WEEK 5</b>	
10/19/2023	Anaheim (2)
<b>WEEK 6</b>	
10/25/2023	MPK (1)
10/26/2023	Pico (1)
10/27/2023	Anaheim (1)
11/2/2023	Bakersfield (1)

## APPENDIX C

### C.1 Dialogue Structure and Prompts

**Log-in/Introduction:** participants were asked to introduce themselves and were asked to answer a log-in question. When doing introductions facilitators will capture participant department (e.g., Participant 1 - CS, Participant 2 - Accounting, Participant 3 - Distribution). This enables insights and themes to be captured by department if applicable.

- Name, department & 1 Log -in question (facilitator choice)

#### Example Log-in Questions:

- What motivates you to come to work?
- What is something you are looking forward to in the next 12 months?
- Which professional or personal skill are you currently working on?
- What the 1st job you ever had? What the best and worst thing about it?

**I DO ART:** facilitators covered the intention, desired outcome, agenda, roles/rules, and time (duration) during every dialogue. The document below was provided to facilitators to discuss, project-on screen or share via printed copies.

### Management Employee Dialogues

<p><b><u>INTENTION</u></b></p> <ul style="list-style-type: none"><li>• This is an opportunity to share your honest thoughts and opinions</li><li>• This is an opportunity to listen and learn from each other</li></ul>	<p><b><u>DESIRED OUTCOME</u></b></p> <ul style="list-style-type: none"><li>• To understand current state and people's thoughts and opinions around safety at SoCalGas</li><li>• To explore how individuals/teams support employee, contractor, public and infrastructure safety</li><li>• To gather actionable insights on how to build/integrate safety into our activities</li></ul>	<p><b><u>AGENDA</u></b></p> <ul style="list-style-type: none"><li>• Welcome &amp; Introductions</li><li>• Understanding <i>current</i> state</li><li>• Exploring our role in supporting Safety</li><li>• Discussing <i>future</i> state</li><li>• Closing Remarks</li></ul>
<p><b><u>ROLES/RULES</u></b></p> <p>Facilitator - will be taking notes, no names will be included in reports and notes</p> <p>Participants – engage and participate, be respectful to others</p> <p>Everything said <i>should</i> remain confidential</p>	<p><b><u>TIME</u></b></p> <p>1.5 hr. (90 mins)</p>	<p><b>SAFETY FORWARD</b></p> <p>A SoCalGas Program</p>



**Dialogue Purpose:** facilitators were provided with additional information regarding purpose to ensure they were equipped and comfortable with answering any follow up questions from participants.

- Understanding Current State - Understand people's thoughts and opinions around safety at SoCalGas.
- Exploring Our Role in Supporting Safety - Broaden and expand people's understanding of safety and how departments support each other. Explore how individuals and teams directly or indirectly support employee, contractor, public and infrastructure safety.

- Discuss Future State - Gather actionable insights on how to build these safety concepts (employee, contractor, public and infrastructure) into activities.

**Dialogue Prompts:** facilitators were provided with dialogue prompts and possible follow up questions to encourage deeper exploration.

1. What does Safety Mean to you?
  - How does your team/department think about Safety?
2. What safety goals do you discuss as a team?
  - What are your thoughts around the current safety goals?
  - What is your role in achieving these goals?
  - How do other departments support your team's safety goals?
3. Have you seen any recent changes in the way the organization talks about safety?
  - \*If comprehensive safety is not mentioned – mention it
  - Have you heard this phrasing? What differences, if any, have you noticed?
  - Does this framing fit for the work you do? How?
  - Do you believe we should be talking about any other safety concepts? Is anything missing?
4. How do you feel the work you do impacts safety?
  - \*If only one concept is mentioned, ask about the other concepts (employee, contractor, public & infrastructure safety)
  - How would safety be impacted if you or your department didn't show up for work?
5. What are some improvements you would like to see done around Safety?
  - Why would like to see that?
  - Do you foresee any challenges to implementing the ideas that you or others have suggested?

**Log-out Questions/Closing Remarks:** facilitators asked participants a log-out question of their choice. They also let participants know what they can expect to come next.

**Example Log Out Question (Facilitator choice):**

- Name one thing that surprised, encouraged, or inspired you.
- Name one thing you learned from today's dialogue.
- Name one thing you would want to make sure is done as a result of today's dialogue.
- Is there anything we did not cover that we should look into outside of this session?
- What did you appreciate about today's dialogue?
- What was something that surprised you about this meeting?

**Next Steps:** participants were reminded that what employees said during the dialogue sessions should remain confidential. Participants may share their own experiences with their peers. Facilitators also let participants know that data from all dialogue sessions will be collected and consolidated to identify themes and areas that require attention. Consistent themes, concerns and challenges will be shared with the organization and no names will be included in reporting. Additionally, Safety Organization along with other key stakeholders will work to develop next steps; this will be communicated as well.

**Responses to Possible Participant Questions:** facilitators were provided with background information and example responses to potential questions they may receive from participants.

1. What is the difference between Safety Management Systems (SMS) and Safety Forward?
  - Follow Up Question/Humble Inquiry

- Does anyone here know the difference? Have you had your leadership talk about SMS or Safety Forward with you? What was shared?
  - Information
    - SMS is an overarching approach to safety that focuses on minimizing and managing risks.
    - Safety forward is an effort within our SMS that is focused on people, culture, and continuous learning.
- 2. How is this different than 2EC Focus Groups? Why am I here and how are these dialogues different?
  - Follow Up Question/Humble Inquiry
    - Did anyone here participate in the 2EC Focus Group? Is anyone aware of the results of the 2EC Assessment? What did it say?
  - Information
    - In 2021, SoCalGas underwent an assessment of our safety culture led by an independent consultant – 2EC. As part of the assessment, 2EC conducted focus groups with our employees to learn about our company culture.
    - Unlike the 2EC focus groups, these dialogues are not an assessment of our culture. These are designed to listen, learn, and partner with all of you on ways that we can improve our approach to safety.
- 3. How are these different than learning teams?
  - Follow Up Question/Humble Inquiry
    - Has anyone here heard about Learning Teams? What do you know or what have you heard?
  - Information
    - Learning Teams and Dialogues are similar - they are both an opportunity to learn from our employees on what is working and what is not, so that we can improve together.
    - While the intent is similar, Learning Teams are more focused, whereas Dialogues are more exploratory. Learning Teams are intended to learn about and identify changes and improvements related to specific incidents, conditions, environments, etc. Dialogues are more open and designed to explore safety more generally.
- 4. I feel like we have already expressed our concerns and challenges to Leadership many times - what can we expect to come out of these dialogues that is different than what has been done in the past?
  - Follow Up Question/Humble Inquiry
    - When you have expressed concerns, what have you been told? Has anyone seen meaningful organizational action in response to their questions/concerns? What did that look like?
  - Information
    - Our goal is to collect data from across dozens of dialogues to identify consistent themes, concerns, challenges, and issues. Once done, we plan to communicate what we learned and next steps out to the organization so that we can collectively learn from this effort and share our next steps.
- 5. We need more money/more personnel – we are working overtime because we don't have enough resources/aren't filling?
  - Follow Up Question/Humble Inquiry

- Have you raised these concerns to your leadership? What was the response? Has anyone had similar or different conversations? What occurred?
- Information
  - As a later part of Safety Forward, we do plan to assess our resource allocation practices making sure they align with our safety goals. That said, if you believe work cannot be performed safely, please Stop the Job so that work can be evaluated and performed safely.
- 6. Are we only doing this because the CPUC is making us do it (check the box)?
  - Follow Up Question/Humble Inquiry
    - What experience have you had with our regulators? How do our regulatory obligations influence your work?
  - Information
    - We do have an open regulatory proceeding related to our safety culture. Safety Forward was developed in response to that proceeding and several other recent assessments of our approach to safety. That said, Safety Forward reflects our own internal approach to what we think would be most effective - using employee dialogues, collaboration, and self-reflection to further evolve and improve our safety culture.
- 7. What is Safety Forward, what does it do and how does it affect me?
  - Follow Up Question/Humble Inquiry
    - Have your leadership talked to you about Safety Forward? What was shared?
  - Information
    - Safety Forward is a company-wide commitment to enhance our safety culture. It is rooted in the idea that we are all safety leaders. Safety Forward is about shaping our culture and mindset by having open conversations, listening to learn, improving, and empowering others.

## APPENDIX D

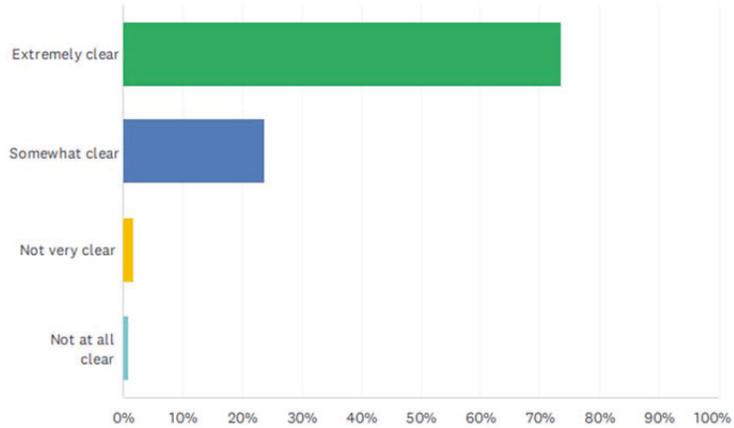
### D.1 Pre-dialogue Survey Questions and Results

Participants were asked to complete a 4-question survey before participating in the dialogue.

**QUESTION 1: The role I play in safety is clear.**

#### Q1 The role I play in safety is clear:

Answered: 121 Skipped: 0

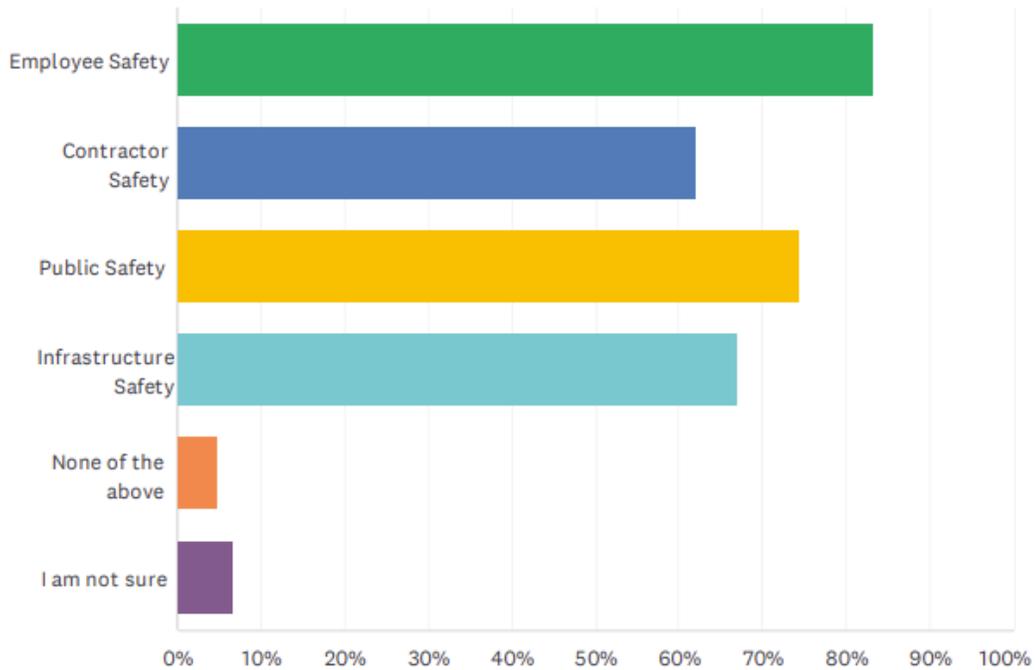


ANSWER CHOICES	RESPONSES
Extremely clear	73.55% 89
Somewhat clear	23.97% 29
Not very clear	1.65% 2
Not at all clear	0.83% 1
TOTAL	121

QUESTION 2: The work I do impacts (select all that apply):

### Q2 The work I do impacts: (select all that apply)

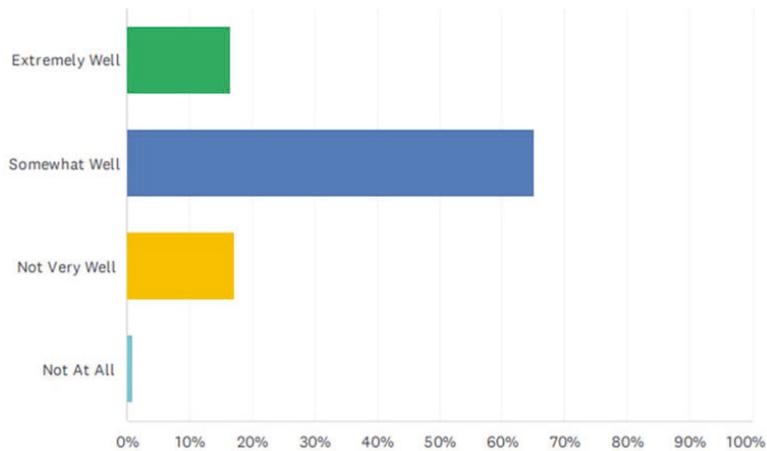
Answered: 121 Skipped: 0



QUESTION 3: How well do you understand the concept of comprehensive safety?

### Q3 How well do you understand the concept of comprehensive safety?

Answered: 121 Skipped: 0



**SAFETY  
FORWARD**

A SoCalGas Program

#### QUESTION 4: What is your department?

Represented departments from 121 total respondents:

Department	# of Participants
Accounting/Finance	5
Clean Energy Innovations	1
Construction	1
Customer Energy Solutions	2
Customer Service	14
Distribution	19
Emergency Management	1
Engineering	21
Facilities	3
Fleet	1
Gas Acquisition	2
Human Resources/DE&I/Labor Relations	8
IT	4
Legal/Regulatory	3
Performance Management & Organization (PMOS)	1
Pipeline Integrity	1
Planning	2
Project Management	9
Public Affairs/Outreach	3
Risk Management	1
Safety	1
Storage	1
Supply Management	1
Systems & Technology	3
Training	4
Transmission	7
Not indicated	2

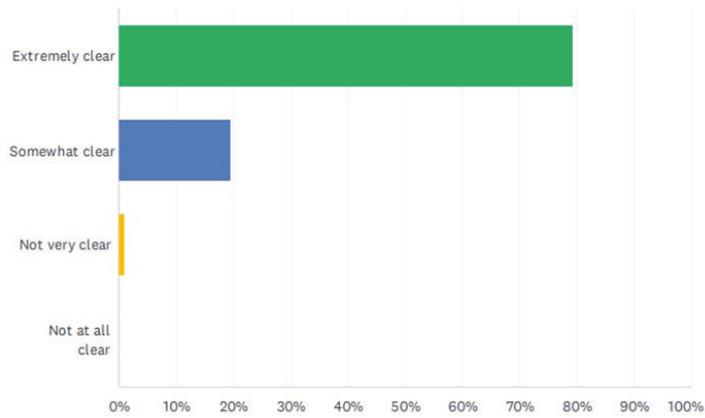
#### D.2 Post-dialogue Survey Questions and Results

Participants were asked to complete an 8 -question survey after participating in the dialogue.

**QUESTION 1: The role I play in safety is clear.**

**Q1 The role I play in safety is clear:**

Answered: 102 Skipped: 0

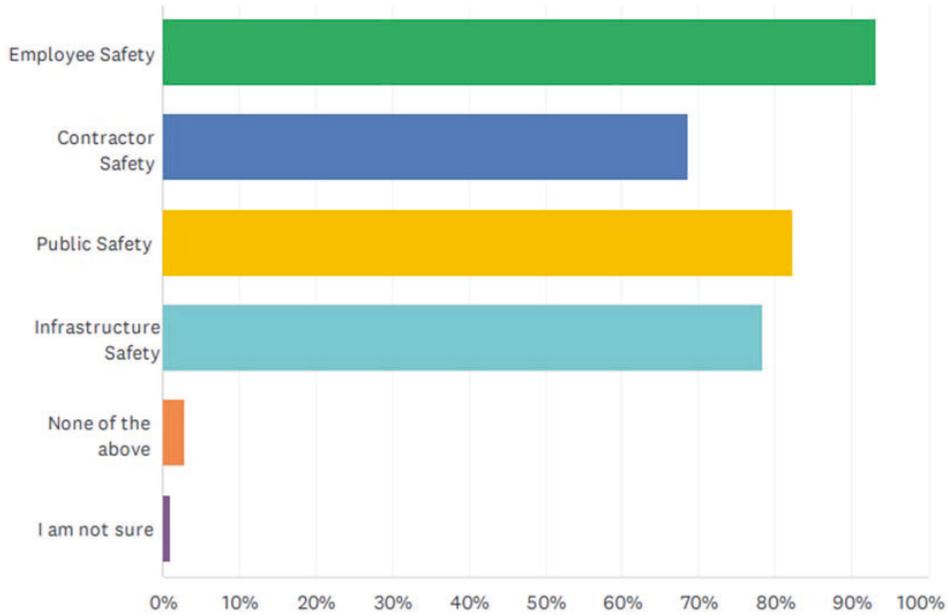


ANSWER CHOICES	RESPONSES	
Extremely clear	79.41%	81
Somewhat clear	19.61%	20
Not very clear	0.98%	1
Not at all clear	0.00%	0
<b>TOTAL</b>		<b>102</b>

**QUESTION 2: The work I do impacts (select all that apply):**

**Q2 The work I do impacts: (select all that apply)**

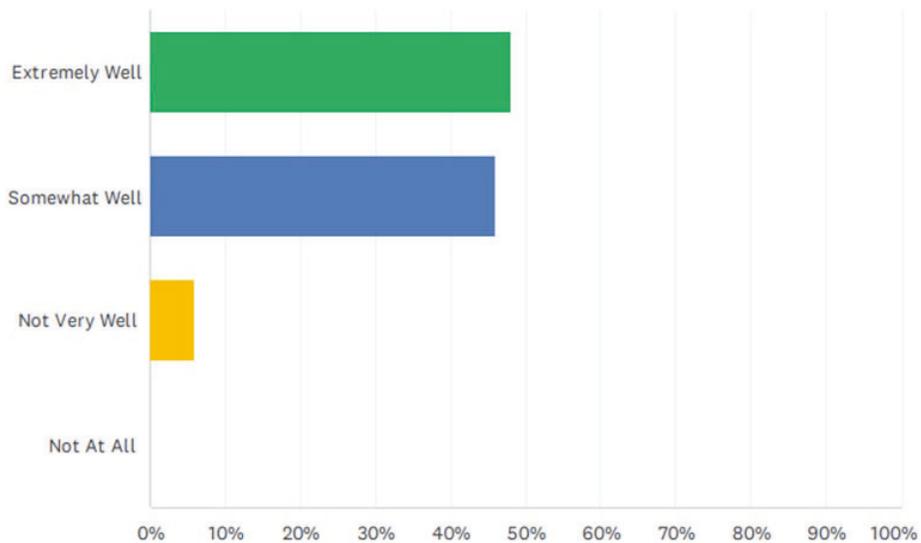
Answered: 102 Skipped: 0



**QUESTION 3: How well do you understand the concept of comprehensive safety?**

**Q3 How well do you understand the concept of comprehensive safety?**

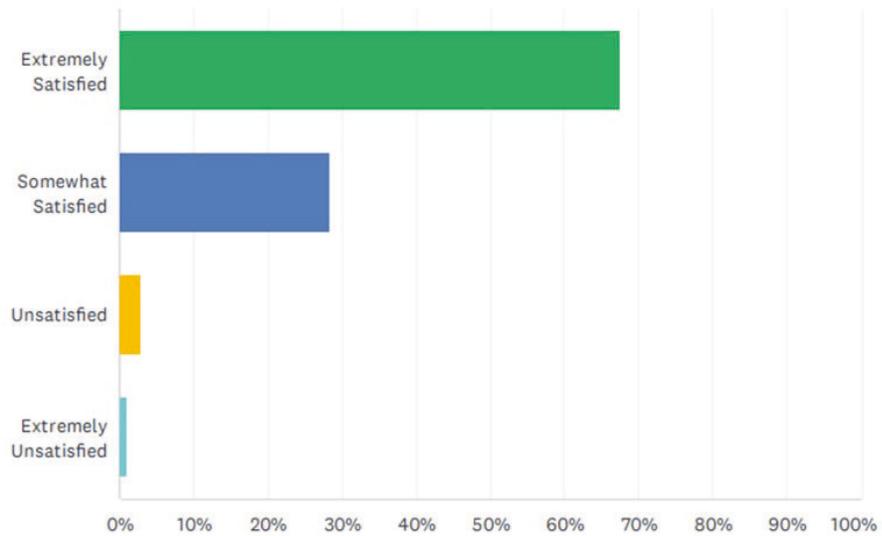
Answered: 102 Skipped: 0



**QUESTION 4: How satisfied are you with the dialogue session you participated in?**

**Q4 How satisfied are you with the Dialogue session you participated in?**

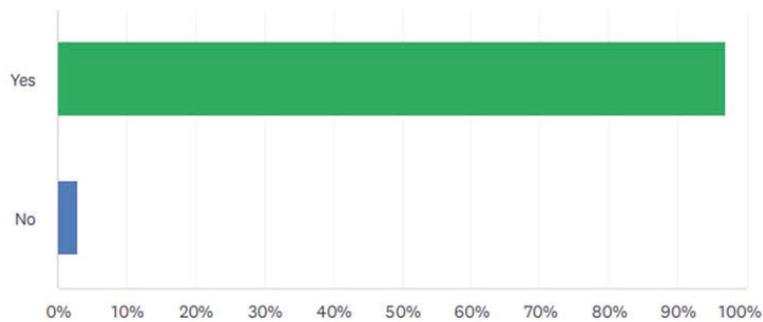
Answered: 102 Skipped: 0



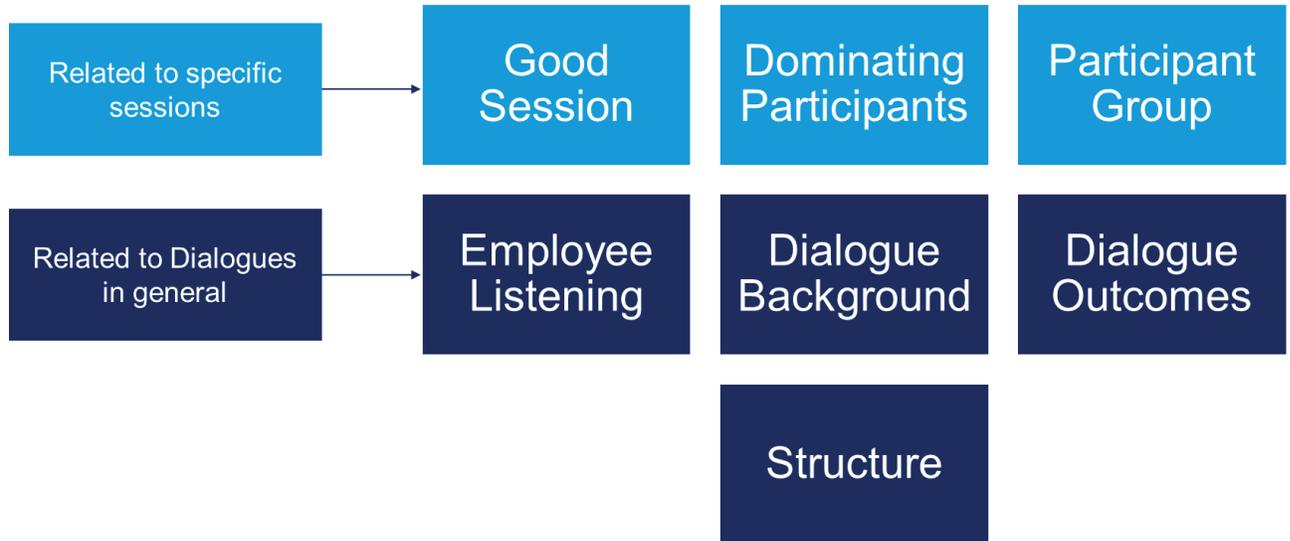
**QUESTION 5: Would you be interested in joining future dialogues?**

**Q5 Would you recommend participation in future Safety Forward dialogue sessions to a peer?**

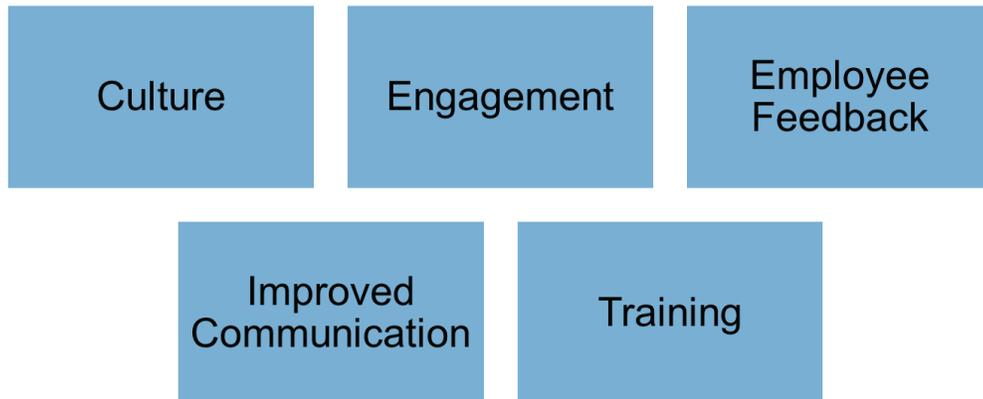
Answered: 102 Skipped: 0



**QUESTION 6: Is there any feedback you would like to provide for future dialogues?**



**QUESTION 7: Is there any feedback you would like to provide on how we can promote a comprehensive approach to safety?**



**QUESTION 8: What is your department?**

Represented departments from 102 total respondents:

<b>Department</b>	<b># of Participants</b>
Accounting/Finance	6
Construction	6
Customer Energy Solutions	3
Customer Service	10
Distribution	20
Engineering	9
Environmental & Land Services	1
Facilities	1
Fleet	1
Gas Acquisition	2
Human Resources/DE&/Labor Relations	6
IT Service & Support	2
Legal/Regulatory	2
Performance Management & Organization (PMOS)	5
Pipeline Integrity	7
Project Management	2
Public Affairs/Outreach	3
Risk Management	1
Safety	2
Supply Management	2
Systems & Technology	4
Training	4
Transmission	3

# APPENDIX F

## **Initiative 1C: REPRESENTED EMPLOYEE DIALOGUES**

**Q1 2024 – Q3 2024**

### **1.0 PROJECT SUMMARY**

#### **1.1 Objective**

From March 2024 to May 2024, the Safety Organization partnered with safety leaders across SoCalGas to facilitate dialogues with represented employees to explore and achieve the following:

- Embrace transparency and encourage honest dialogue
- Increase organizational understanding of traits that drive the areas in need of attention identified in the 2EC Report.
- Gather insights and brainstorm on improvement opportunities.

Conclusions and recommendations from the 2EC Report were reviewed and considered in determining the structure and purpose of the dialogues and developing process and outcome measures to track success and progress.

Sample relevant 2EC Report conclusions included the following:

- Leaders clearly espouse the value of safety generally, though clearly mostly emphasizing personnel safety.
- Reward systems have an emphasis on personnel safety and use lagging indicators to assess safety performance. They do not seem to integrate public and security risk into their messages, measurements, or rewards.
- Safety is conceptualized narrowly, and interviewees talked almost exclusively about personnel safety. While the organization may espouse a broad conception of safety culture, that view has not been internalized by people in the organization.
- Less of the training, meetings, and messages consider public and security risks.
- Little upward communication exists to identify field-based experiences that create potential public risks.

Relevant 2EC Report recommendations included the following:

- Conduct dialogue sessions with all levels in the organization to create a shared understanding of the assessment results<sup>1</sup> and what comprehensive safety means for each business and organizational unit. The objective of these sessions would be twofold:
  - Self-reflection of the culture based on the results
  - Capture the organization's intelligence and creativity on how to recover the areas in need of attention. Action items should result from the dialogue sessions that will meet the objectives of the sessions.

---

<sup>1</sup> The finding of the 2EC Report were used to inform open-ended and exploratory dialogue prompts. SoCalGas is also engaged in enterprise-wide activities to occur alongside the dialogues to support a broader shared understanding of the assessment results.

The recommendations gathered from the management employee dialogues conducted during Q3-Q4 of 2023 were utilized to refine and enhance the planning, scheduling, facilitation, and notetaking processes for the represented employee dialogues. The recommendations were formulated by incorporating feedback from multiple sources, including participant post-dialogue surveys, observations from sessions with 2EC, feedback from facilitators, and insights provided by the Organizational Effectiveness team.

Additionally, SoCalGas collaborated with 2EC in a total of 15 out of the 47 dialogue sessions. During these sessions, the SoCalGas facilitation team took on different roles: either assuming the responsibility of notetaking to observe 2EC in the main facilitator role, or directly assuming the main facilitator role. SoCalGas leveraged this collaboration as an opportunity to learn from 2EC's expertise and experiences. The feedback received on facilitation and notetaking from these collaborative sessions was incorporated into the subsequent sessions, ensuring continuous refinement throughout the entire process.

Following completion of the dialogues, the Safety Organization partnered with SoCalGas' Organizational Effectiveness team to review and analyze approximately 3,000 comments collected from 47 dialogue sessions. To ensure anonymity, participants were assured that no individual names would be included when reporting the themes and findings from the dialogues. In addition, optional anonymous post-dialogue surveys were conducted to gather further insights into participants' understanding of comprehensive safety, their role in safety, the quality of the dialogues, and to collect valuable employee feedback on potential improvements for future sessions.

## 1.2 Summary Results

<i>Metric/Indicators</i>	<i>Results</i>
# of Employees in Attendance % of Employee Attendance	568 employees randomly selected and invited; 328 employees accepted invitation. 51 employees separately volunteered beyond the formal invitations.  Total 379 employees scheduled, and 339 employees participated (7.3% of represented employee population). <sup>2</sup>  Notably, all 18 departments were represented in the dialogue sessions
# of Dialogues Completed	47 Dialogues Completed
Saturation Analysis	SoCalGas' Organizational Effectiveness team statistically analyzed the saturation of the themes. It was found that when using the most conservative saturation analysis, a 0% saturation ratio was reached by session 16. By session 3, 23

<sup>2</sup> Please note: some of the 339 participants were separate from the 379 invited. In some instances, employees opted to not attend the day of the dialogue. Instead, other employees were asked to attend the day of the dialogue and chose to participate.

	<p>out of the 27 themes were identified. The last theme was identified in session 31 of 47 total sessions. Although additional themes may develop if additional dialogues are conducted, this analysis shows that a point of diminishing returns was reached when speaking with 7.3% of the represented employee population.</p>
<p>Qualitative analysis of dialogue transparency and openness</p>	<p>Based on survey results from dialogue participants, feedback from facilitators, and Organizational Effectiveness’s analysis of the comments, it is believed that the represented employee dialogues promoted a shared space<sup>3</sup> where employees felt psychologically safe to share their opinions and beliefs. In addition to direct feedback received by participants who completed the post-dialogue survey, facilitators also observed that most participants were not hesitant to voice their opinions, concerns, ideas, or answer questions during the sessions.</p> <p><i>A complete analysis of the dialogue session notes is detailed within this report in Section 3.</i></p>
<p>Qualitative analysis of information gathered to support understanding of culture and the 2EC Report</p>	<p>27 themes were identified after analyzing notes from the dialogues. The following concepts and themes highlight barriers, challenges, and opportunities identified by management employees. They also provide organizational insight into forces and factors that drive and influence safety culture at SoCalGas.</p> <p><i>A complete analysis of the dialogue session notes is detailed within this report in Section 3.</i></p>
<p>Qualitative analysis of learnings and ideas identified on how to improve</p>	<p>The themes, learnings, and takeaways from the represented employee dialogues were integrated into SoCalGas’s Safety Culture Improvement Plan co-creation process. In this way, the 27 themes and related suggestions could be incorporated into an actionable plan. This approach allowed for a more systemic way to change and improve issues identified in these dialogues. Please see table in “Goal: Gather insights and brainstorm on improvement opportunities.”</p>

<sup>3</sup> A “shared space” is characterized by mutual respect, curiosity of different perspectives, openness and sharing of views and beliefs without fear of blame, exclusion, or retaliation.

Goal: Gather insights and brainstorm on improvement opportunities.

Dialogues provided data on employees’ current understanding of comprehensive safety, employees’ current thoughts on the role they play in advancing and supporting safety and provide insight into challenges that impact safety and opinions and beliefs on current SoCalGas safety culture.

SoCalGas used the insights and identified improvement opportunities from these dialogues, coupled with other dialogue activities, to inform and influence its revised safety culture improvement plan. As an initial effort and to connect the dialogue insights and improvements to the 2EC Report, SoCalGas analyzed the dialogues to inform how best to advance and understand recommendations contained in the 2EC Report.

2EC Report Recommendation	Dialogue Insights and Improvements
<p>“Establish methods for managers to enhance the understanding, skills and enactment on how their leadership can influence the safety culture positively e.g. empowerment, listening rather than telling, learner mind-set.”</p>	<p>When thinking about methods for supervisors and managers to enhance and influence safety culture, dialogue participants identified several suggestions:</p> <ul style="list-style-type: none"> <li>• More consistency, and alignment in supervisor/management actions.</li> <li>• More consistency in the application of procedures and practices across regions.</li> <li>• Desire for more involvement and collaboration in decision-making.</li> <li>• Leaders to be more knowledgeable about safety.</li> <li>• Desire for more open communication and transparency around safety. Improve information sharing, transparency, and timeliness of communication.</li> <li>• Enhance supervisor expertise, experience, and development.</li> <li>• Less micromanagement and excessive focus on metrics.</li> </ul>
<p>“Analyze the resource allocations and competence levels to assure safety and reliability.”</p>	<p>The represented employee dialogues have provided information that can help inform and shape the future resource allocation review. Specifically:</p> <ul style="list-style-type: none"> <li>• Analyze resource allocation to ensure alignment with actual needs. Address imbalances across different areas.</li> <li>• More involvement and collaboration in decision-making when it comes to necessary resources.</li> <li>• Address imbalances (shortages or excess staff) across different areas.</li> </ul>

2EC Report Recommendation	Dialogue Insights and Improvements
<p>“Provide training to the entire organization with practical examples unique for each department on how the new shared understanding of safety and safety culture to the organization will change the way business is done and why it is important to make the change. This training can be incorporated into existing programs.”</p>	<p>Represented employee dialogues provide insight into how SoCalGas can approach training on a new shared understanding of safety. This would include focusing on:</p> <ul style="list-style-type: none"> <li>• Information sharing and partnership to promote a more holistic understanding of safety and address disconnects between the field and office personnel in terms of impact and perception of safety.</li> <li>• Desire for more training opportunities, hands-on training, simulations, job aids, mentors, and refresher courses.</li> <li>• Recognition that safety is complex, and we need to focus more on how we invest in our safety capacity, not metrics as the primary focus. Unrealistic expectations arise due to this focus on metrics.</li> </ul>
<p>“Incorporate the broader concept of safety e.g., include examples of public safety, security, into safety items on meeting agendas, in tailgates, in job hazard assessments, newsletters, etc.”</p>	<p>Represented employee dialogues identified a need for more integration, both to reinforce message and direction, and to avoid “safety overload” (too many communications, new training, new practices, etc.), and a need to tailor content to specific groups to make sure it is applicable. This feedback includes:</p> <ul style="list-style-type: none"> <li>• Some employees expressed concerns about transparency in safety communication. They believe that consistent information should be provided by supervisors to all team members.</li> <li>• Communication with the public is also important to promote SoCalGas as a safe company.</li> <li>• Employees recognize SoCalGas’ focus on customer safety, but there’s a desire to enhance employee safety during customer interactions.</li> <li>• Desire from some employees for more focus on ergonomics for those in the field, office security and safety, and technology.</li> </ul>
<p>“Conduct dialogue sessions with representatives from field personnel across business units on how to best communicate field-based experiences upward in the organization.”</p>	<p>Dialogues revealed the following ideas for how best to communicate field-based experiences upward in the:</p> <ul style="list-style-type: none"> <li>• More collaboration, consistency/alignment, and information sharing.</li> <li>• More open communication around safety.</li> <li>• Desk and field rides.</li> <li>• Mentorship programs for new employees.</li> </ul>

2EC Report Recommendation	Dialogue Insights and Improvements
	<ul style="list-style-type: none"> <li>• Represented employees feel a disconnect between themselves and management employees. They feel that management does not have the field knowledge to make the safety procedure decisions that are made. Represented employees want more visibility and communication when safety decisions are made.</li> </ul>
<p>“Develop new guidance through conversations on how to make better decisions when rule-based behavior does not work. Conversations can be centered around different real-life scenarios that involved judgements in the field that were not covered in policies.”</p>	<p>Conversations with our represented employees about the complexity of safety reinforce the importance of dynamic and safety-focused decision-making, not solely rule-based. Initial feedback indicates a need to embrace the complexity of safety and provide guidance on safety goals, strategies, and tools beyond standards and policies. Dialogues indicated:</p> <ul style="list-style-type: none"> <li>• Recognition that safety is complex, and we need to focus more on how we invest in our safety capacity, not a primary focus on metrics.</li> <li>• Desire for knowledge transfer programs to preserve institutional knowledge and ensure a smoother transition for incoming employees</li> <li>• More hands-on training and mentorship programs for new employees.</li> <li>• Represented employees feel a disconnect between themselves and management employees. They feel that management does not have the field knowledge to make the safety procedure decisions that are made. Represented employees want more visibility and communication when safety decisions are made.</li> </ul>
<p>“Train managers and personnel to think about potential, unexpected, and unknown conditions, the “what if” this happened situations, to enhance individual accountability and to detect latent safety hazards.”</p>	<p>Conversations with our represented employees about the complexity of safety highlight the importance of a questioning attitude and considering hazards and risks associated with our work. Dialogues indicated:</p> <ul style="list-style-type: none"> <li>• There are mixed perceptions of psychological safety. Some employees feel comfortable sharing thoughts with their team and supervisors, while others fear retaliation when reporting incidents. Negative connotations exist, with some viewing incident sharing as cowardly.</li> <li>• Desire for open communication and emphasis on learning from mistakes rather than blame. Fear of consequences discourages incident reporting.</li> </ul>

2EC Report Recommendation	Dialogue Insights and Improvements
	<ul style="list-style-type: none"> <li>• Recognition that safety is complex, and we need to focus more on how we invest in our safety capacity, not manage to a goal of 0 incidents or a focus primarily on metrics.</li> <li>• Employees should have situational awareness.</li> </ul>

## **2.0 APPROACH**

### **2.1 Selection of Facilitators**

To facilitate dialogues and encourage conversations around a more comprehensive approach to safety, the Safety Organization engaged the Safety Champions Network to help facilitate dialogues.<sup>4</sup> Eleven Safety Champions from various departments like Gas Operations, Regional Public Affairs, Customer Service and Construction volunteered to lead discussions about safety. Additionally, 8 employees from the Safety Organization and 1 Safety Initiative Lead supported dialogue facilitation<sup>6</sup>. A total of 20 employees from the Safety Organization and Safety Champion Network supported the facilitation of represented employee dialogues.

All 20 facilitators also supported with facilitating management employee dialogues in 2023. Their prior experience, coupled with ongoing support from internal and external experts such as 2EC and Organizational Effectiveness, contributed to an increased depth in conversations and significantly enhanced the overall quality of the dialogues.

### **2.2 Facilitation Training**

To enhance internal capabilities, dialogue facilitators participated in an 8-hour facilitation training conducted by 2EC in 2023, prior to the management employee dialogues (initiative 1B). This training consisted of a 4-hour virtual component which included training on the basics of facilitation and overview of concepts like effective notetaking, mindful communication, and humble inquiry. The virtual session was followed by a 4-hour in-person learning-by-doing session which included break out groups and practice of key facilitation concepts.

In addition to the initial training, 2EC provided a 2-hour virtual refresher training to all facilitators in 2024 prior to the start of the represented employee dialogue (initiative 1C). This ensured that all facilitators were well-prepared, confident and that the facilitation core concepts were easily recalled, contributing to the overall success of the dialogues.

*Full 2EC training agenda is in Appendix A.2, take-aways and recommendations for future trainings are in Section 3.4.*

---

<sup>4</sup> The Safety Champion Network consists of Safety Champions that serve a vital role in the development, implementation, and enhancement of organizational safety processes. Safety Champions represent various operational and functional departments to lead the adoption of enterprise-wide culture building objectives and key safety strategies.

## 2.3 Selection of Participants

The following methods were employed to achieve the objective of engaging with 7% of the represented employee population. To generate interest and recruit volunteer participants, various methods were employed, including executive sponsor emails, town halls, and other communication channels. As a result of these efforts, a total of 51 represented employees expressed interest in participating in a dialogue by separately reaching out to the Safety Forward team.

Additionally, Organizational Effectiveness supported the process by providing samples of represented employees for contact. This process began with cleaning up the employee population list to remove management employees, interns, and contractors. The first stratified sample size provided by Organizational Effectiveness included 10% of the represented employee population selected from the list, representing all 18 departments. Participants were then randomly selected within their respective departments. The stratified sampling method ensured proportional representation based on department size, offering equal opportunities for all company departments to be included in the dialogues.

After reviewing the list of employees who accepted invitations to participate from the first sample, a second stratified sample size was chosen. This second sample comprised 2% of the population list, totaling 102 full-time employees from departments not yet represented by the confirmed participants from the first sample. The third and final sample consisted of 21 randomly selected part-time employees from four departments with part-time staff. No employees were contacted more than once. Overall, participants were drawn from volunteers, two stratified samples of full-time employees, and one stratified sample of part-time employees. A total of 379 employees expressed interest in participating in the represented employee dialogues, resulting in an actual sample size of 8%, exceeding the 7% goal.

## 2.5 Dialogue Planning and Scheduling

Each dialogue session lasted 90 minutes and involved one facilitator and one notetaker. These sessions took place at 23 different company locations, considering factors such as primary work location, shift hours, and hybrid schedules to minimize operational disruptions. Additionally, two virtual sessions were scheduled to accommodate employees who could not attend in person; these virtual sessions also included employees located in various places where finding a suitable central company location for an in-person dialogue was challenging.

Dialogues were scheduled with 6-10 participants per session. Each dialogue session included employees from diverse departments, fostering richer conversations and enhancing participants' understanding of how various teams contribute to safety.

Dialogue duration, participant count per session, facilitator and notetakers roles and expectations, and meeting type (in-person or virtual) were determined based on learnings from 1A leadership dialogues, 1B management dialogues and recommendations from 2EC and National Safety Council (NSC). A total of 47 dialogue sessions were completed between March 2024 and May 2024.

*Dialogue schedules are in Appendix B.*

## 2.6 Dialogue Prompts and Structure

For Initiative 1C, dialogues continued and expanded to include union-represented employees. Dialogue prompts, questions, and introductory and closing remarks were developed for a consistent approach for every session. A co-creation session involved all facilitators collaborating, brainstorming, and sharing ideas on prompts and login/logout questions for the dialogues.

The dialogue prompts aim to explore safety culture and employee experiences at SoCalGas. They cover topics such as participants' roles in safety, challenges they face, clarity of policies, communication with supervisors, the organization's emphasis on safety, effective practices, and differences between contractors and employees in safety approaches.

Regular debriefs with facilitators enabled the team to discuss their experiences and gather feedback from peers on completed dialogues. Additionally, 2EC participated as facilitators and notetakers in 15 initial dialogue sessions, offering valuable insights. Based on this feedback, adjustments and modifications were made throughout the process.

The final prompts used during the dialogues are listed below:

1. In your view, what role do you play in safety? Why do you say that?
  - If only one aspect of safety is mentioned .... ask how other aspects of safety (public, infrastructure, contractor, employee) may be impacted by their tasks/job.
2. What are the biggest challenges to getting your job done?
  - Why do you think they exist?
3. In what type of situations are the policies or guidelines not clear?
  - Why do you think that is? How do you proceed?
  - \*If applicable - how do wish it would be?
4. How would you describe your communication with your supervisor/management?
  - What can you talk about?
  - \*If needed - what can't you talk about? Why?
5. What does SoCalGas' emphasis on safety look like to you?
  - Why do you think that?
6. What things work really well at SoCalGas?
  - How do they/this relate to safety? Why do you think so?
7. How would you describe the differences between SoCalGas contractors and employees with respect to their approaches to safety?
  - Why are there differences (if any)?
  - \*If needed - can you please provide an example what it can look like?

Facilitators were encouraged to allow the conversation to flow naturally, enabling employees to share and convey what is most critical to them and their teams. Not all questions were asked during every

dialogue session, allowing employees sufficient time to delve deeper and explore certain topics and questions in more detail. Facilitators would redirect and intervene if discussions veered off-topic.

*Feedback and recommendations for future dialogues are in Section 3. Complete structure, flow of dialogues and prompts are in Appendix C.*

## **2.7 Qualitative Analysis of Dialogue Notes**

Analysis of the qualitative dialogue comments was conducted once the dialogue sessions were completed. First, all notes from all dialogue sessions were organized into one document so data could be viewed all at once. Dialogue session notes initially came from different notetakers, so notes were re-organized, re-formatted and consolidated into one Excel document. Notes were compiled and split by question. In this Excel document, the descriptive and normative notes, the participant number (as indicated by the notetaker), and session information (i.e., date, location, facilitator name, notetaker name) were indicated on the sheet so original notes could be referenced if necessary.

Once the data was organized, the descriptive notes were read and coded. Descriptive notes are paraphrased or verbatim notes of what was said during a dialogue session. Normative notes, on the other hand, are notes of additional context and the interpretations from the notetaker. Normative notes were used to help understand the descriptive notes, but were not coded, as they are subjective interpretations from the notetaker. Each of the 3 notes were read and the main idea(s) was(were) identified. Some comments had one main idea while others had multiple main ideas. This was because of the different note formats from different notetakers.

A theme represents a pattern or relationship across a data set. Themes in the dialogue data comments were developed when there was a pattern in the main themes of the descriptive comments. Themes were named for the repeated idea. Definitions of each theme came together as more comments were coded into the theme. Each definition specifies the most prominent and common threads within the theme. Phrasing of the definition of each theme utilized the terminology used by participants. A total of 27 themes were found in the data.

Once all of the comments were themed, the themes were then connected under umbrella concepts. An umbrella concept is used to describe a broader category of concepts compared to a single theme. While the themes represent one idea, the umbrella concept represent a broader connection between multiple themes. The 27 themes fit into 6 umbrella concepts with some themes fitting under multiple umbrella concepts.

To analyze the data for any department-specific patterns, the department of each participant was identified by utilizing the notes from notetakers. Once this process was completed, departments with more than 5 participants were analyzed for department-level themes patterns.

Qualitative data analysis of the dialogue session notes did not include observations of tone, intent, or emotion of response by question as initially planned due to inconsistent dialogue session notes. Although tone, intent and emotion are not considered when identifying themes due to the subjectivity of perception, they can provide some general insight into certain issues that participants may feel strongly or particularly enthusiastic about. Future dialogues will consider how facilitators can capture these emotions through modifications and improvements in the notetaking process.

### **3.0 KEY ACTIVITIES AND LEARNINGS**

#### **3.1 Participation in Dialogues**

The goal for the dialogues were to engage with 7% of the represented employee population, which totaled 325 employees. A total of 568 employees were randomly selected, using a stratified random sampling method, and invited to participate in a dialogue session. The goal was to engage with 7% of the represented employee population or 325 employees.

Out of the 568 randomly selected employees, 328 or 58% of them, expressed interest in participating. Furthermore, an additional 51 employees, who became aware of the dialogues through enterprise communications and word of mouth from their peers and supervisors, also expressed their interest in participating.

At the start of the dialogue sessions, the total initial sample size was 379 employees, which was 8% of the total represented employee population. All 379 employees were scheduled for a dialogue session.

	<b>Goal Sample Size</b>	<b>Initial Sample Size</b>	<b>Actual Participants</b>
<b>Percentage</b>	7%	8%	7.31%
<b>Count of EE</b>	325	379	339

As dialogues continued, participation decreased due to various factors like vacations, sick days, trainings, changes in shifts, and conflicting priorities. The final count of employees that participated was 339 employees or 7% of the represented employee population. Despite the drop in participation, the goal of engaging with 7% of the employees was successfully met. Additionally, all 18 departments were represented in the dialogue sessions.

#### **3.2 Dialogue Session Themes and Insights**

The comments from 47 dialogue session notes were analyzed for their main ideas and topics. Repeated main ideas and topics were categorized and bucketed to form 27 different themes. The 27 themes were then reviewed to find 6 overall umbrella concepts.

SoCalGas' Organizational Effectiveness team statistically analyzed the saturation of the themes. Saturation is reached in qualitative research when no new themes, ideas or opinions are identified even as more participants are engaging in dialogues. The goal of the conservative method of this saturation analysis is to reach a 0% saturation ratio by comparing a base number of themes (from the first 4 sessions) to the number of new themes identified in a group of 3 sessions at a time. It was found that when using the most conservative saturation analysis, a 0% saturation ratio was reached by session 16.

The table below shows all 27 identified themes from the management employee dialogues and their definitions. Themes are listed from most to least frequent across the dialogues.

Theme	Definition/Notes
1. Supervision	<p>Perceptions of supervision depends on the supervisor and their level of knowledge and experience. On one hand, some participants have good communication with and feel supported by their supervisor. This line of thinking generally occurred when participants expressed that their supervisor was experienced and knowledgeable. Positively perceived supervisors were said to have open communication and regularly hold team safety meetings. On the other hand, some employees felt communication was lacking or they did not feel supported by their supervisor. This is oftentimes because employees felt their supervisor was not as experienced as a supervisor should be. Many were told to just refer to the procedure when they asked a question. Some felt their supervisors micromanaged the work they did and were too focused on metrics. However, regardless of perceptions of supervision, many participants felt their supervisor had limited scope. The concerns they share with their supervisor only go so far and were not always able to reach the right people.</p> <p>“I think communication with local management is fine but as a concern or a need gets sent up the ladder it’s almost like there is no empathy or willingness to help after it passes the local management stage.”</p> <p>In response to questions around: supervisor communication</p>
2. Procedure	<p>Procedures were mentioned in response to all of the dialogue questions with mixed opinions. Some felt that procedures at SoCalGas were good and helped the company stay focused on safety. Other participants felt that SoCalGas' safety emphasis was on procedure compliance. Many felt that procedures were excessive and restrictive, sometimes unclear, and sometimes not in alignment with each other. These excessive procedures add extra pressure and sometimes make being safe more difficult. The application and use of procedure and policy is inconsistent and prone to regional differences. Some supervisors or regions come up with their own unofficial procedures. The procedures themselves are sometimes difficult to access on the field since they are only available electronically (and employees only have cellphones in the field) and they are prone to language translation issues.</p> <p>“It feels like there have been a lot of changes recently. People keep coming up with new rules for the next day and make sure everyone follows them. It feels like they're talking to us as if we're children... People are saying it's for safety, but it's more about control. We need to exercise more common sense instead of constantly adding to the rules.”</p> <p>In response to questions around: SoCalGas’ safety emphasis, supervisor communication, biggest challenge to completing work, works well at SoCalGas, unclear guidelines</p>
3. Resources	<p>Some felt they have adequate access to resources while others feel they do not. There is a gap in the resources used in different regions and it often times takes weeks or months to get parts needed for a job due to problems with vendors or supervisor/management approval. Many of the tools currently in use are old and out of date. When there are changes to tools, they are high tech, but some</p>

Theme	Definition/Notes
	<p>participants feel that the new, high-tech version is not necessary and can be distracting rather than helpful. Some participants feel that those in charge of choosing and approving of the tools and resources used are not knowledgeable or experienced in work in the field.</p> <p>“Lack of tools at times can be challenging. Having commonly used materials being short on stock is at times challenging.”</p> <p>In response to questions around: biggest challenge to completing work, works well at SoCalGas</p>
4. Crucial Role	<p>Most participants felt they played a crucial role in safety at SoCalGas. This is because they play a part in employee, customer, public, and infrastructure safety. Some also play a part in customer awareness and knowledge and emergency response.</p> <p>“When I wake up, safety is my responsibility. Safety is not just about coworkers, it’s about people around me and the customers.”</p> <p>In response to questions around: role in safety</p>
5. Workload	<p>Many participants mentioned their workload has increased recently which adds extra time pressure, unrealistic expectations, and is contributing to burnout and turnover. They said they do not have the manpower or the time to complete all orders during a shift, which negatively impacts their metrics, which can contribute to them being blamed for not completing work. Some mentioned they asked for accommodations or changes to their shift schedule to better suit their lifestyle and safety, but they were denied.</p> <p>“We don't have enough man power to get through everything.”</p> <p>In response to questions around: biggest challenge to completing work</p>
6. Communication	<p>Communication was found to be important to represented employees. They feel it is important for SoCalGas to improve information sharing, transparency, and timeliness when speaking about safety and different company initiatives. Even though many mentioned having collaboration opportunities, frequent safety meetings, and time to review communications as a team, some mentioned that the information they receive is inconsistent or limited in scope. Many did mention they appreciated the opportunity to participate in the employee dialogues because they want their voice and opinions to be heard and considered in decision making.</p> <p>“That's where I've said before there's no transparency. I know there are legal issues but there are incidents that we don't hear about until a year later. It's important to know these incidents so we can share and be reminded that we work with a volatile substance.”</p> <p>In response to questions around: supervisor communication, biggest challenge to completing work, works well at SoCalGas</p>

Theme	Definition/Notes
7. Culture Change	<p>In recent years, the safety culture at SoCalGas has changed. There are generational differences in safety and there has been a change in “old-school thinking.” There is more of a focus on safety, communication, psychological safety, and innovation. Many expressed appreciation for the employee dialogues. However, the culture change is still a work in progress. There is still a disconnect between professional and represented employees as well as regional and departmental differences in the way things are done. Safety culture is inconsistent and there is no office focus. Several participants felt that safety culture is excessive. Some feel that the safety culture is "all talk" for media presentation and that SoCalGas does not actually care about safety.</p> <p>“Safety culture as an idea is phenomenal. SoCalGas promotes safety well, but implementation is not good. It’s on the people to be safe, but then we need help.”</p> <p>In response to questions around: SoCalGas’ safety emphasis, works well at SoCalGas</p>
8. Work Environment	<p>Many employees discussed how different things in their work environment impact their safety. Employees must have situational awareness of their environment because things like the dark, the weather, and dogs can impact their safety. Many say they take extra care with driving and parking to ensure they are safe out in the field. However, many complained that the new sensors in company cars are distracting and cannot be turned down or off. Another impact to their safety in the field is interruptions from customers. Multiple employees mentioned they have had unaware customers point guns at them. There are also concerns with office safety and security.</p> <p>“Working in the rain is so dangerous.”</p> <p>In response to questions around: biggest challenge to completing work</p>
9. Training	<p>A lot of participants mentioned they really enjoy the SMITH driving technique and even use it outside of work. Otherwise, there is an interest in more training in the form of hands-on training, simulations, job aids, mentors, and refresher courses. There were specific requests for trainings on current procedures, handling customers, using new technology, ergonomics, and emergency response. Many participants feel there is currently a lack of training opportunities and instead learn on the job from experienced employees.</p> <p>“The importance on how you are training and how training is set up. That the company lacks in actual field training our employees. Classroom training is not really getting you trained for the real work you are performing.”</p> <p>In response to questions around: biggest challenge to completing work, works well at SoCalGas, contractors</p>
10. Customer Awareness and Safety	<p>Customer awareness plays a huge role in the safety of employees and many participants feel that customers need to be better educated on their work to improve safety. Additionally, many employees have dealt with poor customer interactions because of a poor customer notification system; most customers</p>

Theme	Definition/Notes
	<p>do not see the notification that a SoCalGas employee is coming to their house. Participants want a better notification system and uniforms that better identify them as SoCalGas employees. Additionally, employees feel that SoCalGas' safety emphasis is focused on customer safety.</p> <p>“Biggest problem we have, MSAI we are not invited to customers’ homes we are showing up unannounced. They don't believe we work for the company; they don't believe the badge, uniform, or truck. MSAI work does not give customers prior notice of our arrival or work. I have had guns pulled on me on MULTIPLE occasions. It is not safe for me to do my work. It would be nice to get some continuity for customer notification of all SCG work. This is an issue for customer communication.”</p> <p>In response to questions around: role in safety, SoCalGas’ safety emphasis, biggest challenge to completing work, works well at SoCalGas</p>
11. Contractors	<p>Opinions on contractors depended on the contractors themselves. Some participants believed that contractors have similar values as SoCalGas employees, have high work quality, and an understanding of SoCalGas procedures. Other participants felt there were different expectations for contractors and they did not care about safety. Some participants resented contractors and believed all work should be done by full-time employees. Many employees believe that contractors need better uniforms and training for them to better work with customers and follow procedures.</p> <p>“I hear [contractors] don't work safe like we do and it seems like their bosses don't feel the same about safety as we are.”</p> <p>In response to questions around: contractors</p>
12. Metrics	<p>Participants feel that metrics is the main focus of safety at SoCalGas. There is the perception that meeting metrics goals are more important than actual safety to some supervisors and management. Many feel that metrics add extra pressure, time restraints, and unrealistic expectations to their work. Because of metrics, they feel micromanaged and pressure to get work done quickly rather than safely. This focus on getting work done quickly is negatively impacting customer service and satisfaction with customers.</p> <p>“We're told to make times, but it doesn't always work like that and it can create stress. I'll do what I can to speed up a job, but there has to be safety.”</p> <p>In response to questions around: SoCalGas’ safety emphasis, supervisor communication, biggest challenge to completing work</p>
13. Employee Experience	<p>Some participants mentioned that employee experience is declining as older, more experienced employees retire and new hires enter the company. There should be more knowledge transfer so there are no knowledge gaps when employees leave. New employees need more training, hands on experience, and a mentor program.</p>

Theme	Definition/Notes
	<p data-bbox="509 174 1442 239">“We hire people with degrees and put them into roles but they don’t have the experience to do well.”</p> <p data-bbox="509 281 1446 346">In response to questions around: supervisor communication, biggest challenge to completing work</p>
14. Management	<p data-bbox="509 352 1455 525">Represented employees feel a disconnect between themselves and management employees. They feel that management does not have the field knowledge to make the safety procedure decisions that are made. Represented employees want more visibility and communication when safety decisions are made.</p> <p data-bbox="509 567 1174 596">“Management doesn’t include field in decision making.”</p> <p data-bbox="509 638 1446 703">In response to questions around: supervisor communication, biggest challenge to completing work, unclear guidelines</p>
15. Psychological Safety	<p data-bbox="509 709 1433 882">Perceptions of psychological safety were mixed. Some felt that were able to share their thoughts with their team and supervisors while others feared that reporting incidents would result in retaliation. The term psychological safety also had some negative connotations with some employees believing that sharing about incidents is cowardly.</p> <p data-bbox="509 924 1422 989">“It’s the culture. People aren’t reporting stuff because they’re afraid to get in trouble.”</p> <p data-bbox="509 1031 1443 1096">In response to questions around: SoCalGas’ safety emphasis, biggest challenge to completing work, works well at SoCalGas</p>
16. Morale	<p data-bbox="509 1102 1455 1241">Many participants felt that morale within teams is good and influenced by their supervisor. However, there is a general desire for more recognition from their supervisors and the company. There were multiple positive comments regarding this year’s company event.</p> <p data-bbox="509 1283 1451 1381">“I was happy to be with Gas Company then it slowly diminished. In the end you have situations where you work hard and you get nothing then you work less and that’s not how you want to be.”</p> <p data-bbox="509 1423 1398 1488">In response to questions around: supervisor communication, works well at SoCalGas</p>
17. Budget	<p data-bbox="509 1495 1451 1633">Participants feel that SoCalGas has a heavy focus on budget, especially now because of the GRC. This focus on budget makes employees feel that SoCalGas does not actually care about safety, as sticking to a budget takes higher priority than getting necessary resources and completing orders safely.</p> <p data-bbox="509 1675 1299 1705">“I have brought this up regularly but I was told no budget or time.”</p> <p data-bbox="509 1747 1443 1812">In response to questions around: SoCalGas’ safety emphasis, biggest challenge to completing work</p>

Theme	Definition/Notes
18. Employee Safety	<p>A handful of employees feel that SoCalGas' safety emphasis is on employee safety. However, some employees feel there can be better focus on ergonomics for those in the field, office security and safety, and technology. Multiple people mentioned the Anaheim incident.</p> <p>“After that incident (the Anaheim incident) I feel nervous when I am in the building - there is no place to hide.”</p> <p>In response to questions around: role in safety, SoCalGas’ safety emphasis</p>
19. Documentation	<p>Many participants felt that documentation is inconsistent and excessive. The information in documents is often incomplete or lacking, which leads to gaps in knowledge. The transition into technology-based documentation has made it difficult to check procedures and submit documents from the field, where many employees only have a phone.</p> <p>“For the company, we may all do similar jobs around the field, but when it comes to filling out paperwork, it's all different. But it shouldn't be different; this needs to be incorporated into training.</p> <p>In response to questions around: biggest challenge to completing work, unclear guidelines</p>
20. Configuration Management	<p>Participants felt that there are issues with configuration management in their work. There are issues with gaps in information, access to meters and procedures, and timeliness in information reception.</p> <p>“GIS has two view forms. seems like 1 form is updated on a constant and 1 is not. Two different sides of information and not everyone has access to both forms. this is an issue.”</p> <p>In response to questions around: biggest challenge to completing work</p>
21. Teams	<p>Many participants had positive things to say about their team. They feel they can rely on those in their team for their knowledge and collaboration opportunities.</p> <p>“Here, we have a very good crew where we help each other in all aspects.”</p> <p>In response to questions around: supervisor communication, works well at SoCalGas</p>
22. Incident Investigation	<p>Participants feel that incident investigation is inconsistent and prone to blame culture. Some participants feel there is nothing to stop “repeat offenders” from continuing to be unsafe.</p> <p>“The investigation includes - asking questions about ‘what were you doing’ - trying to figure out how we can avoid it. Almost like pressuring into confessing ‘what could you have done to avoid the situation?’”</p>

Theme	Definition/Notes
23. Non-Crucial Role	<p>In response to questions around: SoCalGas' safety emphasis</p> <p>The handful of employees that felt they did not play a crucial role in safety at SoCalGas said most of their day is spent sitting. Their main safety focus is around ergonomics. These comments came from employees in the accounting, customer service, and customer contact departments.</p> <p>"I work from home, so my safety is different from the field, I don't know exactly how my safety falls into place."</p> <p>In response to questions around: role in safety</p>
24. Reactive	<p>Some participants feel that SoCalGas is reactive in response to incidents rather than proactive to avoid incidents. Many procedures are written in response to an incident.</p> <p>"They may see an issue, but they don't do anything until it's there."</p> <p>In response to questions around: SoCalGas' safety emphasis</p>
25. Regional Differences	<p>There are regional and departmental differences in the way procedures are communicated and enforced by supervision. This leads to a disconnect and inconsistencies in how procedures are supposed to be used.</p> <p>"I feel like there is no consistency. Regions are being controlled by different leads and managers at every base. Everyone leads differently."</p> <p>In response to questions around: supervisor communication, unclear guidelines</p>
26. Compensation	<p>There are mixed opinions regarding compensation. Some felt that their pay and benefits were good while others felt it was lower compared to other organizations. There is positive reception of the education assistance benefit.</p> <p>"We are compensated good for our jobs, but not compared with other utilities."</p> <p>In response to questions around: biggest challenge to completing work, works well at SoCalGas</p>
27. Company Culture	<p>Some employees felt that the company culture (beyond safety) is a positive. SoCalGas is supportive of time off requests and career development.</p> <p>"I have had many jobs and none has treated me as well as SoCalGas."</p> <p>In response to questions around: works well at SoCalGas</p>

### 3.3 Process and Outcome Measures: Survey Results

Post-dialogue surveys were conducted to assess dialogue quality and participants' understanding of comprehensive safety. A total of 154 participants responded to the survey. While 6 out of 18

departments were not represented in the survey results, the following departments participated: Aboveground Storage, Distribution Planning & Project Management, Gas Operations, Support Services, Customer Contract Centers, Gas Transmission Operations, Remittance Processing, Customer Operations, Customer Service, and Supply Chain Management.

Regarding participants' roles in safety, most felt their roles were either somewhat clear (26%) or extremely clear (73%), with only 1% indicating a lack of clarity. When asked about comprehensive safety, 72% of participants acknowledged their impact on employee safety, contractor safety, public safety, and infrastructure safety. Understanding of the concept varied: 38% felt they understood it somewhat well, 56% extremely well, 5% not very well, and 1% not at all well.

Survey results indicated that dialogue sessions provided a psychologically safe space for participants to share opinions and thoughts. Satisfaction levels were high, with 77% extremely satisfied, 19% somewhat satisfied, and minimal dissatisfaction. An overwhelming 99% would recommend participation to peers, and 96% expressed interest in future Safety Forward dialogues.

Respondents also provided feedback on improving future dialogues and promoting a comprehensive safety approach. While most feedback was positive, a few participants mentioned feeling that their sessions turned into complaint sessions.

Respondents feedback on conducted dialogues was as follows:

- 1. Dialogue Outcomes:** Participants are interested in hearing the results of the dialogue sessions and any change that will occur as a result
- 2. Psychological Safety:** Participants felt heard during the dialogue sessions and were glad there were opportunities for field employees to participate. Overall, participants were comfortable with the dialogues and were glad there were confidential spaces for them to be truthful
- 3. Shared Space:** Participants were glad to hear feedback from other employees, especially those in different departments to hear other perspectives
- 4. Structure:** Some employees wished there was more time for the dialogue. Multiple participants wanted more structure around the dialogues as they often strayed off topic. Additionally, there was an interest in sticking to a few key topics and digging deeper.

*Complete pre-dialogue and post-dialogue survey results are included in Appendix D.*

### **3.4 Recommendations and Take Aways**

#### **3.4.1 Recommendations for Future Dialogues**

Based on feedback from post-dialogue surveys, feedback from facilitators, and observations of 15 dialogues that 2EC supported, many facilitators were able to create a good, shared space where participants felt psychologically safe to share their opinions and beliefs. It was observed and mentioned that facilitators showed that they were genuinely interested in what participants had to share. 2EC noted indicators of shared space being demonstrated by facilitator and participant body language, the use of follow-up questions, careful listening, and respect. Facilitators effectively used tools taught during

the training like ice breaker/log-in questions and I DO ART<sup>5</sup>, and an appropriate amount of time was allotted for introductions to get participants engaged before proceeding with the prompts.

2EC also provided additional feedback on areas of improvement for facilitators. Facilitators were advised to be more mindful of what they already know, ensuring that they stay neutral, set aside any assumptions, and approach each dialogue with curiosity. To enhance the natural flow of the session, it was recommended that facilitators become more familiar with the introduction and avoid reading it word-for-word, as this would help them engage participants in a more organic and conversational manner. Continuous note-taking was emphasized as crucial, with the note-taker playing an essential role in capturing key points and insights throughout the session. Facilitators were also reminded to use body language to create a welcoming atmosphere, allowing participants to feel more at ease. It was further suggested that facilitators encourage participants to elaborate on their thoughts rather than rushing through a structured set of questions. The focus should not be on getting through every prompt, as this is not a focus group, but rather on allowing for deeper exploration of ideas and experiences.

Based on post-dialogue survey results, facilitators will be encouraged to ask more exploratory questions, particularly focusing on the ‘why’ behind cultural values, beliefs, and assumptions. While dialogues should identify visible manifestations of the culture, they should also delve into the underlying drivers of the current safety culture at SoCalGas. It’s important to note that dialogues are not intended for solving issues raised during conversation; instead, they serve as an opportunity to ask follow-up questions about the drivers behind those issues. Facilitators will continue to actively engage all participants by directing questions to those who haven’t shared as much and seeking their views on other participants’ comments.

In response to operational constraints and the geographical distribution of employees, two virtual dialogue sessions were introduced. These sessions served a dual purpose: as a pilot to assess the efficacy of virtual dialogues and as a practical solution for including participants who were too far apart logistically for in-person sessions. Facilitators’ observations highlighted key points regarding virtual sessions: they were found to be less effective than in-person sessions due to the lack of physical presence and face-to-face interaction, which posed challenges in creating a psychologically safe space for open dialogue. Additionally, overall engagement and participation from attendees were lower in virtual sessions, influenced by factors such as distractions, technical issues, and reduced interpersonal connection.

While the virtual sessions provided valuable insights, the preference remains for in-person dialogues due to their greater effectiveness in fostering meaningful conversations and promoting active engagement.

### **3.4.2 Recommendations for Dialogue Notetaking**

The Organizational Effectiveness team provided several observations and best practices aimed at improving the facilitation and documentation of the represented employee dialogues. One key

---

<sup>5</sup> As part of our dialogue sessions, we utilized the IDOART tool to ensure effective facilitation. This tool helps lead meetings or group processes by establishing a clear purpose, structure, and goals right from the start. It enables all participants to grasp every aspect of the session, fostering a secure common ground. IDOART stands for Intention, Desired Outcome, Agenda, Roles/Rules and Time.

recommendation focused on note-taking, emphasizing the importance of writing notes in a way that an outsider could easily understand the context of the conversation without having been present. Notes should be formatted in a conversational style, with each thought presented on a separate line to create a natural flow. Additionally, many notes were found to contain incomplete sentences. It was suggested that after each session, notetakers should revisit their notes to fill in missing information, ensuring the notes remain clear and cohesive without inserting personal opinions or interpretations. Paraphrasing or adding context to incomplete notes was also recommended to enhance clarity.

The dialogue questions used in the sessions were another area of focus. Not all questions were asked during every session, which likely indicated that there were too many questions for the allotted time. To foster deeper, more meaningful conversations, it was recommended that fewer, more focused questions be asked during future sessions. Additionally, some of the questions in the notes were phrased differently than the standardized versions. It is crucial that all dialogue questions be asked exactly as written to ensure that participant responses are consistent and reflective of the same prompts across sessions.

Follow-up or probing questions also received attention in the feedback. It was noted that many follow-up questions were off-topic or unrelated to the original questions, which in some cases diverted the conversation away from safety issues. Facilitators were encouraged to ensure that follow-up questions remain relevant to the original inquiry and that notes clearly indicate which follow-up questions are tied to which primary questions.

Finally, the Organizational Effectiveness team highlighted the results of the saturation analysis, which suggested that conducting fewer dialogue sessions could yield the same results. This would allow for a more efficient use of time and resources while still achieving the desired outcomes.

### **3.5 Sustainment Plan**

#### **3.5.1 Communications**

In Q3 2024, themes from the represented employee dialogues will be communicated to all SoCalGas employees. This three-stage process involves an in-depth review of the six umbrella concepts and 28 themes with facilitators. The findings will then be shared with all participants who took part in the dialogues. Finally, a high-level overview of the themes and concepts will be disseminated through an enterprise communications bulletin to engage employees, seek feedback, and encourage support for future activities.

#### **3.5.2 Develop Emergent Capabilities**

To enhance and evolve future employee dialogues, the recommendations highlighted in section 3.4 will be taken into account. Additionally, it's recommended that the Safety Organization and Organizational Effectiveness collaborate with other key departments to develop an internal training course for new facilitators and refresher trainings based on concepts taught during the 2EC training. This internal training initiative will further enhance SoCalGas' capabilities to support ongoing culture-based dialogues, focus groups, and engagement efforts. Relatedly, it's recommended that SoCalGas determine which department or departments will be responsible for developing, maintaining, and deploying future dialogue activities.

### **3.5.3 Revised Safety Culture Improvement Plan**

The themes and concepts emerging from the represented-employee dialogues, as well as those anticipated in future dialogues, will shape the revised safety culture improvement plan, and guide ongoing safety activities. As noted in Section 3.5.1, the dialogue analysis will be communicated broadly across the organization, and Safety leaders and business owners will review and collaborate to establish a shared understanding of the insights gained from the management employee dialogues and future dialogues. These insights will play a crucial role in informing future strategic planning, acting as the primary reference document for defining initiative-level scopes and facilitating the execution of forthcoming safety efforts.

As detailed in the analysis of our goal to “gather insights and brainstorm on improvement opportunities”, initial analysis has been done to better understand how the management employee dialogues can shape and inform how to act upon the recommendations contained in the 2EC Report. The 2EC Report recommendations will continue to be analyzed to enhance impact based on these and future dialogues.

## APPENDIX A

### **A. 1 Additional Analysis**

#### **Similarities & Differences Across Dialogue Groups**

Throughout the dialogues, management, represented employees, and leadership all emphasized the importance of safety culture at SoCalGas, though their perspectives varied based on their roles. There was a shared commitment to continuous improvement and long-term thinking, with all groups advocating for a proactive, innovative learning culture. However, management and represented employees frequently expressed frustration over a perceived disconnect between themselves and leadership, a sentiment not mirrored in leadership discussions.

Communication and information sharing were identified as critical areas for improvement, with all groups agreeing that siloed departments limit collaboration and transparency. Management employees, in particular, felt that most safety communications focused on field safety and were not always relevant to their office environments, highlighting a need for more tailored messaging.

Safety concerns were prevalent across all dialogue groups, with issues ranging from the inherent dangers of working with natural gas to concerns about office security and workload. Both management and represented employees raised frustrations about the complexity of safety processes, policy inconsistencies, and the constantly changing procedures. Leadership shared similar concerns but focused on the need for clearer processes with fewer approval layers.

Another key theme was the desire for more recognition and support for safety efforts. Management and represented employees called for increased acknowledgment of their commitment to safety, which they believe would boost morale. Leadership echoed this by expressing an interest in enhancing employee engagement through support and recognition initiatives.

All groups agreed that SoCalGas tends to operate reactively, with a strong focus on metrics and budgets, often at the expense of proactive safety measures. While leadership recognized this challenge, they grappled with how to shift from a culture of compliance and blame to one that prioritizes safety in a heavily regulated environment.

Lastly, all groups recognized the importance of having adequate resources to maintain a safe working environment. While recent budget constraints have posed challenges, there was a shared understanding that enhancing the availability of tools, time, and personnel would further support SoCalGas' commitment to safety and help ensure that employees can continue to perform their duties safely and effectively.

#### **Department Level Themes**

During the represented employee dialogues, several key department-specific trends emerged regarding safety perceptions at SoCalGas. A recurring sentiment from employees in Gas Distribution and Gas Transmission & Storage was that the company does not genuinely prioritize safety, with many referencing tight budgets with Gas Distribution and Customer Service Field & Solutions sharing the view of reliance on contracted employees as contributing factors. In Customer Service and Gas Distribution, there was also a strong emphasis on the importance of customer awareness, particularly in ensuring proper notification and communication to maintain safety. In contrast, employees from Accounting and

Customer Service expressed feelings of playing a non-crucial role in safety, while others in Customer Service Field & Solutions and Gas Distribution felt their daily tasks and involvement in customer awareness were integral to maintaining safety. Additionally, concerns about the work environment were noted, with employees in Gas Transmission & Storage and Gas Distribution highlighting office security, and those in Customer Service Field & Solutions raising concerns about the impact of weather conditions on their safety.

## A.2 2EC Facilitator Training Agenda

Facilitation refresher training was conducted on March 12, 2024.



### Dialogue Facilitator Refresher Training March 12, 2024



Time	Activity	Description
09.00	Welcome	Opening remarks, introductions
09.05	I DO ART	Plan for the session
09.10	Log-in	Presencing and engaging all participants
09.15	Presentation	Skills for the Facilitator – Dos and Don'ts
09.30	Learning by Doing – Round 1	Participants Co-Facilitating with <a href="#">2EC</a> 2 groups concurrently
10.00	Feedback – Round 1	Dialogue to enhance the learning including questions and <a href="#">answers</a>
10.15	Learning by Doing – Round 2	Participants Co-Facilitating with <a href="#">2EC</a> 2 groups concurrently
10.45	Feedback – Round 2	Dialogue to enhance the learning including questions and <a href="#">answers</a>
10.55	Log-out	Engaging all Participants
1100	End of session	

## APPENDIX B

### B.1 Dialogue Schedule

Date	Time	Location	Conf Rm (Bldg #, etc)
Wed, Mar 27, 2024	9:00 AM	Redlands	Conf Rm - Redlands 01-0015C
Wed, Mar 27, 2024	1:00 PM	Redlands	Conf Rm - Redlands 01-0015C
Thu, Mar 28, 2024	8:30 AM	Downey Base	01-205
Mon, Apr 1, 2024	9:00 AM - 10:30 AM	Monterey Park	A 02-600
Mon, Apr 1, 2024	1:00 PM - 2:30 PM	Monterey Park	A 02-600
Tue, Apr 2, 2024	8:00 AM - 9:30 AM	Anaheim Base	Anaheim - conference room 01-370
Tue, Apr 2, 2024	8:30 AM - 10:00 AM	Belvedere Base	Belvedere - small conference room
Wed, Apr 3, 2024	8:30 AM - 10:00 AM	Downey Base	01-205
Wed, Apr 3, 2024	8:30 AM - 10:00 AM	Belvedere Base	Belvedere - small conference room
Fri, Apr 5, 2024	8:00 AM - 9:30 AM	Chatsworth	large Conf. Rm for 30 people (6am-1pm)
Fri, Apr 5, 2024	10:00 AM - 11:30 AM	Chatsworth	large Conf. Rm for 30 people (6am-1pm)
Mon, Apr 8, 2024	8:30 AM - 10:00 AM	Palm Desert	Palm Desert Bldg A 01-260
Mon, Apr 8, 2024	9:00 AM - 10:30 AM	Azusa Base	Azusa ASMBLY01
Tue, Apr 9, 2024	9:00 AM - 10:30 AM	Ramona Base	Romoland 01 049 Conf Rm
Wed, Apr 10, 2024	8:00 AM - 9:30 AM	Anaheim Base	Anaheim - conference room 01-340
Wed, Apr 10, 2024	9:00 AM - 10:30 AM	Azusa Base	Conference Room - Azusa 01-001
Thu, Apr 11, 2024	9:00 AM - 10:30 AM	Azusa Base	Conf Rm - Azusa ASMBLY01
Fri, Apr 12, 2024	9:00 AM - 10:30 AM	Monterey Park	Conf Rm - MPK A 02-600
Tue, Apr 16, 2024	9:00 AM - 10:30 AM	Compton Base	Conf Rm - Compton Bldg A 01-835
Tue, Apr 16, 2024	9:00 AM - 10:30 AM	Visalia Base	Visalia Base - Conf. Rm - 01-215
Wed, Apr 17, 2024	9:00 AM - 10:30 AM	Compton Base	Conf Rm - Compton Bldg A 01-835
Wed, Apr 17, 2024	9:00 AM - 10:30 AM	Chino Base	Conf Rm 01-001
Thu, Apr 18, 2024	9:00 AM - 10:30 AM	San Pedro Base	San Pedro Conf Room
Thu, Apr 18, 2024	9:00 AM - 10:30 AM	Compton Base	Conf Rm - Compton Bldg A 01-835
Tue, Apr 23, 2024	9:00 AM - 10:30 AM	Yukon Base	Conf. Rm 01-100
Tue, Apr 23, 2024	8:30 AM - 10:00 AM	Downey Base	Conf Rm - Downey 01-205
Wed, Apr 24, 2024	8:30 AM - 10:00 AM	Glendale Base	Conf Rm - Glendale 01-150
Thu, Apr 25, 2024	9:00 AM - 10:30 AM	Anaheim Base	Conf Rm - Anaheim BLDG A 01-010
Tue, Apr 30, 2024	8:30 AM - 10:00 AM	Saticoy Base	Conf Rm - Saticoy 01-125
Wed, May 1, 2024	8:30 AM - 10:00 AM	Anaheim Base	Conf Rm - Anaheim BLDG A 01-370
Wed, May 1, 2024	8:30 AM - 10:00 AM	Redlands	Conf Rm - Redlands 01-1005
Thu, May 2, 2024	9:00 AM - 10:30 AM	Redlands	Conf Rm - Redlands 01-0015C
Tue, May 7, 2024	9:00 AM - 10:30 AM	Blythe	Blythe - Trailer Conf Room
Tue, May 7, 2024	9:00 AM - 10:30 AM	Valencia Base	Conf. Rm 01-0080
Tue, May 7, 2024	1:00 PM - 2:30 PM	Belvedere Base	Belvedere - small conference room
Wed, May 8, 2024	8:30 AM - 10:00 AM	Anaheim Base	Conf Rm - Anaheim BLDG A 01-340
Wed, May 8, 2024	8:30 AM - 10:00 AM	Chino Base	Conf Rm 01-001
Wed, May 8, 2024	8:30 AM - 10:00 AM	Bakersfield Base	Conf Rm - Bakersfield 01-123
Thu, May 9, 2024	9:00 AM - 10:30 AM	Oxnard Base	Conf. Rm 01-305
Tue, May 14, 2024	9:00 AM - 10:30 AM	San Luis Obispo Bas	Conf Rm - San Luis Obispo 01-0125
Wed, May 15, 2024	9:00 AM - 10:30 AM	Monterey Park	MPK A 02-658 CONF RM
Wed, May 15, 2024	9:00 AM - 10:30 AM	Riverside Base	Riverside Base - Conf. Rm 01-0245
Tue, May 21, 2024	9:00 AM - 10:30 AM	Azusa Base	Conf Rm - Azusa ASMBLY02
Wed, May 22, 2024	8:30 AM - 10:00 AM	VIRTUAL	VIRTUAL
Wed, May 22, 2024	8:30 AM - 10:00 AM	VIRTUAL	VIRTUAL
Thu, May 23, 2024	9:00 AM - 10:30 AM	Santa Monica Base	Santa Monica Conf Rm 01-600
Thu, May 23, 2024	9:00 AM - 10:30 AM	Downey Base	Conf Rm Downey Base - 01-205

## APPENDIX C

### C.1 Dialogue Structure and Prompts

**Log-in/Introduction:** participants were asked to introduce themselves and were asked to answer a log-in question. When doing introductions facilitators will capture participant department (e.g., Participant 1 - CS, Participant 2 - Accounting, Participant 3 - Distribution). This enables insights and themes to be captured by department if applicable.

- Name, department & 1 Log -in question (facilitator choice)

#### Example Log-in Questions:

- What motivates you to come to work?
- What is something you are looking forward to in the next 12 months?
- Which professional or personal skill are you currently working on?
- What the 1st job you ever had? What the best and worst thing about it?

**I DO ART:** facilitators covered the intention, desired outcome, agenda, roles/rules, and time (duration) during every dialogue. The document below was provided to facilitators to discuss, project-on screen or share via printed copies.

### Represented Employee Dialogues

<p><b>INTENTION</b></p> <ul style="list-style-type: none"><li>• This is an opportunity to share your honest thoughts and opinions</li><li>• This is an opportunity to listen and learn from each other</li><li>• <b>Disclaimer:</b> The objective of these dialogues is to learn from our employees' areas that present challenges or areas that provide opportunities for improvement related to our safety processes and procedures. It is also to understand better what is going well regarding our safety culture. Information gathered during these sessions is not intended for bargaining purposes or to interfere with your relationship with the union. Should changes or enhancements that fall under mandatory subjects of bargaining be required, the Company will discuss further with the Union. Your participation in these dialogues is voluntary.</li></ul>	<p><b>DESIRED OUTCOME</b></p> <ul style="list-style-type: none"><li>• To understand current state and people's thoughts and opinions around safety at SoCalGas</li><li>• To explore how individuals/teams support employee, contractor, public and infrastructure safety</li><li>• To gather actionable insights on how to build/integrate safety into our activities</li></ul>	<p><b>AGENDA</b></p> <ul style="list-style-type: none"><li>• Welcome/Opening Remarks</li><li>• Introductions &amp; Log-in/Warm Up Question</li><li>• Dialogue Questions/Prompts</li><li>• Closing Remarks</li><li>• Optional Survey: <a href="https://forms.office.com/r/7guF5yK22A">https://forms.office.com/r/7guF5yK22A</a></li></ul>
<p><b>ROLES/RULES</b></p> <p>Facilitator - will be taking notes, no names will be included in final report when sharing themes &amp; take aways</p> <p>Participants – engage and participate, be respectful to others</p> <p>Everything said <i>should</i> remain confidential</p>	<p><b>TIME</b></p> <p>1.5 hr. (90 mins)</p>	<p><b>SAFETY FORWARD</b> A SoCalGas Program</p>

**Dialogue Purpose:** facilitators were provided with additional information regarding purpose to ensure they were equipped and comfortable with answering any follow up questions from participants.

- Understanding Current State - Understand people's thoughts and opinions around safety at SoCalGas.
- Exploring Our Role in Supporting Safety - Broaden and expand people's understanding of safety and how departments support each other. Explore how individuals and teams directly or indirectly support employee, contractor, public and infrastructure safety.

- Discuss Future State - Gather actionable insights on how to build these safety concepts (employee, contractor, public and infrastructure) into activities.

**Dialogue Prompts:** facilitators were provided with dialogue prompts and possible follow up questions to encourage deeper exploration.

1. In your view, what role do you play in safety? Why do you say that?
  - a. If only one aspect of safety is mentioned .... ask how other aspects of safety (public, infrastructure, contractor, employee) may be impacted by their tasks/job.
2. What does SoCalGas' emphasis on safety look like to you?
  - a. Why do you think that?
3. How would you describe your communication with your supervisor/management?
  - a. What can you talk about?
  - b. \*If needed - what can't you talk about? Why?
4. What are the biggest challenges to getting your job done?
  - a. Why do you think they exist?
5. What things work really well at SoCalGas?
  - a. How do they/this relate to safety? Why do you think so?
6. In what type of situations are the policies or guidelines not clear?
  - a. Why do you think that is? How do you proceed?
  - b. \*If applicable - how do wish it would be?
7. How would you describe the differences between SoCalGas contractors and employees with respect to their approaches to safety?
  - a. Why are there differences (if any)?
  - b. \*If needed - can you please provide an example what it can look like?

**Log-out Questions/Closing Remarks:** facilitators asked participants a log-out question of their choice. They also let participants know what they can expect to come next.

**Example Log Out Question (Facilitator choice):**

- Name one thing that surprised, encouraged, or inspired you.
- Name one thing you learned from today's dialogue.
- Name one thing you would want to make sure is done as a result of today's dialogue.
- Is there anything we did not cover that we should look into outside of this session?
- What did you appreciate about today's dialogue?
- What was something that surprised you about this meeting?

**Next Steps:** participants were reminded that what employees said during the dialogue sessions should remain confidential. Participants may share their own experiences with their peers. Facilitators also let participants know that data from all dialogue sessions will be collected and consolidated to identify themes and areas that require attention. Consistent themes, concerns and challenges will be shared

with the organization and no names will be included in reporting. Additionally, Safety Organization along with other key stakeholders will work to develop next steps; this will be communicated as well.

**Responses to Possible Participant Questions:** facilitators were provided with background information and example responses to potential questions they may receive from participants.

1. What is the difference between Safety Management Systems (SMS) and Safety Forward?
  - Follow Up Question/Humble Inquiry
    - Does anyone here know the difference? Have you had your leadership talk about SMS or Safety Forward with you? What was shared?
  - Information
    - SMS is an overarching approach to safety that focuses on minimizing and managing risks.
    - Safety forward is an effort within our SMS that is focused on people, culture, and continuous learning.
2. How is this different than 2EC Focus Groups? Why am I here and how are these dialogues different?
  - Follow Up Question/Humble Inquiry
    - Did anyone here participate in the 2EC Focus Group? Is anyone aware of the results of the 2EC Assessment? What did it say?
  - Information
    - In 2021, SoCalGas underwent an assessment of our safety culture led by an independent consultant – 2EC. As part of the assessment, 2EC conducted focus groups with our employees to learn about our company culture.
    - Unlike the 2EC focus groups, these dialogues are not an assessment of our culture. These are designed to listen, learn, and partner with all of you on ways that we can improve our approach to safety.
3. How are these different than learning teams?
  - Follow Up Question/Humble Inquiry
    - Has anyone here heard about Learning Teams? What do you know or what have you heard?
  - Information
    - Learning Teams and Dialogues are similar - they are both an opportunity to learn from our employees on what is working and what is not, so that we can improve together.
    - While the intent is similar, Learning Teams are more focused, whereas Dialogues are more exploratory. Learning Teams are intended to learn about and identify changes and improvements related to specific incidents, conditions, environments, etc. Dialogues are more open and designed to explore safety more generally.
4. I feel like we have already expressed our concerns and challenges to Leadership many times - what can we expect to come out of these dialogues that is different than what has been done in the past?
  - Follow Up Question/Humble Inquiry
    - When you have expressed concerns, what have you been told? Has anyone seen meaningful organizational action in response to their questions/concerns? What did that look like?
  - Information

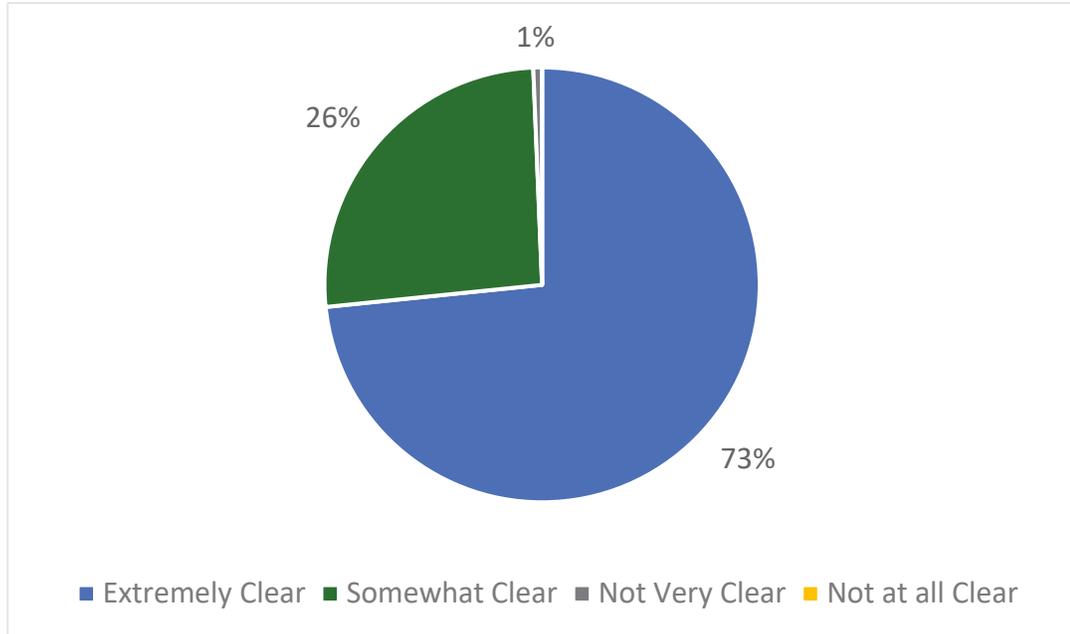
- Our goal is to collect data from across dozens of dialogues to identify consistent themes, concerns, challenges, and issues. Once done, we plan to communicate what we learned and next steps out to the organization so that we can collectively learn from this effort and share our next steps.
- 5. We need more money/more personnel – we are working overtime because we don't have enough resources/aren't filling?
  - Follow Up Question/Humble Inquiry
    - Have you raised these concerns to your leadership? What was the response? Has anyone had similar or different conversations? What occurred?
  - Information
    - As a later part of Safety Forward, we do plan to assess our resource allocation practices making sure they align with our safety goals. That said, if you believe work cannot be performed safely, please Stop the Job so that work can be evaluated and performed safely.
- 6. Are we only doing this because the CPUC is making us do it (check the box)?
  - Follow Up Question/Humble Inquiry
    - What experience have you had with our regulators? How do our regulatory obligations influence your work?
  - Information
    - We do have an open regulatory proceeding related to our safety culture. Safety Forward was developed in response to that proceeding and several other recent assessments of our approach to safety. That said, Safety Forward reflects our own internal approach to what we think would be most effective - using employee dialogues, collaboration, and self-reflection to further evolve and improve our safety culture.
- 7. What is Safety Forward, what does it do and how does it affect me?
  - Follow Up Question/Humble Inquiry
    - Have your leadership talked to you about Safety Forward? What was shared?
  - Information
    - Safety Forward is a company-wide commitment to enhance our safety culture. It is rooted in the idea that we are all safety leaders. Safety Forward is about shaping our culture and mindset by having open conversations, listening to learn, improving, and empowering others.

## APPENDIX D

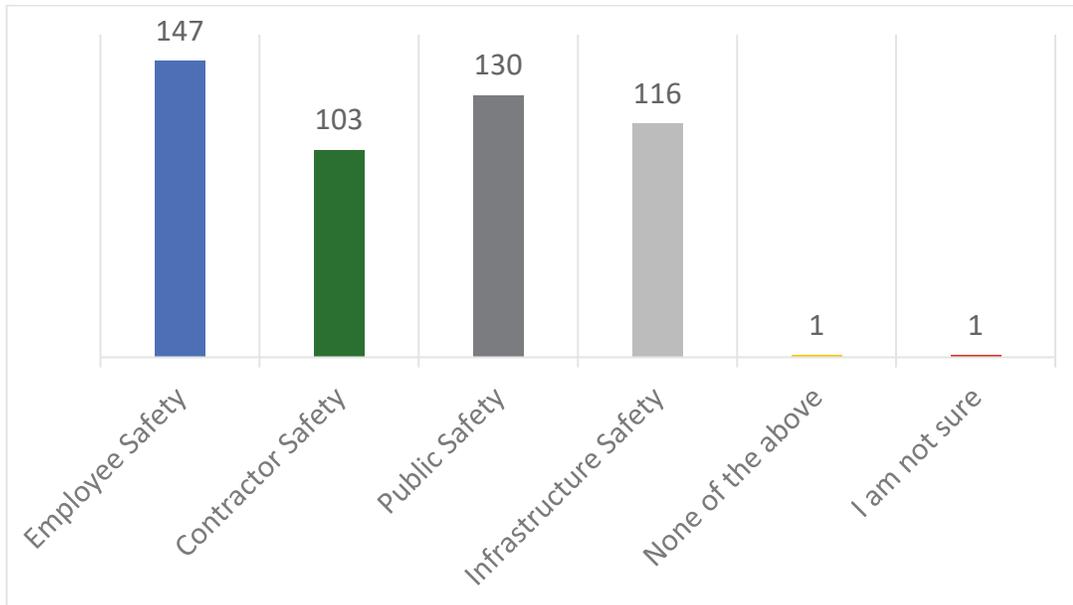
### D.1 Post-dialogue Survey Questions and Results

Participants were asked to complete an 8 -question survey after participating in the dialogue.

#### QUESTION 1: The role I play in safety is clear.



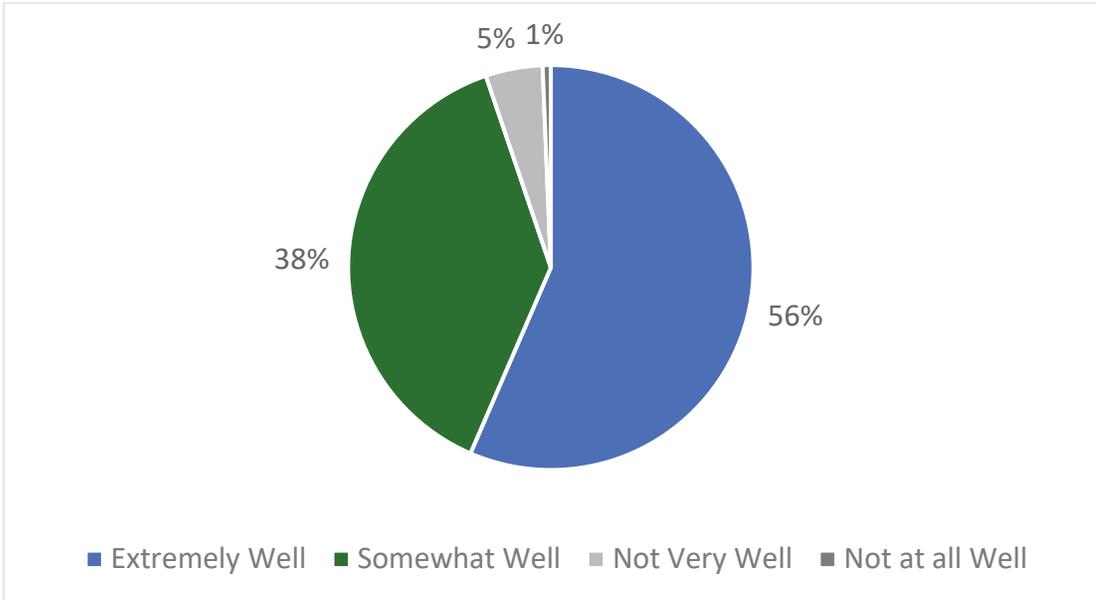
#### QUESTION 2: The work I do impacts (select all that apply):



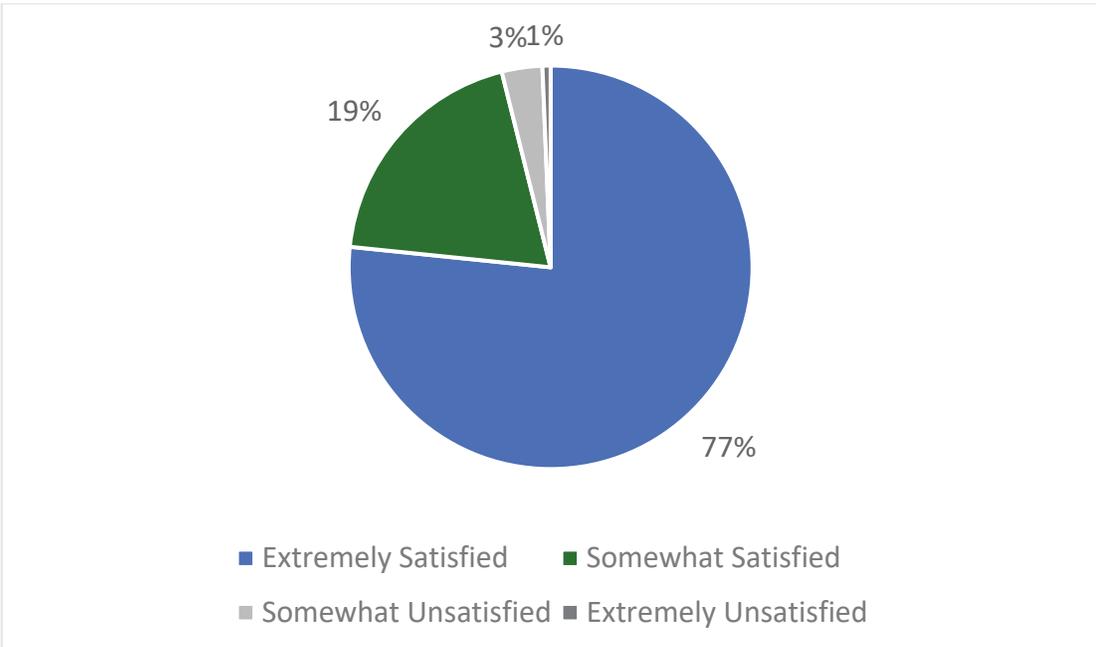
#### QUESTION 3: How well do you understand the concept of comprehensive safety?

**SAFETY  
FORWARD**

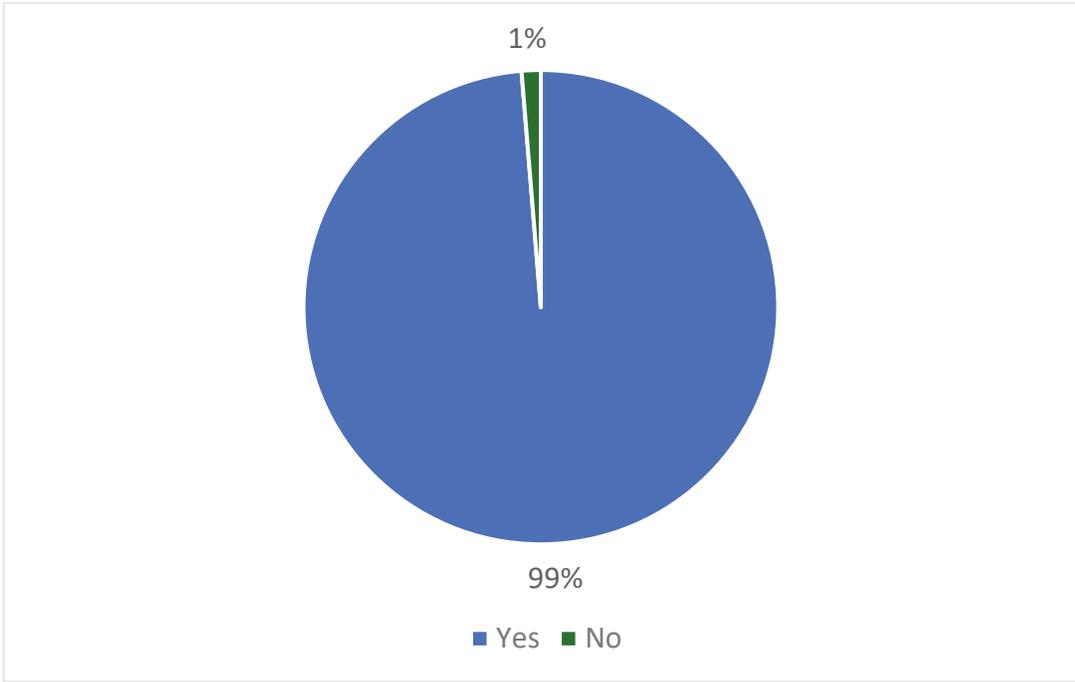
A SoCalGas Program



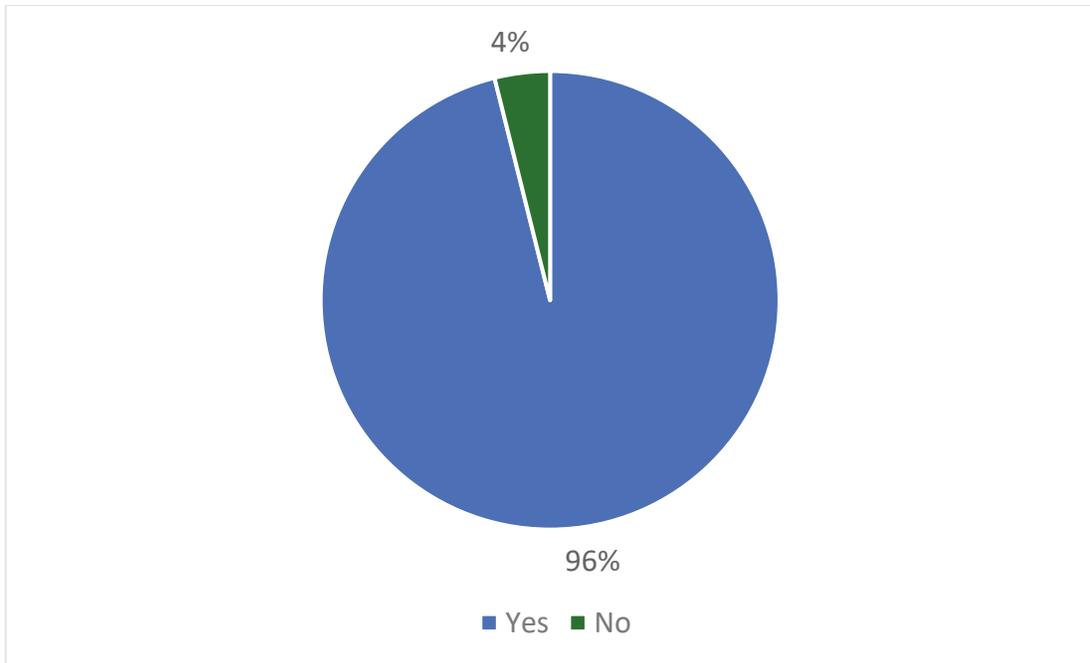
**QUESTION 4: How satisfied are you with the dialogue session you participated in?**



**QUESTION 5: Would you recommend participation in future Safety Forward dialogue sessions to a peer?**



**QUESTION 6: Would you be interested in joining future Safety Forward dialogues?**



**QUESTION 7: Is there any feedback you would like to provide on how we can promote a comprehensive approach to safety?**

# Results & Future Change

Felt Heard

Employee Perspective

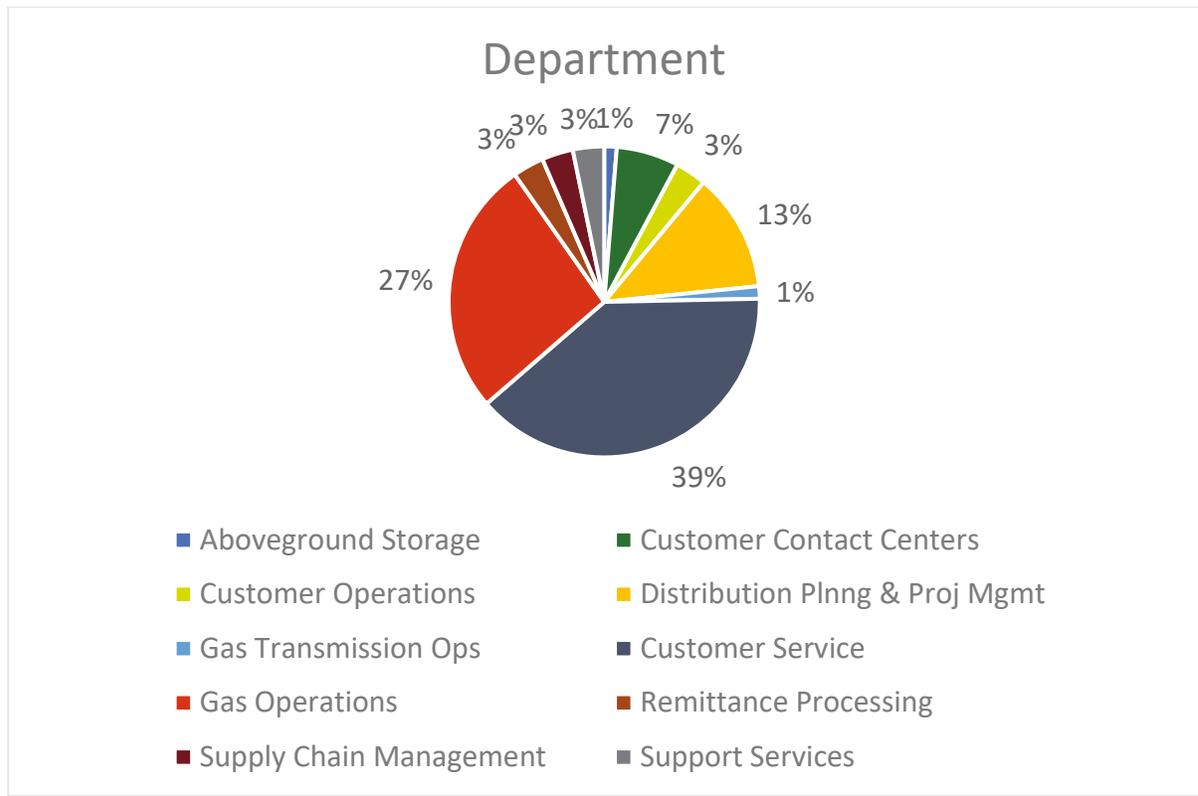
Time

Structure

Comfortable

## QUESTION 8: What is your department?

Represented departments from 154 total respondents:



Six of the union represented departments were not represented in the post-survey data.

**SAFETY  
FORWARD**

A SoCalGas Program

# APPENDIX G

## Leadership Safety Vision Meeting 1 Themes

What were our main takeaways from the safety culture assessment? What surprised us? What didn't? What do we disagree with? **(Large Group Question)**

Culture of Compliance	<p>Some were shocked to hear that SoCalGas has a culture of compliance. How do we move past employees believing that safety = compliance? How do we move past a culture of compliance when the industry is heavily regulated?</p> <p>“One of the main things are we are being tasked with is compliance.”</p>
-----------------------	---

Communication	<p>Some participants feel that SoCalGas has done a good job setting up the framework for a culture of safety, but has this been communicated to all employees? The way communications are framed are important to develop the culture we are aiming for. All communications and reports need to be intentional.</p> <p>“I think in practice as leaders we have done a good job as instilling safety but how that is communicated down — it is lost in translation.”</p>
---------------	---

Blame Culture	<p>Some agreed that SoCalGas has a blame culture, where individual employees are blamed for incidents because of the historical focus on compliance. This will be hard to change because a lot of current policies still rely on compliance and individual accountability.</p> <p>“Blame culture... have seen something go wrong and then you had to always find someone to blame. It always went down to an employee failed to do something.”</p>
---------------	--

Our culture is the product of decades of choices and decisions, many of which predate us and that likely were the right ones to make at the time. How and why did we get here? How have I/we contributed to this state of affairs? **(Small Group Question)**

Culture of Compliance	<p>SoCalGas culture used to enforce that safety was equal to compliance. It was expected for all employees to be compliant to policy.</p> <p>“They were right at the time; how we got there is a continuous evolution. The culture has slowly evolved, changed, and morphed. Much of it is driven by people's desire to change.”</p>
-----------------------	--

Silos & Information Sharing	<p>SoCalGas has siloed departments which contributes to a lack of continuity in the way things are done. Information is shared when necessary, but is the right amount of information shared to make</p>
-----------------------------	--

	<p>informed decisions? Participants believe that SoCalGas has gotten better at sharing information in recent years.</p> <p>“Be intentional, can’t have silos when emergency occurs.”</p>
Learning Culture	<p>SoCalGas is slowly developing a learning culture where incidents are used as learning opportunities for risk mitigation.</p> <p>“Being willing to question what’s there and not just do something allows for continued evolution of thinking.”</p>
Societal Changes	<p>Changes in societal perceptions of safety as a whole is part of why SoCalGas is transitioning to have more of a learning culture rather than a compliance culture around safety.</p> <p>“Safety 100 years ago, were people as safe as we are today? no. advancement has occurred. people come to work with the best intentions. We still have room to learn and grow to make ourselves better.”</p>
Change is Difficult	<p>Even with innovative ideas, change is difficult when many employees have longevity at the company. It is hard and slow to change the safety culture of the company.</p> <p>“The culture has slowly evolved, changed, and morphed. Much of it is driven by people's desire to change. Different leaders coming and evolving, but it doesn’t change overnight.”</p>
Reactive & Short-Term Thinking	<p>SoCalGas used to be reactive, not proactive, to safety incidents. The company used short-term thinking to resolve problems. Recently, there has been more of an effort to be proactive and think of long-term consequences of decisions.</p> <p>“There's often a ‘let's just get it done’ attitude without considering the depth of why we are doing it and whether it contributes to long-term safety goals.”</p>
Psychological Safety	<p>There has been an increased focus on psychological safety in recent years and participants have noticed an increase in the number of employees comfortable with reporting incidents that may have gotten them in trouble in the times of the "compliance" culture.</p> <p>“When incidents happens, people may felt that incidents were career limiting. Years ago people were not as eager to share. This willingness to share is an improvement.”</p>
<p><b>What did we start doing differently as senior leaders since we first read the 2EC assessment? (Large Group Question)</b></p>	

Safety Culture & Psychological Safety	<p>The company started to have more of a focus on developing a culture of safety and promoting psychological safety so employees feel safe enough to speak up.</p> <p>“Employees feel they are part of the system and part of the process. We have started doing that but there is more to do.”</p>
Employee Listening	<p>The company started to engage in more employee listening. Dialogues, learning teams, We Lead Tours, etc. have given SoCalGas the opportunity to understand individual employees more.</p> <p>“Have been very impactful where we bring in varying level of employees, employees touching the work. Organic decision, safe space where people can give recommendations to make things better.”</p>
Communication	<p>SoCalGas has been more intentional with communication regarding safety and reporting.</p> <p>“The reports have been more intentional about reporting out to other aspects of safety - broaden that thinking.”</p>
Leader Development	<p>The company should have more of a focus on developing its leaders. How can we further train and develop leaders to embrace and promote a culture of safety?</p> <p>“How can we train our leaders, we used to think of safety training as its own distinct thing – safety needs to be added to leadership training - it is a thread as part of training.”</p>
<p>Discuss why SoCal Gas will NOT be a "100% Safe, 100% of the Time" workplace. Surface all existing limitations. <b>(Small Group Question)</b></p>	
Capacity	<p>The company is too limited in resources and capacity to keep the company 100% safe 100% of the time. People make mistakes and some incidents are unavoidable due to external factors. How do we build a capacity for absorbing failure?</p> <p>“How do we build capacity to absorb failure. Aspire towards zero incidents but how do we achieve that.”</p>
Safety Purpose	<p>It is good to have aspirational goals, but goals are sometimes unachievable and demotivating for employees. Everyone should be aware of and work towards attainable goals with the same understanding of the purpose of safety. Is the purpose of safety to have zero incidents? There should be a "call to action, not a call for perfection."</p> <p>“Without a sense of purpose, how can we show the org what the goal is.”</p>
Work Environment	<p>The nature of some of the work at SoCalGas is unsafe. Working with natural gas out in the public can be dangerous even if all safeguards are put in place.</p>

	<p>“We have a lot of physical work, the physical labor piece make its hard to stay 100% safe”</p>
Employee Motivation	<p>The motivation of employees impacts safety at the company. Motivated and knowledgeable employees are better able to respond to incidents. Are employees motivated to stay safe at work? How do we motivate employees to care about the work they do? Do employees know they impact safety?</p> <p>“It seems like people are aware of their responsibilities, but they may not feel personally impacted by them, leading to complacency.”</p>
Knowledge Transfer	<p>There is a lack of knowledge transfer. There is not enough discussion between departments around the impact of safety and possible process improvement. Departments are siloed from each other. Good ideas are potentially not shared and implemented in the same way to differences in knowledge transfer, interpretations, and perceptions.</p> <p>“Do great ideas get cascaded and do they get uniformly used.”</p>
<p>Discuss all the reasons why SoCal Gas WILL BE a "100% Safe, 100% of the Time" workplace. <b>(Small Group Question)</b></p>	
Realistic Expectations	<p>Many participants set realistic expectations that it is not possible to be 100% safe 100% of the time no matter how many safeguards are put in place. Other participants suggested that supervisors and higherups set realistic expectations for and of their employees. For example, supervisors need to be realistic when it comes to employee fatigue out in the field.</p> <p>“To get to this you have to prevent human error from happening.”</p>
Safety Culture	<p>SoCalGas needs to continue to promote and develop a culture of safety. The company should become more adaptive to situations and continue to promote psychological safety. Safety culture includes a growth/learning mindset to continuously improve safety.</p> <p>“Need to create common culture and explain the ‘why.’”</p>
Resources	<p>SoCalGas needs more resources to be 100% safe 100% of the time. "Resources" includes tools, time, employee workforce, mentoring, training, etc.</p> <p>“There would be a need for unlimited resources [to be 100% safe, 100% of the time].”</p>
Employee Listening & Communication	<p>The company should continue to have dialogues with employees to continue to understand their sentiment on and understanding of safety. Additionally, the company should continue to communicate with employees about how SoCalGas is doing in terms of safety and of any incidents that do occur.</p>

	<p>“More dialogue is important.”</p>
Resiliency Plans	<p>SoCalGas should be more proactive and have resiliency plans for when incidents do occur.</p> <p>“Need more ‘What if’ scenarios.”</p>
Employee Engagement	<p>To increase safety at SoCalGas, employees need to be engaged in the work they do and in the culture of safety.</p> <p>“Get employees to understand their role in safety and that their voice counts.”</p>
<p>What assumptions do we have that would need to change to make this possible? What would we require from our team members (attitudes, beliefs, mindsets) to achieve this? What would we require from ourselves (attitudes, beliefs, mindsets) to achieve this? <b>(Small Group Question)</b></p>	
Culture & Long-Term Thinking	<p>The company needs to continue to develop a culture focused on comprehensive safety. The company needs to be more focused on thinking long-term. Leaders are responsible for employee safety and the changes made need to be assessed for impact.</p> <p>“We need to think of safety in a broader construct, the why, beyond personal safety.”</p>
Communication	<p>SoCalGas needs to continue to communicate with employees to assist with the development of safety culture, long-term thinking, and psychological safety. Communication should be in various forms and possibly housed in a single safety site.</p> <p>“Conversations to be different. Systems are designed for today but not tomorrow. This needs to change. Deliver the insights.”</p>
Resources	<p>For change to be possible, we need more resources. More headcount, more training, more experienced employees, etc.</p> <p>“We have to recognize that we really don’t have the resources to make the changes we want to make.”</p>
Psychological Safety	<p>The company needs to continue to create an environment where all employees feel psychologically safe at work.</p> <p>“Ensure people know their voice matters and embrace it.”</p>
<p>What would we require from each other to achieve this? <b>(Large Group Question)</b></p>	
Safety Culture	<p>SoCalGas needs to continue to develop and promote a culture of safety. There should be some kind of outward manifestation of the safety mindset. We need to have difficult conversations and own up to mistakes to continue improving.</p> <p>“Leadership commitment and teamwork, difficult conversations.”</p>
Employee Listening	<p>The company should continue to listen to the feedback from employees. Empower employees so they know we value their feedback, innovative ideas, and that they have right to speak up.</p>

	“Invite people in our lanes.”
<b>What does SoCal Gas need from Sempra to make this possible? What does Sempra need from SoCal Gas? (Large Group Question)</b>	
Understanding & Alignment	<p>Sempra should come to understand there are differences in company culture between Sempra and SoCalGas. Even with these differences, Sempra and SoCalGas can align on safety beliefs and goals to best keep employees safe.</p> <p>“Recognition for the cultural differences within different companies. even though generally consistency. learning from safety incidents.”</p>
Collaboration	<p>Rather than dictate down to the companies, Sempra should collaborate with SoCalGas when it comes to things like policy.</p> <p>“When collaboration and partnership when there’s a policy concern there’s a coordinated effort so doesn’t feel like either party on receiving end only. unified goal.”</p>

<b>Leadership Safety Vision Meeting 2 Themes</b>	
<b>Any AHAs? New perspectives/insights?/ What have we started doing differently? (Large Group Question – Reflection on Day 1 Discussion)</b>	
Understanding	<p>Participants are expanding/broadening the meaning of safety by emphasizing on comprehensive view of safety. Help people understand different elements of safety, connecting the dot, reframing incidents, and explaining bigger pictures.</p> <p>“Explaining the why, leading indicators are important, it's what I've been trying to do. Connecting the dots for people”</p>
Collaboration	<p>Participants are working with different groups and employees to further spread the safety information.</p> <p>“Every week our safety call occurs, it has spread to many different areas, not just EE’s, it includes storage, transmission, etc.”</p>
<b>Part 1: What does Safety as a value mean to me as a senior leader? (Small Group Question)</b>	
Culture & Norm	<p>Safety is part of SoCalGas culture. It has high priority and is not compromised. It's part of the SoCalGas' norm, meaning it comes naturally and/or it's part of the "rule."</p> <p>“A value is a norm you don't have to ask people to do it, like PPE I don't do it because it keeps me safe not because it’s a rule, also because of the public we are trying to keep the public safe”</p>
Understanding	<p>Expanding/broadening the meaning of safety by emphasizing on comprehensive view of safety. Help people understand and become more aware of the different elements of safety, connecting the dot, reframing incidents, the "why," seeing things holistically, and explaining bigger pictures beyond employee safety.</p>

	<p>“It is the "why" - understanding why they feel that way and what are the impediments they are facing. Are there things that in their day to day or mindset - maybe there are things that truly are impediments, and we need to consider that.”</p>
Lead by Example	<p>Leaders show SoCalGas' safety culture through their actions (i.e., backing up their vehicles into parking spots). Leaders need to show through their actions more than just the written words.</p> <p>“It's following the leader, they will model what they see from the leaders. They learn from what they see.”</p>
Support	<p>Comfortable asking for help and feeling supported by others (e.g., colleagues, the company, etc.). The company needs to continue to create a supportive environment where employees are willing to ask for help and listen to other when help is needed. Work together.</p> <p>“...feeling confident that you will be supported with even limited info being known/provided. Comfortable asking for help...”</p>
Psychological Safety	<p>The company continues to create an environment where all employees feel psychologically safe at work. Feels safe asking questions, bringing up issues, asking for support, etc.</p> <p>“Unspoken biases that are indirectly related to safety can hinder the courage to say something or possibly to be honest with yourself and your limits.”</p>
Continuous Improvement	<p>Improve and/or correct processes to improve workflow. Employees are able to reflect on current processes and help change procedures where necessary. Have more focus on the process vs the incident. Evaluate situation/process to create improvements. Learn from others (internally or externally).</p> <p>“It’s about learning what events led to an incident, less focus on the incident and more focus on the system or the process”</p>
Wellness	<p>Ensure employees return home safely and focus on their wellbeing (physically and mentally) at work as well as at home.</p> <p>“Employees being able to return home safe to their families, that’s the end goal...”</p>
Priorities & Resources	<p>Safety may not always be the priority as priorities can change depending on different circumstances (e.g., budget, not something tangible, risk assessment etc.). SoCalGas needs to provide adequate resources (i.e., tools, time, workforce, training, etc.) for the employees.</p> <p>“...when we come up against budget pressure that anchor should still be guiding post how we navigate. we shouldn’t waiver from safety being anchor.”</p>

Part 2: What attributes would we need to describe as our "North Star" to guide us towards this? (Small Group Question)	
Understanding	<p>Expanding/broadening the meaning of safety by emphasizing on comprehensive view of safety. Help people understand and become more aware of the different elements of safety, connecting the dot, reframing incidents, the "why," seeing things holistically, and explaining bigger pictures beyond employee safety.</p> <p>"It's the explaining of the Why clearly so people understand it. Can't come across as doing things because we have to, the why gets lost"</p>
Continuous Improvement	<p>Improve and/or correct processes to improve workflow. Employees can reflect on current processes and help change procedures where necessary. Have more focus on the process vs the incident. Evaluate situation/process to create improvements. Learn from others (internally or externally).</p> <p>"We need to do the communication differently; we need to receive the feedback. "We heard this and this what we did""</p>
Support	<p>Comfortable asking for help and feeling supported by others (e.g., colleagues, the company, etc.). The company needs to continue to create a supportive environment where employees are willing to ask for help and listen to other when help is needed. Work together.</p> <p>"Supportive of each other, work together to find a solution, people closer to the work not raising their concerns because of bandwidth or other reasons."</p>
Resources	<p>SoCalGas needs more resources to be 100% safe 100% of the time. "Resources" includes tools, time, employee workforce, mentoring, training, etc.</p> <p>"Capacity- People not having the mental state to care about reporting something."</p>
Psychological Safety	<p>The company continues to create an environment where all employees feel psychologically safe at work. Feels safe asking questions, bringing up issues, asking for support, etc.</p> <p>"It's being vulnerable and willing to share anyway."</p>
Self-Awareness	<p>Recognize and understand own thoughts, strengths, weaknesses, behaviors, etc. Willing to challenge themselves.</p> <p>"Challenge ourselves to be really good, really competitive, more urgency, competing internally instead of externally, motivate us to align internally, what if we did have to compete, be driven to be more competitive; create more capacity"</p>
Lead by Example	<p>Leaders show SoCalGas' safety culture through their actions (i.e., backing up their vehicles into parking spots). Leaders need to show through their actions more than just the written words.</p>

	<p>“Need to demonstrate behaviors including the way we ask questions and listen that promotes safety.”</p>
Distraction	<p>Employees are more distracted for routine work rather than critical cases. There are different distractors for different type of work (e.g., office vs field), but it is important for employees to be present while at work.</p> <p>“I notice incidents typically happen on Friday afternoons or holiday weekends when people are distracted and ready to get into their weekend.”</p>
Industry Leaders	<p>Be leaders of our industry. Challenge ourselves to have a competitive advantage in the industry (i.e., benchmarking metrics, comparing ourselves to our peers, understanding the industry, etc.).</p> <p>“We may be the best but if we cost the most, we are no longer competitive, compared to our peers how do we demonstrate how competitive, we need better benchmarking metrics.”</p>
Wellness	<p>Ensure employees return home safely and focus on their wellbeing (physically and mentally) at work as well as at home.</p> <p>“If I see my employee calling into meetings and recognize they are sick, I am conscious to reinforce my commitment to their well-being. Similarly, if I see someone who looks like they are burning out. I let them know ‘we are ok, we will get by, it is okay to take a day off, or have some time with your family...’”</p>
<p><b>Part 1: What does Safety as a value mean to me as a senior leader? (Large Group Question)</b></p>	
Behavior	<p>Changing mindsets and modeling behavior.</p> <p>“Some people feel like "I'm too good to wear PPE" - changing that mindset is important. People need to understand that and change that mindset versus feeling like it something we have to do”</p>
Safety Culture	<p>Participants want to ensure that what they say and do matches. They want to incorporate their safety values into the culture that it becomes second nature.</p> <p>“What we say &amp; what we do needs to match - it's about what we do. What employees see of you really matches our values”</p>
Listening	<p>Having conversations and listening to stories as part of the value system.</p> <p>“How we listen and how important it is important to listen, asking the right questions and having that be part of our value system - this is really important.”</p>
<p><b>Part 2: What attributes would we need to describe as our "North Star" to guide us towards this? (Large Group Question)</b></p>	

Understanding & Alignment	<p>Participants to understand the different safety approaches/definitions and aligning their goals. All leadership and stakeholders to have a common understanding.</p> <p>"Healthy understanding of risk[...] understanding risks to taking shortcuts, risks consistency (risk is a continuum and balance of options and choices in a world limited resources)[...] north star - image is everyone is looking in the same direction. So, everything has to be integrated and aligned. Need to have common theme to which we can subscribe. Diversity approach then aligned. We can have unity without uniformity."</p>
Listening & Learning	<p>Listening and learning from employees. Have a questioning attitude to keep an innovated mindset.</p> <p>"Safety is not a destination and is not a journey - use our north star to compare our decisions against. Honesty, transparency, "get to why", how do we listen and learn, how we establish credibility."</p>
Caring	<p>Being authentic and ensuring that SoCalGas show kindness, empathy, emotional intelligence towards others (e.g., public, employees, etc.)</p> <p>"Ensure our employees relate safety to public, employees etc."</p>
Part 1: Break out into small teams to discuss tangible ways to help overcome these "viruses". <b>(Small Group Question)</b>	
Collaboration & Alignment	<p>Work with different groups and employees to understand and learn what others are doing. Learn where different departments can come to alignment and understand where it is not aligned to still strive for the same goal.</p> <p>"How you do it, where you do it, and how it is perceived is critical when venturing into someone's lane. It's the respect factor. It is all about the words and how you relay the message, help, advice, or criticism."</p>
Continuous Improvement	<p>Evaluate situation/process to create improvements. Learn from others (internally or externally). Discuss successes and failures to help with future improvements.</p> <p>"Even in meeting notes you could note counter solutions and celebrate those increasing."</p>
Psychological Safety	<p>The company continues to create an environment where all employees feel psychologically safe at work. Feels safe asking questions, bringing up issues, asking for support, etc.</p> <p>"Felt like niceness is being rewarded, if someone has a differing opinion it is being looked at differently."</p>
Behavior	<p>Changing mindsets and modeling behavior.</p>

	<p>“Having accountability without authority is very stressful. Give people the confidence that they ultimately have the power and capability to make a decision.”</p>
Convoluted Process	<p>Slows down the process. Too many groups that needs to approve to move things forward (e.g., too many cooks in the kitchen). Process can be confusing or not flushed out. Lack of accountability because of all the buy-in/groups involved.</p> <p>“Everyone wants to be involved, but having everyone involved slows us down. How do you manage that? If we are being nice, how do we track our failures?”</p>
Understanding	<p>Expanding/broadening the meaning of safety by emphasizing on comprehensive view of safety. Help people understand and become more aware of the different elements of safety, connecting the dot, reframing incidents, the "why," seeing things holistically, and explaining bigger pictures beyond employee safety.</p> <p>“Management of change component is a big piece. Thinking before we do or change something. I like the innovate 28 because it has an outlook vision you can share now, and people can say well when will that impact my group directly or indirectly and how can I prepare for it...”</p>
Corporate Hierarchy	<p>SoCalGas seems to have a high-performance culture (e.g., board presentations, PowerPoint, etc.) and has a big corporate hierarchy. Employees are unsure how to reach out at all levels or speak up. They focus on career advancement which causes fear of failure.</p> <p>“...we have a bigger corporate hierarchical culture than we think we do. career means advancement. notion of perfection...”</p>
Silos & Information sharing	<p>SCG has siloed departments which contributes to a lack of continuity in the way things are done. Information is shared, when necessary, but is the right amount of information shared to make informed decisions? SCG has gotten better at sharing information in recent years.</p> <p>“It shows up in our meetings, if it's a [departmental] issue nobody but us speaks up. I feel like others don't know enough. We need to know more about each other's business.”</p>
Context & Action	<p>Action speaks louder than words. Leaders to show through their actions and not just the written communication. Follow up with employees on unanswered questions.</p> <p>“...we are sometimes very polite in meetings then there are after meetings that maybe aren't so nice, the conversation should be about the issue not the person, we should never be saying things about people that we wouldn't say to their face, we as leaders need to model this behavior”</p>

Communication	<p>SoCalGas must continue to communicate with employees to promote positive safety culture, long-term thinking, and psychological safety. Communication should be in various forms and possibly housed in a single safety site.</p> <p>“Comes to communication, Explaining it better having better conversations, still can be safe and have safe system, just need to explain reasons.”</p>
EE Listening	<p>Encourage more opinions and conversations with employees. Welcoming more viewpoints. The company should continue to have dialogues with employees to continue to understand their sentiment on and understanding of safety. Asking the right questions to encourage more dialogue.</p> <p>“...focus tends to be on the people and not the situation. as leaders we need to ask how can I support you or how can we learn from this.”</p>
<p>Part 2: Reflect on how we intentionally or unintentionally have been shaping our safety culture. In each of the dimensions, explore things we have been doing that have been helping vs hindering our progress. <b>(Small Group Question)</b></p>	
Communication	<p>SoCalGas needs to continue to communicate with employees to assist with the development of safety culture, long-term thinking, and psychological safety. Communication should be in various forms and possibly housed in a single safety site.</p> <p>“Communication - shouldn't be "them vs us" . How do we communicate differently? What do we do communicate better, our decisions, feedback. We listen a lot, but the information is not going back to employees (feedback loop is important).”</p>
Understanding	<p>Expanding/broadening the meaning of safety by emphasizing on comprehensive view of safety. Help people understand and become more aware of the different elements of safety, connecting the dot, reframing incidents, the "why," seeing things holistically, and explaining bigger pictures beyond employee safety.</p> <p>“... Union process that keeps check and balance. we can amplify more than we realize, culture within the culture. within broad culture I come from gender-based culture.”</p>
Context & Action	<p>Action speaks louder than words. Leaders to show through their actions and not just the written communication. Follow up with employees on unanswered questions.</p> <p>“Our actions speak louder than words, I'm very careful about demonstrating psychological safety instead of just saying it because these words can become hollow.”</p>
Continuous Improvement	<p>Improve and/or correct processes to improve workflow. Employees can reflect on current processes and help change procedures where</p>

	<p>necessary. Evaluate situation/process to create improvements. Learn from others (internally or externally). Discuss successes and failures to help with future improvements.</p> <p>“A lot of acknowledging problems but not contributing to solutions.”</p>
Collaboration & Alignment	<p>Work with different groups and employees to understand and learn what others are doing. Learn where different departments can come to alignment and understand where it is not aligned to still strive for the same goal.</p> <p>“We have been collaborating successfully already. Being outside your lanes allows other depts to learn what they are doing. Allyship is a good thing and continue to speak up. Don't be a bystander. VP welcoming a director into their lanes and making sure they have a voice and value their input as well. Focused on solutions...”</p>
EE Listening	<p>Encourage more opinions and conversations with employees. Welcoming more viewpoints. The company should continue to have dialogues with employees to continue to understand their sentiment on and understanding of safety. Asking the right questions to encourage more dialogue.</p> <p>“We took a step to be intentional to recognize the people behind the scenes and they were so grateful; whenever I speak to employees, I ask them if they have the tools they need to do the job but I also started to ask people more questions like why which is a little more stick and carrot so asking the right questions is important”</p>
Psychological Safety	<p>The company continues to create an environment where all employees feel psychologically safe at work. Feels safe asking questions, bringing up issues, asking for support, etc.</p> <p>“...I hear from my managers, “I don't have access to the 21st floor.” they feel they're excluded. employees feel if they make a mistake the risk is perceived differently.”</p>
Behavior	<p>Changing mindsets and modeling behavior.</p> <p>“There was incident - everyone's demeanor is important and how we respond to it. It's less about blame and more about how we move forward. How we approach it and how we trickle it down. Modeling the behavior and working it all the way down.”</p>
Resources	<p>For change to be possible, we need more resources. More headcount, more training, more experienced employees, etc. Budget issues impacts the priority of safety. How much do we invest in our employees?</p>

	<p>“One thing to consider is the amount of time we as leaders spend on safety or safety culture issues, can you look at your week and quantify the amount of time investing in the people who report to you, how much have your collective effort was spent on that.”</p>
Recognition	<p>Recognizing employees' capabilities. At times employees who are assigned to special projects has more visibility than employees who are doing day-to-day tasks. Both should be recognized as all projects are critical to the business.</p> <p>“We recognize people who work on special projects but do poorly to recognize the people doing things day to day.”</p>
Share back safety culture viruses takeaways. <b>(Large Group Question)</b>	
Collaboration & Alignment	<p>Work with different groups and employees to understand and learn what others are doing. Learn where different departments can come to alignment and understand where it is not aligned to still strive for the same goal. Information is shared, when necessary, but is the right amount of information shared to make informed decisions? SCG has gotten better at sharing information in recent years, but more can be improved with departmental alignment.</p> <p>“Invite people to your lane. More engagement. Not just dept wins. Enterprise wins...”</p>
Psychological Safety	<p>The company continues to create an environment where all employees feel psychologically safe at work. Feels safe asking questions, bringing up issues, asking for support, etc.</p> <p>“Don't have to be perfect/we can learn from each other. We need clear objectives before we start. Do you ask your team members for a different opinions? It's ok to have disagreements but come together nicely at the end: Fight and unite...”</p>
Listening	<p>SCG is slowly developing a learning culture where incidents are used as learning opportunities for risk mitigation. Encourage more opinions and conversations with employees. Welcoming more viewpoints. The company should continue to have dialogues with employees to continue to understand their sentiment on and understanding of safety. Asking the right questions to encourage more dialogue.</p> <p>“...Ask: what are we missing? Assigning a challenger. It's ok to not be right but do right. This meeting is the pre-meeting as well as post meeting. No other meetings. Whoever else is invited to meeting is empowered to be there...”</p>
Corporate Hierarchy	<p>SoCalGas seems to have a high-performance culture (e.g., board presentations, PowerPoint, etc.) and has a big corporate hierarchy. Employees expect leaders to make all decisions.</p>

	<p>“...Still a corporate culture/not being a blame culture. We show up differently during a crisis, we have clear lanes/objectives. Authority to make decisions. EEs view us (leaders) ultimate authority, but it should be standards/policies.”</p>
<p>Share Culture Change Signals. <b>(Large Group Question)</b></p>	
Psychological Safety	<p>The company continues to create an environment where all employees feel psychologically safe at work. Feels safe asking questions, bringing up issues, asking for support, etc.</p> <p>“Psychological safety is present... Not being comfortable in silence. Use your words. Don’t accept complacency...”</p>
Convoluted Process	<p>Slows down the process. Too many groups that needs to approve to move things forward (e.g., too many cooks in the kitchen). Process can be confusing or not flushed out. Lack of accountability because of all the buy-in/groups involved.</p> <p>“...Consensus driven but not really true. It takes forever to obtain data. Afraid of not providing perfection. Perfection vs. practice. Afraid of making mistakes. Striving for perfection is exhausting. Check and balance/command and control is not a bad thing...”</p>
Continuous Improvement	<p>Evaluate situation/process to create improvements. Learn from others (internally or externally). Discuss successes and failures to help with future improvements.</p> <p>“...How much time do we speak about safety. How do you measure this? Asking the right questions: is the EE ok after an event. Where were you going that got you into a CMVI? Do you have everything you need to work safety? Safety is beyond budget...”</p>
<p>Quiet reflection on my 2024 personal commitments. Share with the person next to you for input, ask them to become your accountability partner and share a picture of your 2024 plan. One meaningful idea (OMI). Sample commitments. <b>(Large Group Question)</b></p>	
Communication	<p>Leaders will share more information with the employees (i.e., failures, success, feelings, etc.). Have more transparent conversation with the employees.</p> <p>“I will talk more about failure and the road to success, more open dialogue on the process, talk about why it was so hard, encourage more people to contribute to the conversation.”</p>
Explanation	<p>Explaining the why and giving more context and awareness.</p> <p>“I'm committing to speak up more about how I really feel about things, be okay being a contrarian but also add context to my opinions.”</p>
Open Dialogue	<p>Encourage more opinions and conversations with employees. Welcoming more viewpoints.</p>

	"I'm going to surface more counter viewpoints, will either do it myself or assign my team to do so."
--	--

## How would you rate your current understanding of the 2EC safety culture assessment?

The dialogue sessions were able to increase understanding of the 2EC report.

47%

Pre-survey

79%

Midpoint Survey

95%

Post-Survey

102% overall increase in Very Good to Exceptional understanding

% indicates the percent of respondents that indicated they had Very Good, Great, or Exceptional understanding of the 2EC report.



2

*Glad to be of service.®*

## How would you rate your ability to articulate a comprehensive definition of safety?

The dialogue sessions were able to increase ability to define comprehensive safety.

55%

Pre-survey

82%

Midpoint Survey

93%

Post-Survey

69% overall increase in Very Good to Exceptional ability to articulate a comprehensive definition of safety

% indicates the percent of respondents that indicated they had Very Good, Great, or Exceptional ability to articulate a comprehensive definition of safety



3

*Glad to be of service.®*

## How safe/comfortable did you feel sharing your opinions during the dialogue session?

Participants were more comfortable in the second dialogue session.



23% increase in feeling Very Safe/Comfortable from the first to second meeting.

■ Midpoint ■ Post

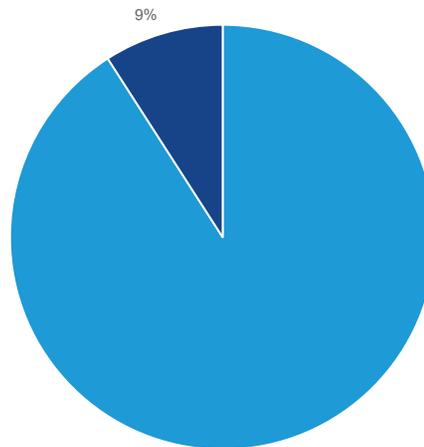
4



*Glad to be of service.®*

## In the last six months, have you spoken with a colleague about the 2EC safety culture assessment?

91% of respondents have spoken about the 2EC report with a colleague.



■ Yes ■ No

5

**Pre-Survey**

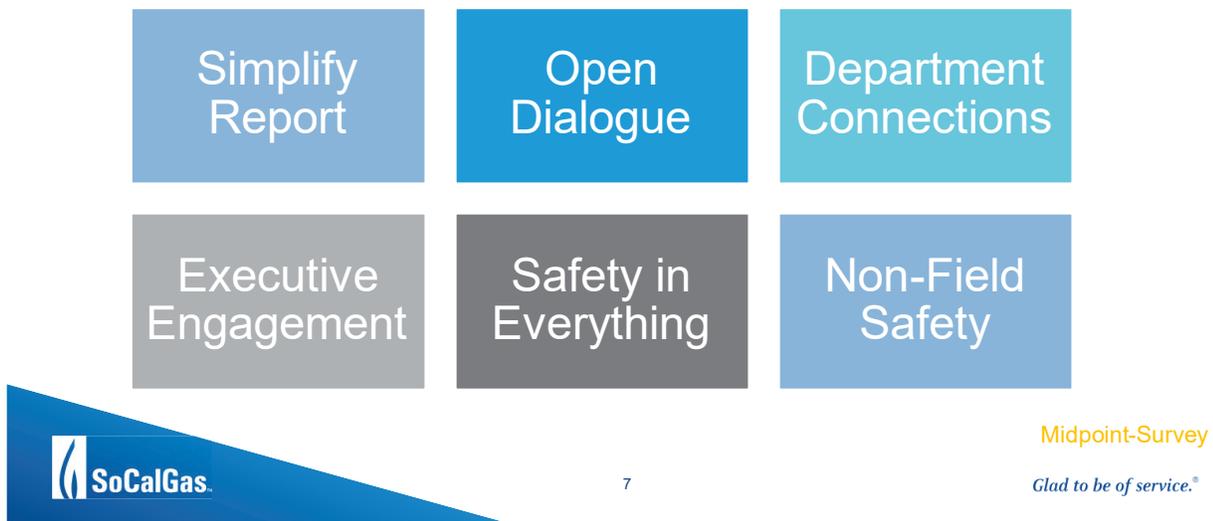
*Glad to be of service.®*



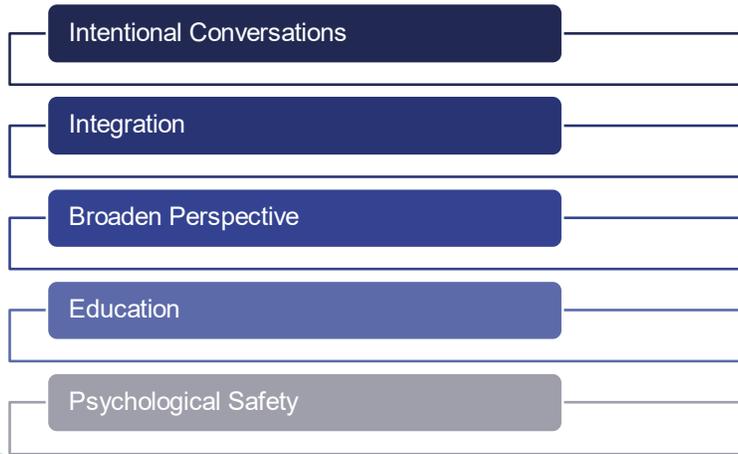
Please share any thoughts, feelings, or suggestions on the 2EC safety culture assessment or comprehensive safety.



Please share how we can advance comprehensive safety at SoCalGas.



## Are you able to share one thing you've done differently since the first dialogue session?



All responses align with the results of the pre-survey.

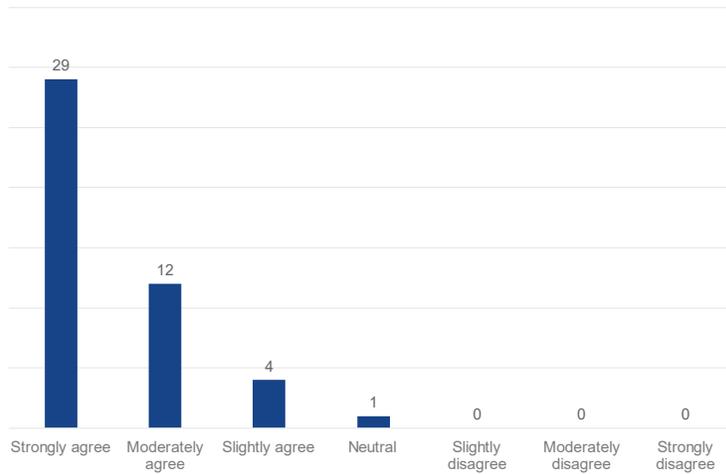
Respondents continued to have conversations around safety and integrate and educate around safety.

Midpoint-Survey

*Glad to be of service.®*



## Following the dialogue session, we have alignment and commitment to a comprehensive approach to safety.



Most respondents agree that there is alignment and commitment to comprehensive safety after the dialogues.

Post-Survey

*Glad to be of service.®*



Please share one of your safety culture goals stemming from these dialogue sessions.



# FACILITATED DIALOGUE SESSIONS REPORT

## INTRODUCTION

Propulo Consulting led two facilitated dialogue sessions March 26<sup>th</sup> and May 30<sup>th</sup> of 2024. The purposes of these workshops involved deeply exploring both individual and collective relationships to safety at Sempra and SoCal Gas, reflecting on ways to take a significant leap in safety culture and performance, and committing to a joint and aligned safety stand. This included participants considering the 2EC Safety Culture Assessment and discussing both what is working and what is missing in the current safety culture along with what is needed from each other to achieve the desired change.

## METHOD

These sessions were kicked off by Sempra and SoCalGas leaders and then were led by Eric Michrowski, President and Chief Executive Officer at Propulo Consulting. He was assisted by Dr. Josh Williams, Partner of Human Performance and Business Transformation at Propulo Consulting. Workshops were four hours in duration and included both large group activities along with breakout sessions on a variety of topics. A sample of topics included:

- Takeaways and action plans from the 2EC report
- Exploring the possibility of being "100% Safe, 100% of the Time"
- Creating a North Star for safety culture
- Overcoming Safety Culture "Viruses"
- Reflecting on personal commitments to improve safety culture

Internal personnel along with Propulo representatives observed, took notes, and assisted with the breakout sessions. Participants captured themes from the discussions

on flip charts and then shared their results with the larger team in the primary session room.

## **OBSERVATIONS**

This was a very engaged group with extremely high levels of energy and interaction. Participants consistently gave thoughtful, detailed, and insightful comments. There was a high level of insight with ongoing improvements made, remaining gaps to address, and specific actions needed to improve safety culture and address concerns detailed in the 2CE report. Overall, the level of introspection, thoughtful discussions, and engagement was extremely high. Several people noted that safety improvements had already been made between sessions one and two.

Specific observations included:

- Small group facilitators were effective in asking questions to promote discussions and participants often posed their own open-ended questions to spur further conversation. Conversations occurred at a brisk pace and weren't dominated by a small number of more vocal people (which is sometimes seen).
- There were healthy debates and exchanges of alternative viewpoints (e.g., 100% safe, 100% of the time) in both large and small room conversations.
- Many comments were in-depth and thoughtful like Human Performance discussions on how work is imagined versus how it is actually completed.
- Individuals removed from operations actively discussed how their roles either directly or indirectly impact safety. The level of introspection and engagement was much higher than the norm. "We need to inspire ourselves to find better ways to support safety."
- Many discussions were framed in terms of systems thinking instead of blaming individuals. Also, there were common themes of caring and compassion beyond simple compliance.

- Conversations focusing on “cultural viruses” had exceptional depth with the most common challenges being noted as thinking everyone must agree before anyone acts in a timely fashion, not “stirring the pot” with others outside of their own lanes, avoiding challenging topics and difficult conversations, and perfectionism associated with written documents and decks. Participants noted that overcoming these viruses is needed to accelerate improvement opportunities noted in the 2EC report.
- Despite some initial defensiveness, many noted that the 2EC report helped broaden their perspective with safety (beyond compliance), promoted more intentional safety conversations (including listening to employees), increased safety accountability, and improved “system” thinking with incident analysis. “We have revamped how we think about safety.”
- There were many conversations focused on active caring (and not just compliance), felt leadership (empathy, active listening, showing vulnerability), and creating a learning culture.
- Most of the discussions focused on organizational improvement although many noted their own behaviors to improve safety (e.g., “unlearning bad habits”). This was especially true in the Day 2 session when discussing personal commitments.

## CONCLUSIONS

The facilitated dialogue sessions were highly in depth and interactive. The report out sessions were action oriented and many addressed themes from the 2EC report like creating a more questioning attitude, encouraging people to raise concerns, closing the loop with communications, improving safety communication, and reducing siloes.

Despite the success of the sessions, lingering concerns involve “corporate hierarchy” where people may sometimes be uncomfortable escalating issues (or providing bad news) or have no access to “the 21<sup>st</sup> floor.” Also, some report that, despite progress, some gaps remain with psychological safety and blame culture (“We root out who

messed up”). Several said more improvements are needed to reduce siloed communication (hindering continuity), compliance culture (vs. learning culture), insufficient leadership development, a culture of perfectionism, and insufficient resourcing in pockets.

Regardless, these sessions were highly successful. They provided leaders an opportunity to reflect on current strengths and gaps and also explore specific steps they should take to improve safety culture and performance.

## **CLOSING THOUGHTS**

This was one of the most highly engaged groups in more than 25 years of facilitating and observing these types of dialogue sessions. Participants were not only reflective and open, but also actively engaged in challenging current assumptions, providing surprising levels of depth with ideas, and brainstorming creative solutions to advance safety culture and performance.

Dr. Josh Williams  
Partner, Business Transformation  
Propulo Consulting

# APPENDIX H

## Communication and Engagement Summary

### Purpose

Developed a structured plan to enhance employee awareness of the 2EC safety culture assessment (2EC Report) and foster a shared understanding of comprehensive safety. This multi-pronged plan outlined strategic activities, communication strategies, and engagement aimed at achieving the objective of increasing employee awareness of the 2EC assessment. Emphasizing the importance of fostering a more comprehensive, integrated approach to safety and supporting SoCalGas's culture change efforts.

### SoCalGas Communication & Engagement Strategy

SoCalGas created and deployed a company-wide communication and engagement strategy to promote a shared understanding of the 2EC Report and what comprehensive safety means for each business and organizational unit. The intent of this information sharing was to engage employees, foster local conversations on safety culture, and lay a foundation for why culture change at SoCalGas is important. This promoted widespread understanding of the need for change and what change could look like going forward. In these communications, SoCalGas highlighted the following learnings from the 2EC Report:

- A Comprehensive Understanding of the Ways We All Support Safety
- Building Trust, Collaboration, and a Speak-up Culture
- Investing in a Comprehensive Approach to Safety
- Improving Alignment and Integration Across the Enterprise

The communication and engagement strategy included company-wide communications (e.g., email communications and video) and local conversations related to the 2EC Report and comprehensive safety. By combining company-wide communications and local conversations on the assessment and comprehensive safety, SoCalGas advanced consistent company communications and empowered local conversations that are more open and exploratory. These local conversations empowered company leaders to explore and own the findings in the 2EC Report and engage directly with their teams on safety and culture change, helping to translate the material and engage with employees in navigating improvement.

For the broader communications, SoCalGas sent multiple communications and filmed a short video. First, SoCalGas shared an Email Communication on March 13<sup>th</sup>, 2024: "The Evolution of SoCalGas Safety Culture and Approach to Comprehensive Safety". The email open rate for this communication was 58% (~5,046 employees). Second, SoCalGas shared A Message from the SoCalGas Chief Safety Officer on March 29<sup>th</sup>, 2024: "2EC Assessment and Comprehensive Safety". The email open rate for this communication was 49% (~4,263 employees). While these communications reached over half the employee population, we leveraged a more local and departmental oriented local engagement strategy which reached all departments through an information and dialogue cascade.

To help gauge the impact of the local conversations, SoCalGas issued optional surveys alongside these dialogues to gather data on employee understanding. The surveys asked about an employee's knowledge of the 2EC Report and comprehensive safety before the dialogue, their knowledge of the 2EC Report and comprehensive safety after the dialogue, to rate how much the information has improved their understanding of the 2EC Report and comprehensive safety, and provided an option for open text (thoughts, feelings, suggestions).

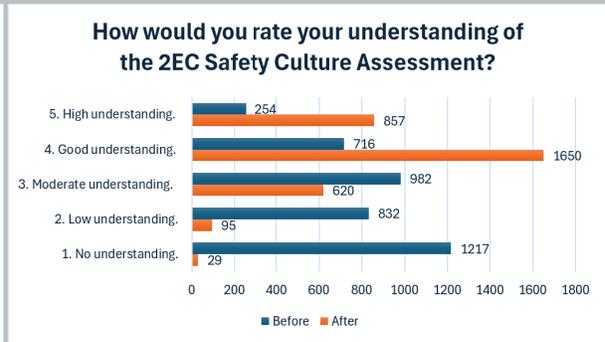
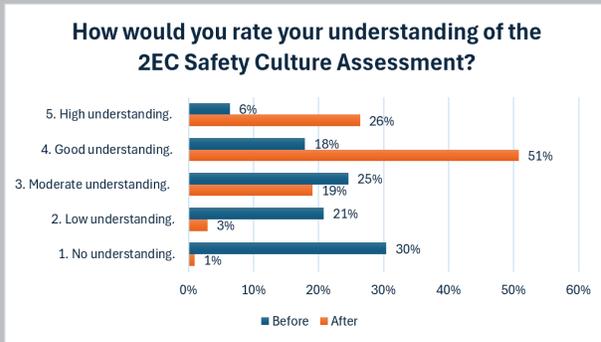
## Survey Results

SoCalGas received 4,000+ pre-survey and 3,200+ post survey voluntary submissions. In reviewing these surveys, there was a marked increase in perceived understanding of the 2EC Assessment Report and Comprehensive Safety – in other words, employees indicating having a higher understanding of both the 2EC Report and comprehensive safety. On the pre-survey, 24% of respondents indicated they had a good or high understanding of the 2EC Report, and 32% of respondents indicated they had a good or high understanding of comprehensive safety. These numbers increased to 77% and 75% on the post survey.

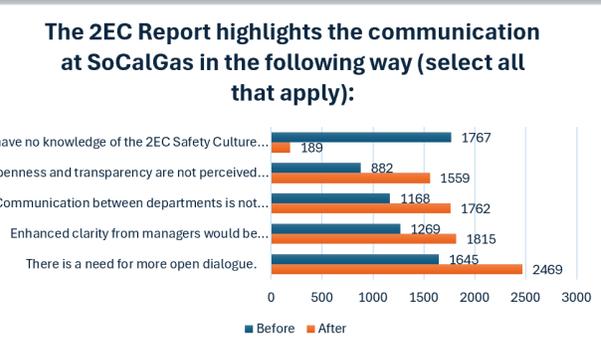
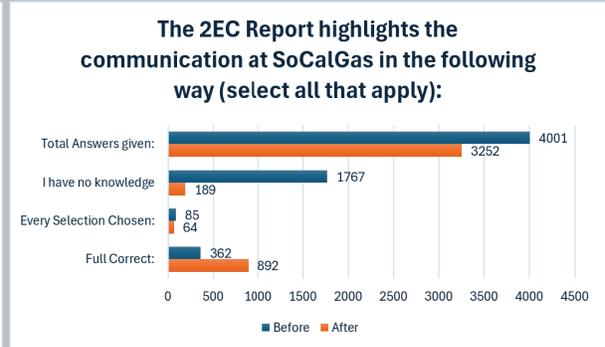
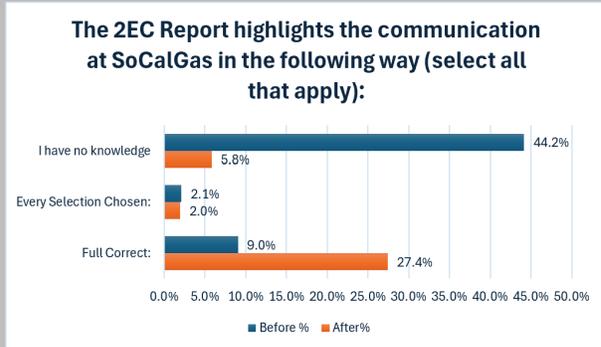
SoCalGas also included a knowledge check component that indicates opportunities for further education and communication. For the knowledge check on the 2EC Report, we included a question with 5 options, 4 of which were correct answers. On the pre-survey, 9% of respondents selected all four correct answers (and not the incorrect answer). On the post survey, this number increased to 27%. In looking at the selections, the correct answer that was not selected most often was that “openness and transparency are not perceived by employees” (882 post survey selections). In contrast the correct answer selected most often was “There is a need for more open dialogue” (1645 post survey selections). A noticeable difference on answers that are related and an opportunity to continue reinforcing the importance of transparency and openness.

For the knowledge check on comprehensive safety, we included a question with 5 options, 4 of which were correct answers. On the pre-survey, 6% of respondents selected all four correct answers (and not the incorrect answer). On the post survey, this number increased to 12%. Here, the one incorrect answer was to “Increase focus on having zero OSHA recordable incidents” (incorrect because of the “increase” focus on a lagging personnel safety metric). However, for this answer, 32% of respondents chose this answer on the pre-survey (1286 respondents), and 34% selected this answer on the post survey (1108 respondents). SoCalGas reflects that this question may have created confusion, but also that it reflects SoCalGas's identified strong focus on personnel safety

**Question 1:**



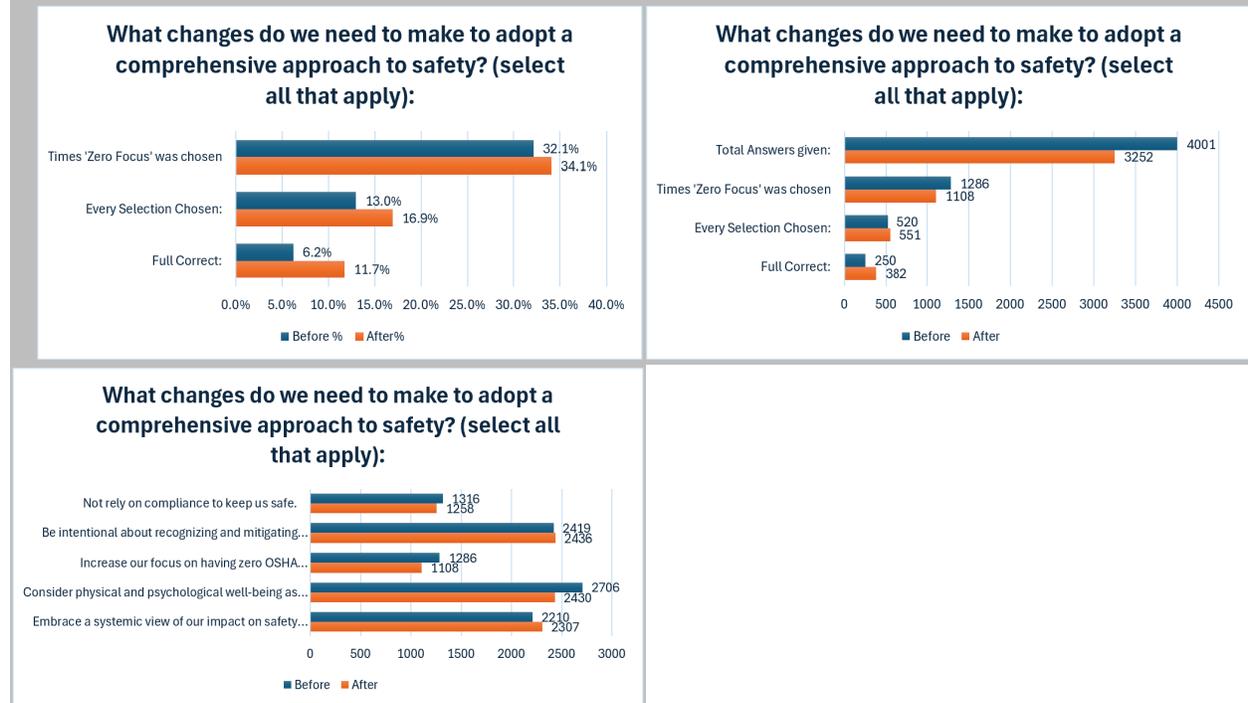
**Question 2:**



**Question 3:**



**Question 4:**



**Sample Open Text Responses**

In addition to the multiple-choice questions, on the post survey, SoCalGas included an open text question asking employees to share what they learned in the dialogue. SoCalGas received thousands of open text responses that included constructive and positive feedback on learnings through the dialogue. To identify some thematic connections, SoCalGas sorted the open text responses and then isolated responses with positive queues (e.g., love or like) and potentially negative queues (e.g., not, don't, or hate). SoCalGas then reviewed some themes and takeaways

A common theme was employee awareness that SoCalGas is defining safety as the importance of safeguards placed to minimize hazards and risks (and explicitly not the absence of injuries and incidents). Additionally, the importance of comprehensive safety and viewing safety as a whole and how unsafe situations can harm not only ourselves but all employees, contractors, our infrastructure and the public.

Conversely, some negative themes flagged were about the company reverting to past beliefs and customs within team, base, or department cultures. Additionally, themes and concerns were raised regarding employees raising concerns, and the company taking no action, or taking too long to take action. Employees expressed that “closing the loop” and communication on safety topics needs to be of priority.

Sample statements include:

<i>"Comprehensive safety is looking at the whole picture. Making sure we're working safe not only alone, but as a company for the public and each other."</i>
<i>"How important it is to see safety as a whole and how any unsafe situations can harm not only ourselves but all employees, contractors, infrastructure and the public. "</i>
<i>"I always felt like we had a wide view on safety but when it was described in the 2EC assessment I realized that we actually have a narrow view on safety."</i>
<i>"I am pleased to see the direction of the company to achieve comprehensive safety. For someone who works in the office, it is well know that from department to department we do not understand how our jobs/tasks/responsibilities affect other departments. "</i>
<i>"I learned about the Safety Forward program and how the role I play in Regulatory Affairs can contribute directly to the Safety Forward program."</i>
<i>"I'm glad to see the hurdles the rest of the organization is facing and that we'll get through it together. its great to see the support system."</i>
<i>"Increased employee trust around safety will not happen overnight but overtime the change will happen if the Company is intentional about making the shift in prioritizing safety through open discussion and transparency."</i>

## Conclusion

Overall, SoCalGas achieved its goal of enhancing employee awareness of the 2EC assessment and fostering a shared understanding of comprehensive safety. While there were positive signs of increased levels of awareness as seen in survey results, there are further education opportunities at SoCalGas to adopt a more comprehensive view to safety.

The approach to have organizational leadership cascade the information to their direct employees emerged as an effective and impactful method. By cascading the message with director level accountability, we were able to reach employees in a relatively streamlined timeframe.

In future engagement opportunities, SoCalGas plans to utilize a similar model, as well has incorporating lessons learned and enhancements from this approach (e.g., enhanced talking points to leaders, making it easier for them to personalize the information for their departments).

# APPENDIX I

### Proposed Measures

SoCalGas has identified several metrics and indicators as proposed methods to measure change in culture and progress in our plan. The outcome indicators are identified at the Element level to indicate an effort to measure change in culture, not track actions. Separately, SoCalGas has identified multiple progress measures at the Action level to track activities and progress.

In total, SoCalGas has identified and proposed:

- 11 Safety Culture Outcome Indicators
- 11 Safety Culture Improvement Plan Progress Metrics

<b>Element 1: Communicate and implement a comprehensive approach to safety</b>			
<i>Metric/Indicators</i>	<i>Description</i>	<i>Data Collection</i>	<i>Purpose/Objective</i>
Qualitative assessment of leadership site visits	Outcome Indicator <sup>1</sup> : Track leadership site visits and assess learning and engagement	Create a form with open text questions to gather information from the leadership site visits. Following each visit, the leader will be asked to share learnings and activities as part of a post-visit debrief and reflection. Data gathered will then be analyzed by SoCalGas team trained to analyze from a cultural perspective.	Assessing changes in leadership engagement, listening, and learning as well as the understanding of comprehensive safety.  A visit that aligns with Safer Together could show increased focus on all aspects of comprehensive safety (e.g., security, actions impacting public safety, etc.); increased humility, listening, curiosity to understand employees concerns and ideas; discussion of potential “what if” scenarios; efforts to understand systemic impacts and opportunities to improve; and an effort to build trust, empower, and collaboratively improve. Since these sort of formally tracked site visits have not occurred in the past, SoCalGas proposes using the 2EC Report as a baseline. <sup>2</sup> Based on the 2EC Report’s Theme 1 (Safety is most often perceived as personnel safety) and Theme 2 (Safety and risk are perceived as achieved by

<sup>1</sup> Effectiveness of Initiative at achieving intended objectives.

<sup>2</sup> For the purposes of measuring these qualitative metrics, “baseline” indicates a starting point, for example the 2EC report.

			compliance), a baseline <sup>3</sup> visit would likely show limited dialogue on comprehensive safety (e.g., would remain focused on personnel safety – PPE, CMVIs, etc.), less open and candid conversation on challenges, and include more one-way communication.
Qualitative assessment of weekly leadership safety messages	Outcome Indicator: Track and assess weekly leadership safety messages to assess change in communications	SoCalGas circulates a weekly leadership safety message – leaders allowed to choose their own safety topic to communicate to the company. SoCalGas proposes to collect and assess these messages as they are circulated.	Assess whether leader communications are communicating comprehensive safety topics and advancing our Safer Together North Star.  SoCalGas proposes to assess leadership safety message topics: do they include employee, public, infrastructure, and/or contractor safety? Are they personal (e.g., show openness, transparency, and humility)? Do they include safety and culture concepts (HOP, psychological safety, safety management system)? To establish a baseline for comparison, SoCalGas will use safety messages at the time of the 2EC Report (2021/2022).
Qualitative assessment of individual and team safety awards	Outcome Indicator: Assess safety awards given by SoCalGas to employees	SoCalGas recognizes and rewards safety through its recognition policies and awards at its annual Safety Congress. SoCalGas proposes to identify and analyze what was rewarded previously and what is rewarded in the future to measure change	Assess safety rewards to assess how they communicate safety success.  SoCalGas proposes to analyze individual and team rewards: do they reward leading efforts and indicators (or outcome focused)? Do they reward a comprehensive approach to safety (or focused on personnel safety)? Does it include considerations of our Safer Together North Star? To establish a baseline for comparison, SoCalGas will identify and assess individual and team safety rewards at the time of the 2EC Report (2021/2022).
<i>Action 1: Transform leadership norms by incorporating new safety and safety culture principles into development activities</i>			

<sup>3</sup> For the purposes of measuring these qualitative metrics, “baseline” indicates a starting point, for example the 2EC report.

<i>Metric/Indicators</i>	<i>Description</i>	<i>Data Collection</i>	<i>Purpose/Objective</i>
% of executive leaders engaged in safety and culture coaching	Progress Metric <sup>4</sup> : % of executive leaders engaged in safety and culture coaching	Track executive leaders engaged in safety and culture coaching and divide by executive leader population	Track executive leaders engaged in safety and culture coaching and divide by executive leader population. Higher percentage of leaders engaged shows increased leadership engagement and commitment. Since this is a newly proposed activity, the baseline is 0% for this coaching.
% of Leadership Excellence & Accelerated Development (LEAD) programs reviewed and updated (out of 3 LEAD programs identified)	Progress Metric: % of LEAD programs reviewed and updated	Track number of LEAD programs reviewed and updated and divided by three	Track number of LEAD programs reviewed and updated. Higher percentage of updated or created development activities, shows changes to SoCalGas development practices. Since SoCalGas is proposing to track reviews and updates, the baseline is 0.
<i>Action 2: Change how safety is communicated by updating reporting, recognition, and performance management tools</i>			
% of SoCalGas locations with visible measures of leading indicators and comprehensive safety	Progress Metric: % of SoCalGas locations with visible measures of leading indicators and comprehensive safety	Track number of SoCalGas locations with visible measures of leading indicators and comprehensive safety divided by total number of SoCalGas locations <sup>5</sup>	Track percentage of SoCalGas locations with visible measures of leading indicators and comprehensive safety. Higher percentage of locations shows change in how safety success is being communicated. SoCalGas is proposing to track new installations and will use 0% as a baseline.
<b>Element 2: Foster and celebrate curiosity and empower employees and contractors to speak up, question, and share their ideas</b>			
<i>Metric/Indicators</i>	<i>Description</i>	<i>Data Collection</i>	<i>Purpose/Objective</i>

<sup>4</sup> Initiative implementation progress.

<sup>5</sup> SoCalGas currently has 79 base locations.

Employee Survey	Outcome Indicator: measure awareness of changes, perceptions on transparency, and focus on learning	Survey data to be collected from Continuous Improvement Tracker users electronically and by paper for analysis	<p>Assess awareness of the Continuous Improvement Tracker, perceptions around SoCalGas transparency, and focus on learning over blame. Employees' scores will indicate if there has been progress in employee perceptions based on changes and continuous improvement.</p> <p>SoCalGas plans to include survey questions from the 2EC Safety Culture Perception Survey to allow for a baseline, including the following questions: (1) SoCalGas management wants concerns reported and willingly listens to problems; (2) SoCalGas management ensures any concerns raised are addressed; and (3) There is a high level of trust between management and employees. SoCalGas also plans to include time-barred questions related to improvement: (4) In the last 6 months, it has become easier to openly challenge decisions made by management; (5) In the last 6 months, I have seen increased organizational transparency around challenges and improvements; and (6) In the last 6 months, I have seen more focus on learning and improvement over blame or fault finding. SoCalGas also plans to include questions related to the continuous improvement tracker and related communications: (7) the continuous improvement tracker provides increased transparency; (8) the continuous improvement tracker encourages me to share ideas; and (9) company communications highlight impactful challenges, changes, and improvements.</p>
Assess a random sample of tailgates	Outcome Indicator: measure impact of changes in tailgate practices in advancing curiosity and	SoCalGas proposes to use a stratified random sample of work activities from departments that engage in tailgates. This way, SoCalGas can capture a snapshot of	Assess whether the change in tailgate practices increased focus on hazards, supported a more comprehensive understanding of safety, and advanced a questioning and learning environment. For example, a positive tailgate would include dialogue on the work, risks, and potential hazards; consider comprehensive safety impacts (e.g., potential impacts to the public); and show psychological

	comprehensive safety (20 each year) <sup>6</sup>	practices across regions, departments, and bases. SoCalGas personnel who have been engaged in and completed dialogues and dialogue note taking training will observe to promote capturing of data from a cultural perspective.	<p>safety / a willingness to challenge and question (e.g., exploring “what if” considerations).</p> <p>For a baseline, SoCalGas proposes using findings in the 2EC Report. Based on the 2EC Report’s Theme 1 (Safety is most often perceived as personnel safety) and Theme 2 (Safety and risk are perceived as achieved by compliance), a baseline visit would likely show limited dialogue on comprehensive safety (e.g., would remain focused on personnel safety – PPE, CMVIs, etc.), less open and candid conversation on challenges (for example, “many employees especially working in the field do not feel that they can raise concerns and/or that they will be acted on.”).</p>
Assess a random sample of meetings	Outcome Indicator: measure impact of changes in meeting guidance in advancing curiosity and comprehensive safety (20 each year) <sup>7</sup>	SoCalGas proposes to use a random sample of meeting from across SoCalGas. <sup>8</sup> This way, SoCalGas can capture a snapshot of practices across departments. SoCalGas personnel who have been engaged in and completed dialogues and dialogue note taking training will observe to promote capturing of	<p>Assess whether the change in guidance on meetings increased adoption and considerations of comprehensive safety (e.g., was public safety discussed during the meeting?) and advanced a questioning and learning environment (e.g., were there discussion of potential safety impacts associated with the meeting topics?).</p> <p>For example, a positive meeting would include dialogue on potential challenges; consider comprehensive safety impacts (e.g., potential impacts to the public); and show psychological safety / a willingness to challenge and question. SoCalGas proposes using the 2EC Report as a baseline which found, for example, “...other than an initial Safety Tip, no mention of safety was made around the work processes being discussed” and “Observations of Safety Compliance calls at SoCalGas indicated that pipeline safety is</p>

<sup>6</sup> SoCalGas proposes to start with this sample size but will assess variability across the sample size to understand if this approach provided adequate information for meaningful qualitative analysis

<sup>7</sup> SoCalGas proposes to start with this sample size but will assess variability across the sample size to understand if this approach provided adequate information for meaningful qualitative analysis

<sup>8</sup> As a starting point, for the sampling, SoCalGas plans to use the same universe of meetings provided to 2EC as part of their assessment. This way, SoCalGas is observing a relatively similar baseline set of meetings.

		data from a cultural perspective.	presented as beyond ‘normal safety.’ Normal safety is more concerned with driving, personnel and customer safety.”
<i>Action 1: Enhance practices to empower employees to question, challenge, and identify potential improvements</i>			
Report on completion of updated employee safety manual	Progress Metric: Report on completion of updated employee safety manual	Track creation of an updated employee safety manual	Report on completion of updated employee safety manual. Completion of our updated employee safety manual documents efforts to formalize and explain company-wide safety goals, strategies, and practices. Since SoCalGas is proposing to create an updated employee safety manual, the baseline is 0.
<i>Action 2: Create improved processes for receiving, tracking, and responding to employee challenges, suggestions, and ideas</i>			
# of learning and continuous improvement processes consolidated	Progress Metric: number of continuous improvement processes consolidated	Track number of SoCalGas continuous improvement processes consolidated	Track number of continuous improvement processes consolidated as part of continuous improvement tracker. Higher number of processes consolidated, shows increased interconnection and transparency. Since this effort is in progress, the baseline is 0.
<b>Element 3: Commitment to engage in collective efforts to understand organizational challenges and better prioritize resources</b>			
<i>Metric/Indicators</i>	<i>Description</i>	<i>Data Collection</i>	<i>Purpose/Objective</i>
Report on results of the learning teams	Outcome Indicator: measure quality of learning teams	Leverage existing internal processes for documenting the learning team process (the problem statement, recommendations for improvement, and actions taken) <sup>9</sup>	Assess quality of learning teams in advancing engagement, collaboration, alignment, and improvement.  A productive learning team would show signs of sharing, collaboration, and understanding. For example, learning teams that effectively explore a problem statement related to safety resources and collectively problem solve would show progress in understanding safety resource challenges and identifying meaningful and systemic improvement. SoCalGas proposes using the 2EC Report as a baseline which found, for example, “concerns within SoCalGas about whether safety is prioritized through the

<sup>9</sup> See Appendix K – Learning Team Overview for more details.

			allocation of resources” and “resources are needed to shape a healthy safety culture” (Theme 3).
Employee Survey	Outcome Indicator: measure perceived quality and impacts of learning teams	Survey data to be collected from learning team participants electronically and by paper for analysis	<p>Assess perceptions on collaboration and expected impact from the identified recommendations. Employees' scores will indicate if there has been progress in employee perceptions based on changes and continuous improvement.</p> <p>To enable a baseline to the 2EC Report, SoCalGas plans to include survey questions from the 2EC Safety Culture Perception Survey:  (1) SoCalGas's strategic plans reflect safety as the overriding priority; (2) SoCalGas's staffing levels reflect safety as the overriding priority; (3) SoCalGas's decisions reflect safety as the overriding priority; (4) The way resources are allocated shows that safety is the overriding priority; and (5) SoCalGas management makes safety the overriding priority. SoCalGas also plans to include time-barred questions related to improvement: (6) In the last 6 months, the allocation of resources reflects greater focus on safety; and (7) In the last 6 months, resources have been more aligned to goals and expectations. SoCalGas also plans to include questions related to the learning team process: (8) the learning team provided an impactful vehicle for collaboration and change; (9) I would recommend participating in learning teams to colleagues; and (10) the improvements identified in the learning team are likely to result in positive change.</p>
<i>Action 1: Leverage Learning Teams to collaboratively explore resource issues identified in dialogues</i>			
# of learning teams completed	Progress Metric: number of learning teams completed	Track number of learning teams completed	Track number of learning teams completed as part of Element 3. The more learning teams completed, the more progress in exploring, learning, and identifying improvements. Since this is a newly proposed suite of learning teams, the baseline is 0.

<i>Action 2: Implement improvements to resource allocation and goal setting processes</i>			
# of improvements implemented from the learning teams	Progress Metric: number of improvements implemented from identified the learning teams	Track number of improvements implemented from identified the learning teams	Track number of improvement implemented from the learning teams identified in Element 3. The more improvements implemented, the more grassroots-based improvement to resource allocation and goal setting practices. Since this is a newly proposed suite of learning teams, the baseline is 0
<b>Element 4: Advance collaboration and an integrated management system through enhancements to our Safety Management System</b>			
<i>Metric/Indicators</i>	<i>Description</i>	<i>Data Collection</i>	<i>Purpose/Objective</i>
Qualitative assessment of SMS meeting minutes	Outcome Indicator: measure change to integration, alignment, or collaboration	SoCalGas internal SMS team will keep and record meeting minutes for the SMS governance process. Minutes will then be analyzed by SoCalGas team trained to analyze from a cultural perspective.	Assess whether SMS governance improved integration, alignment, or collaboration (e.g., were all affected departments included with at least one representative? were goals aligned? were opportunities for collaboration identified?). An integrated SMS would show connections in across day-to-day operations, aligned goals and direction, clarified accountability (defining, documenting and promoting understanding of roles and responsibilities), and awareness of work beyond their organization’s scope. Indications of maturation would include (1) employees at all levels taking responsibility for safety within the management framework and/or seeking to improve safety performance by taking on additional tasks and responsibilities; and (2) recognizing potential organizational risks and challenges and proactively taking action to mitigate. SoCalGas proposes using the 2EC Report as a baseline which found, for example, “While SoCalGas management has described having developed and implemented a safety management system (SMS) it is still only partially implemented and does not appear to be integrated into everyday operations.”
<i>Action 1: Engage leaders to establish organizational Alignment on Safety management roles, responsibilities, shared goals, and governance</i>			

Report on completion of and produce SMS governance framework	Progress Measure: tracking and sharing SMS governance framework	Tracking the development of a SMS governance framework	Track development of SMS governance framework to engage leaders to establish clearer roles, responsibilities, shared goals, and relationships for SoCalGas's SMS. Creation of framework indicates leadership commitment and progress toward alignment. Since framework does not currently exist, the baseline is 0.
<i>Action 2: Develop new SMS policies to provide a clearer safety management framework</i>			
# of policies developed and published	Progress Measure: tracking number of policies developed	Identification of SMS policies developed	Track development of identified SMS policy documents. Progress on rolling out these policy documents across the company will indicate efforts to formalize connectedness between organizations. As a baseline, SoCalGas currently has overarching SMS Plan documents. Through this effort, SoCalGas is proposing to develop fourteen more detailed and specific documents of safety management and strategy.
<b>Stakeholder dialogues to measure progress and iterate on changes to our safety culture improvement efforts</b>			
<i>Metric/Indicators</i>	<i>Description</i>	<i>Data Collection</i>	<i>Purpose/Objective</i>
# of dialogues completed	Progress metric: tracking number of dialogues completed	Identification of dialogues completed	Measure number of dialogues to understand progress made in completing planned dialogues. Higher number of dialogues completed indicates progress made in assessing progress.
Qualitative analysis of information gathered to explore our journey toward a Safer Together culture	Outcome Indicator: analysis of dialogue data to evaluate our journey toward a Safer Together culture.	Data collected by trained notetakers at the dialogues. Data analyzed by SoCalGas team trained to analyze from a cultural perspective	Measure information gathered from dialogues to assess progress toward Safer Together North Star.  Indicators of constructive dialogue could include participants sharing information that enhances SoCalGas's understanding of progress toward our North Star (includes successes, challenges, potential changes). For example, if progress is mentioned by participants in SoCalGas advancing a culture that empowers communication, curiosity, commitment, and/or collaboration.

			Baseline metric would be same qualitative analysis of prior dialogues with employees and contractors.
Behavioral Anchored Rating Scale <sup>10</sup> (BARS) to measure behaviors relative to predefined behaviors associated with the INPO traits of a healthy safety culture	Outcome Metric: quantify behaviors using a 5-point scale	BARS will be part of survey to be completed by dialogue participants using a 5-point scale.	<p>Measure the following BARS: Attention to Safety; Interdepartmental Communication; Resource Allocation; Organizational Learning; and Problem Identification and Resolution. See below for details on each scale.</p> <p>SoCalGas proposes using the 2EC Report as a baseline and proposes working with CPUC staff to determine where on the BARS the 2EC Report would have assessed SoCalGas using the above categories.</p>

---

<sup>10</sup> This approach is based on Organizational Processes and Nuclear Power Plant Safety. Link: <https://www.sciencedirect.com/science/article/abs/pii/S0951832094900787> [sciencedirect.com]

## BEHAVIORAL ANCHORED RATING SCALES & INPO MAPPING

### Attention to Safety

#### **INPO Trait Mapping: Questioning Attitude, Leadership Safety Values and Actions, Environment for Raising Concerns**

Attention to Safety refers to the characteristics of the work environment, such as the norms, rules, and common understandings that influence SoCalGas personnel's perceptions of the importance that the organization places on safety. It includes the degree to which a critical, questioning attitude exists that is directed toward SoCalGas improvement.

- Individuals at SoCalGas<sup>11</sup> believe safety is the number one priority and that perspective is reinforced by senior (high-level) management and clearly communicated to all individuals at SoCalGas.
- Personnel make an effort to correct problems in a timely and effective manner to ensure that safety levels are not compromised within at SoCalGas. Individuals have a clear understanding that safety is a top priority.
- SoCalGas management reflects a delicate balance of emphasizing safety, while at the same time, making it clear that there is a need to keep SoCalGas operating.
- At times, the interests of the stakeholders seem to take priority over concerns regarding the safe operation at SoCalGas and the lack of organization wide support for safe SoCalGas operations is clearly evident.
- Questions regarding safe operations are not welcome or addressed. Management's attitude is to keep SoCalGas operating regardless of evident safety issues.

### Interdepartmental Communication

#### **INPO Trait Mapping: Effective Safety Communication**

Interdepartmental Communication refers to the exchange of information, both formal and informal, between the different departments or units at SoCalGas. It includes both the top-down and bottom-up communication networks.

---

<sup>11</sup> Please note, for clarity, and to adopt these nuclear facility-oriented BARS to SoCalGas, SoCalGas has revised references to a "facility" to reference SoCalGas.

- Departments keep other departments constantly aware of information they need to know. Individuals within a department know where to go and who to talk to within other departments to obtain information.
- Individuals can readily gain information from other departments when the need arises.
- Interdepartmental lines of communication are well defined and often used on both a formal and informal basis.
- Many departments think it is unnecessary and intrusive to communicate with other departments unless absolutely necessary.
- Departments only communicate with each other when reacting to problems. Most departments are uncommunicative with one or more other departments.

### **Resource Allocation**

#### **INPO Trait Mapping: Leadership Safety Values and Actions**

Resource Allocation refers to the way SoCalGas distributes its resources including personnel, equipment, time and budget.

- Management and employee committees collectively gather, prioritize, and determine the hierarchy of goals so that all affected parties understand how corporate goals relate to their daily activities. Employees have sufficient resources to implement these goals.
- Goals are discussed with employees, established, then disseminated. Progress relative to these goals is then periodically assessed and publicized. Personnel are able to properly prioritize the correction and prevention of problems and seek appropriate guidance and/or materials when necessary.
- Information on current goal attainment is solicited and new goals are formulated based upon past performance. Most employees are aware of the goals of the organization but are not sure how the goals affect their own job. Personnel do not always have the support or resources necessary to correct, prevent, or implement procedures designed to achieve specific goals.
- Senior (high-level) management establishes broad, general goals and informs department heads and other managers in the department of their responsibilities. Employees at lower levels in the organization are not directly contacted about new goals and are not always informed of the measures they need to take to complete work directed at achieving goals.
- No functional goals are established by senior (high-level) management and employee behaviors do not match core values of management. There exist numerous barriers to both human and financial resources that are necessary for proper SoCalGas operations.

## **Organizational Learning**

### **INPO Trait Mapping: Continuous Learning**

Organizational Learning refers to the degree to which SoCalGas personnel and the organization use knowledge gained from past experience to improve future performance.

- Departments throughout SoCalGas hold regular meetings to discuss how various tasks have been performed and how they might be done better in the future. Whenever an event occurs at SoCalGas, a meeting is called to discuss the way the event was handled and more effective alternatives and the results of the meeting are communicated to the larger SoCalGas community.
- Individuals and groups of employees pay close attention to past behaviors and how they can be improved in the future. Information about past activities is formalized and available for future reference.
- SoCalGas usually holds review sessions to discuss operating problems and attempts to uncover solutions to past difficulties. The information is communicated to the larger SoCalGas population when it concerns significant activities.
- Many individuals seem to commit the same errors over and over, without regard for how these errors can be avoided via training or through analysis of past experience.
- Departments continue to use systems, procedures and work practices that have a history of inefficiency or failure therefore the same mistakes are made over and over.

## **Problem Identification and Resolution**

### **INPO Trait Mapping: Problem Identification and Resolution**

Problem Identification and Resolution refers to the extent to which the organization encourages SoCalGas personnel to draw upon knowledge, experience, and current information to identify and resolve problems.

- Employees are equipped with the knowledge and are encouraged to proactively identify potential problems (e.g., equipment, personnel, scheduling). Employees are asked to notify management of potential problems which are then properly addressed.
- Employees are encouraged to notify management of problems they observe. Problems identified by employees are funneled into a system that evaluates the problem and makes a determination regarding future action. Employees receive feedback about problems that were acted upon.

- Employees have a system to report problems they identify. Employees are given inconsistent feedback about problems they identified or problems that were fixed.
- Problems reported by the general employee group rarely receive consideration. Some employees lack the knowledge required to identify potential problems. In some situations, problem identification is met with extreme defensiveness.
- Problems go undetected, or unreported, since most employees lack the knowledge, experience and information necessary and/or fear the consequences of identifying problems.

# APPENDIX J

# WELCOME!

Please select 3 Leadership Catalyst Cards that best describe the most important investments you make as a leader.



5

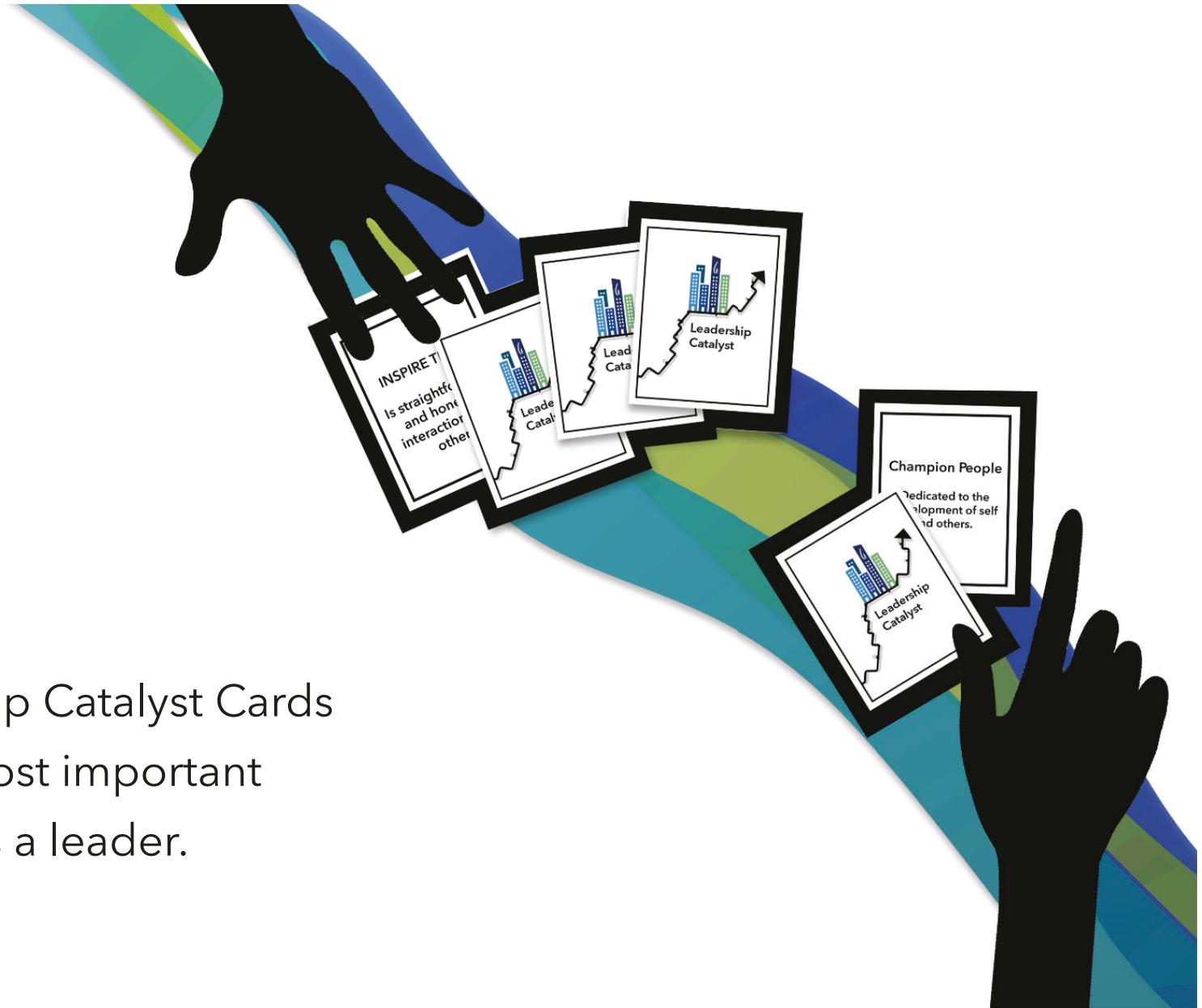
Also...did you respond to the pre-course knowledge check? If not, you can find it here...



# WELCOME!

Please select 3 Leadership Catalyst Cards that best describe the most important investments you make as a leader.

5





**SoCalGas University**  
*Inspiring Minds. Building Skills.*



---

GUEST SPEAKER

LEADER NAME

LEADER TITLE

# What we'll explore together...

## CULTURE

- What it means to us.
- Its connection to safety and performance.
- What current culture vs aspirational culture looks like on YOUR team.

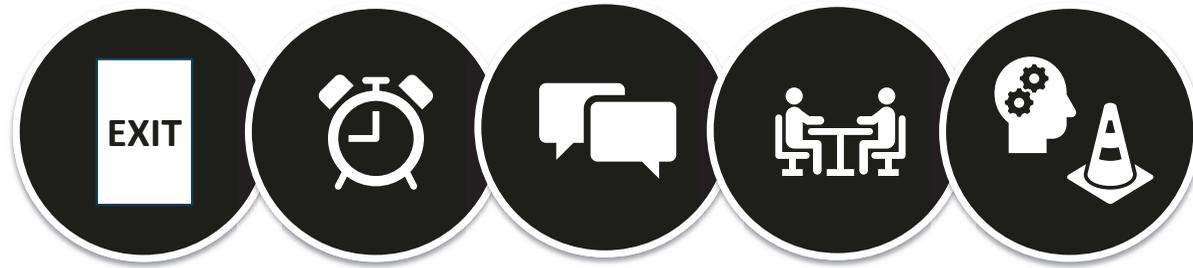
## SAFETY

- What it means to us.
- It's connection to performance and culture.
- What comprehensive safety looks like.
- Your safety influence.

## PERFORMANCE

- What it needs to accomplish.
- It's connection to safety and culture.
- What leading performance looks like.
- Holding high-stakes conversations.



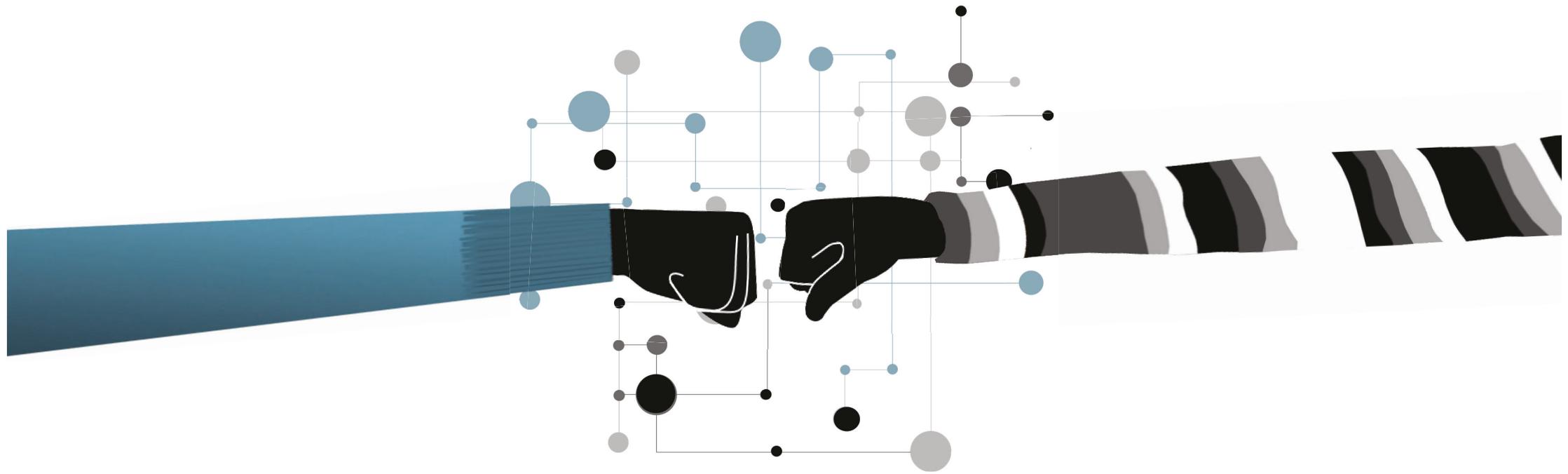


## TODAY'S SESSION



## INTRODUCTIONS

- Name.
- Location.
- Leadership role.
- 1 card you selected earlier, and why its one of the most important leadership investments you make.



## CATALYST PARTNERS

- Selected in class...pair up throughout.
- 3-month partnership.
- 3 meetings to share experience, insights, and feedback.



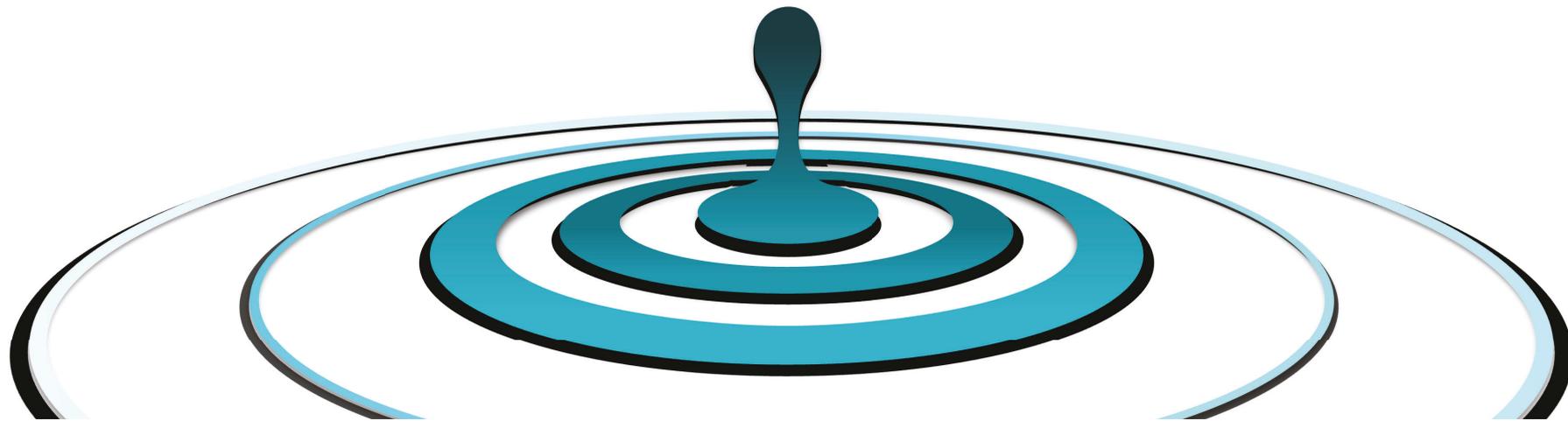
**SAFETY**

**PERFORMANCE**

**CULTURE**



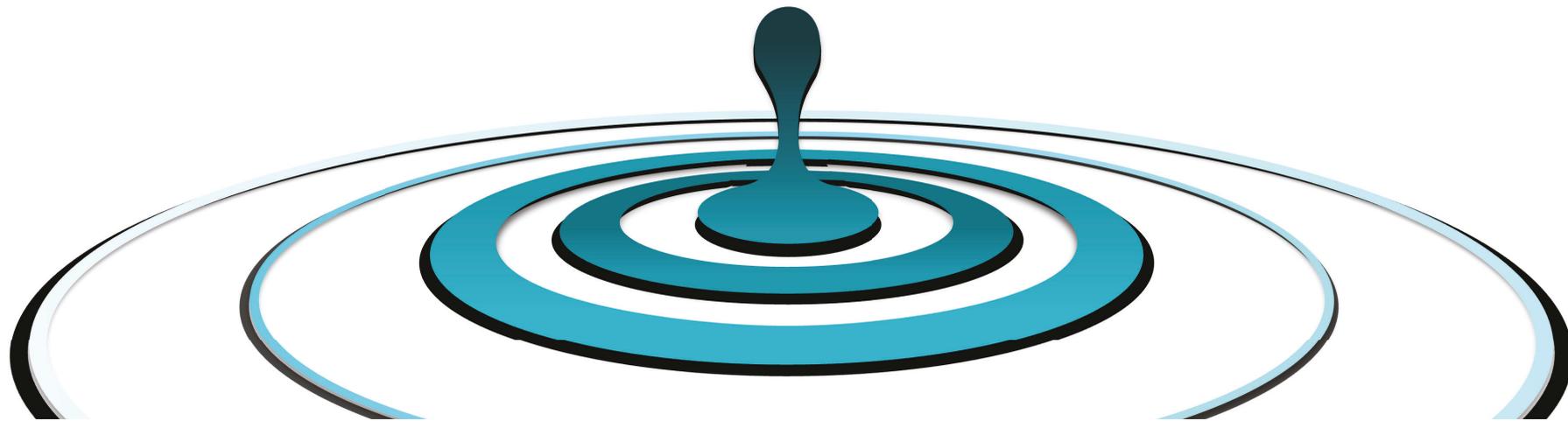
CULTURE



# CULTURE



*What does it mean to you?*



**CULTURE is the ongoing demonstration  
of aligned beliefs\* and behaviors.**

**\*Belief is an acceptance that the organizational culture  
we aspire to is beneficial and just.**

**CULTURE =**  
the way we do things around here.

**CULTURE =**



The way we  
relate to one another.

**CULTURE =**



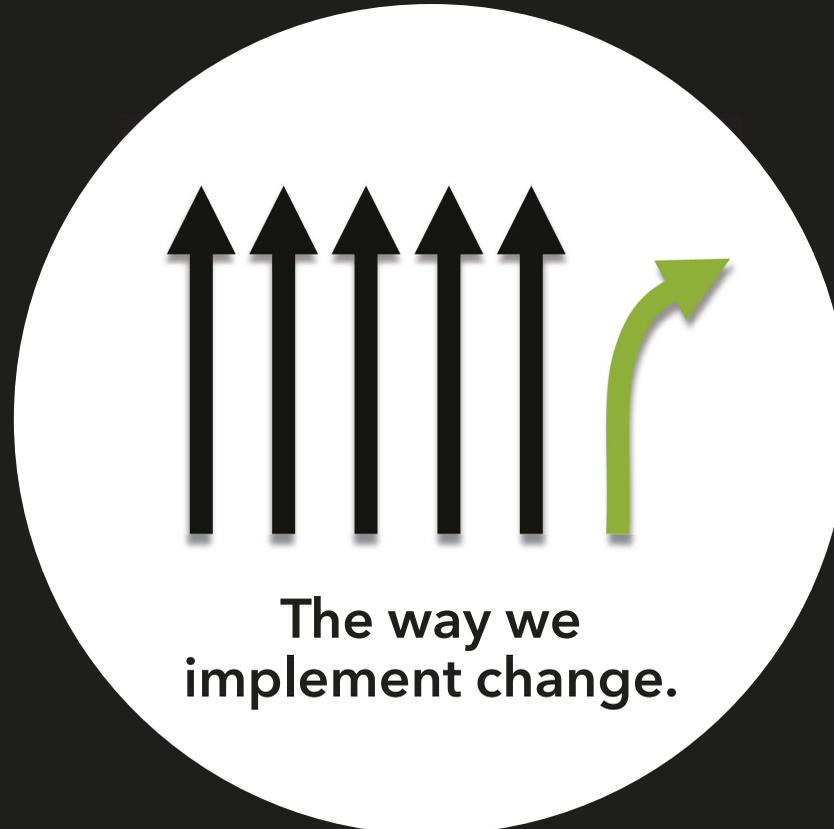
**The way we  
communicate.**

**CULTURE =**



**The way we  
approach safety.**

**CULTURE =**



**The way we  
implement change.**

**CULTURE =**



**The way we  
give feedback.**



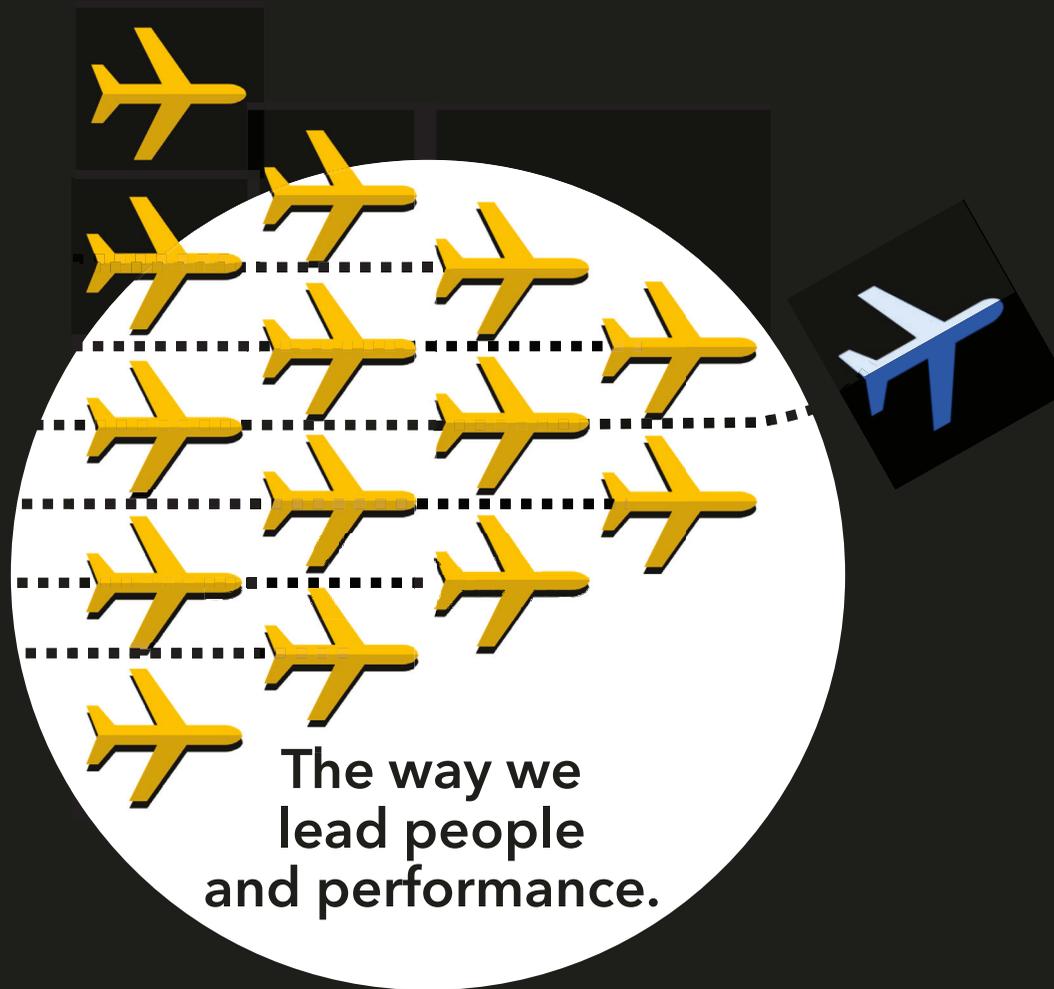
**CULTURE =**



**CULTURE =**



**CULTURE =**



**CULTURE =**  
the way we do things around here.

**CULTURE IS THE FOUNDATION OF PERFORMANCE AND SAFETY.  
IT SHAPES OUR FUTURE AND ALLOWS US TO EFFECTIVELY  
ADAPT WITH FLUIDITY AND PURPOSE. IN AND OF  
THIS ECOSYSTEM, WE FIND OURSELVES CONNECTED,  
FOCUSED, AND EMPOWERED. WHAT IF WE COULD AMPLIFY  
ITS IMPACT EVEN FURTHER?**

*What does this statement mean to you?*

**CULTURE IS THE FOUNDATION OF PERFORMANCE AND SAFETY.  
IT SHAPES OUR FUTURE AND ALLOWS US TO EFFECTIVELY  
ADAPT WITH FLUIDITY AND PURPOSE. IN AND OF  
THIS ECOSYSTEM, WE FIND OURSELVES CONNECTED,  
FOCUSED, AND EMPOWERED. WHAT IF WE COULD AMPLIFY  
ITS IMPACT EVEN FURTHER?**

**NOW, look at the paragraph to find an answer  
that will be the same for us all.**

**COUNT all the Fs in the paragraph.**

**CULTURE IS THE FOUNDATION OF PERFORMANCE AND SAFETY.  
IT SHAPES OUR FUTURE AND ALLOWS US TO EFFECTIVELY  
ADAPT WITH FLUIDITY AND PURPOSE. IN AND OF  
THIS ECOSYSTEM, WE FIND OURSELVES CONNECTED,  
FOCUSED, AND EMPOWERED. WHAT IF WE COULD AMPLIFY  
ITS IMPACT EVEN FURTHER?**

**How many did you count?**

CULTURE IS THE FOUNDATION OF PERFORMANCE AND SAFETY.  
IT SHAPES OUR FUTURE AND ALLOWS US TO EFFECTIVELY  
ADAPT WITH FLUIDITY AND PURPOSE. IN AND OF  
THIS ECOSYSTEM, WE FIND OURSELVES CONNECTED,  
FOCUSED, AND EMPOWERED. WHAT IF WE COULD AMPLIFY  
ITS IMPACT EVEN FURTHER?

# BLIND SPOTS

## Attribution error:

Overestimating internal factors, like a person's personality traits, and underestimating external factors that may have contributed to their decision/behavior.

## Leadership's shadow:

The influence a leader has on their employees.

## False consensus effect:

The belief that our own opinions, beliefs, and attributes are more common than they are.





The way we  
relate to  
one another.



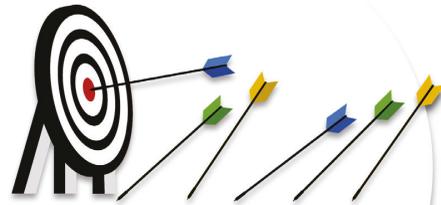
The way we  
communicate.



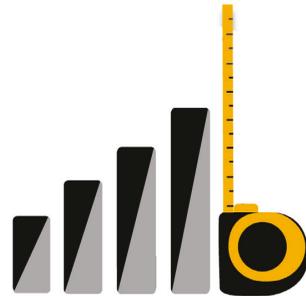
The way we  
approach safety.



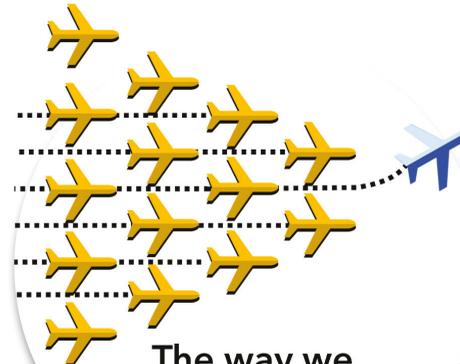
The way we  
give feedback.



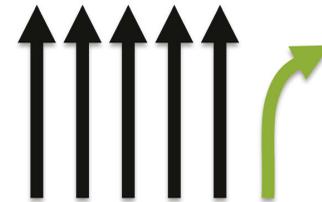
The way we  
respond to mistakes.



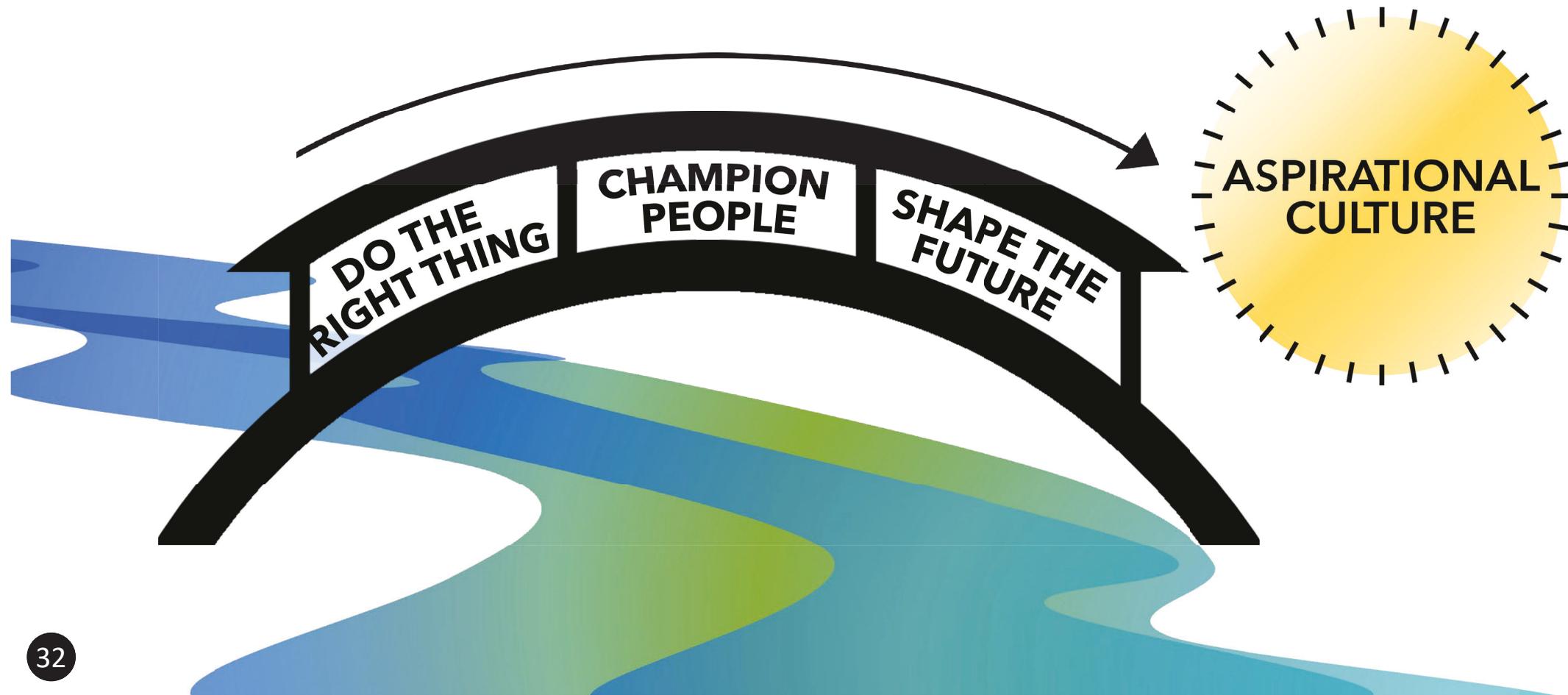
The way we  
measure success.



The way we  
lead people and  
performance.



The way we  
implement  
change.



# ASPIRATIONAL CULTURE

**DO THE RIGHT THING:** We are guided by our ethics, our focus on safety and our willingness to stand for what is right.

- We hold ourselves and others accountable to act in the benefit of the company, the public, our customers, and each other.
- We are relentless in identifying and addressing risks.
- We know when to elevate issues and ask for help.
- We pursue a holistic approach to measuring performance and success.

**CHAMPION PEOPLE:** We invest in people and value diversity and inclusion because it elevates performance and helps us partner responsibly.

- We celebrate diversity and create space for differing perspectives, ideas, experiences, and strengths.
- We create open lines of dialogue, and foster transparency in decision-making.
- We are dedicated to the development of ourselves and others.
- We prioritize the well-being of our employees and communities.

**SHAPE THE FUTURE:** We are forward thinkers who innovate and collaborate with stakeholders to make a positive difference.

- We are committed to continuous learning, acknowledging our mistakes and growing from them.
- We challenge the status quo, invite questions, and foster healthy conflict.
- We successfully implement collective, creative problem-solving to complex scenarios.
- We have a shared responsibility to enrich our culture through our collective commitments, actions, and connections.



## YOUR TEAM CULTURE

Discuss with your Catalyst Partner:

- The “*way we do things*” culture example that resonated with you earlier, and how the 3 blind spots can potentially affect it.
- Select one or more Aspirational Culture cards needed most to lead your team to the aspirational culture.
- How you can support each other to achieve your selection.



# SAFETY FORWARD

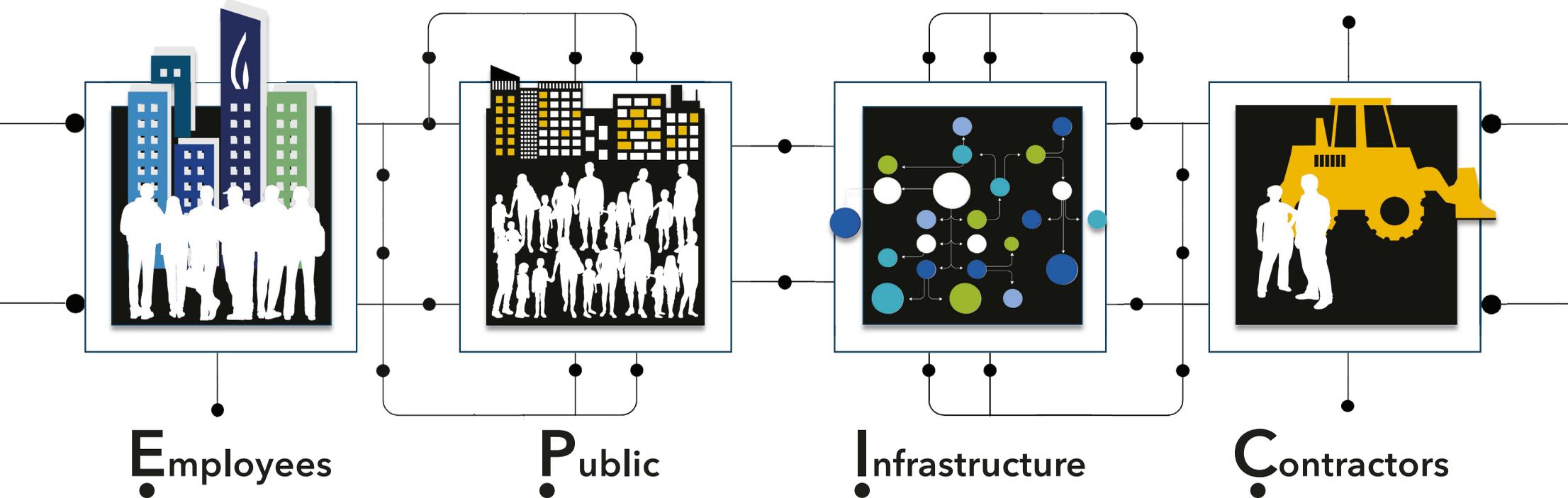
Leading, Learning, & Improving Together

Safety Forward is rooted in the idea that we are all leaders when it comes to advancing safety and evolving our culture for a better tomorrow. It is a set of actions we are taking to shape and develop our culture and mindset through engaging in open conversations, listening to learn, and empowering others.

**An evolved approach to SAFETY.**

**“ Safety is everything we do across the enterprise - from office support roles to work in the field - to recognize and mitigate hazards and keep the public, our infrastructure, our contractors, and each other safe. ”**

# COMPREHENSIVE SAFETY



Comprehensive Safety is about our thinking and actions on behalf of the broad and complex nature of the work we do.

## Employees

- Interact with directly/indirectly.
- Communication.
- Policy/Procedures.
- Resources/tools/supplies.
- Facilities.
- Injury Prevention.
- Scheduling.
- Event planning.
- Driving/parking.
- Performance support.
- Environmental impact.

## Public

- Interact with directly/indirectly.
- Communication.
- Policy/Procedures.
- Resources/tools/supplies.
- Facilities.
- Construction/Road work.
- Scheduling.
- Event planning.
- Driving/parking.
- Work in or near homes.
- Driving/parking.
- Surrounding communities.
- Environmental impact.

## Infrastructure

- Interact with directly/indirectly.
- Communication.
- Policy/Procedures.
- Facilities.
- Construction.
- Technology.
- Cyber security.
- Financial.
- GRC - rate case.
- Regulatory.
- Scheduling.
- Sustainability.

## Contractors

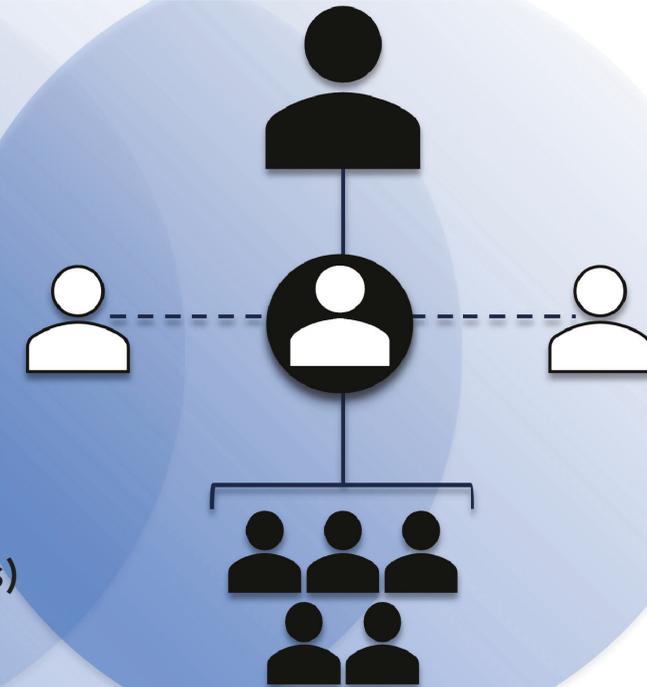
- Interact with directly/indirectly.
- Communication.
- Policy/Procedures.
- Resources/tools/supplies.
- Construction/Road work.
- Scheduling.
- Event planning.
- Driving/parking.
- Performance support.

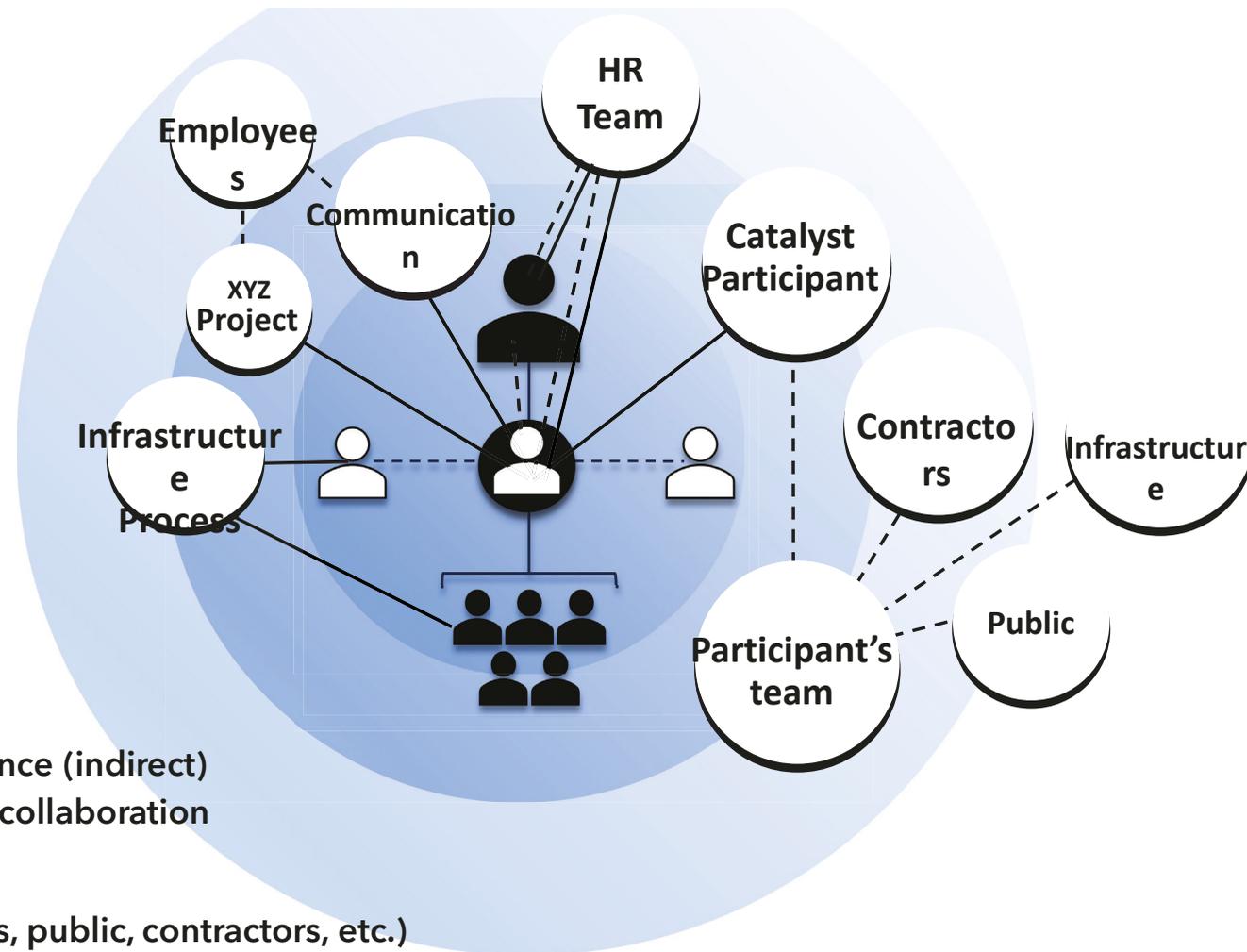
### AWARENESS:

- Thinking and decisions
- Actions (direct) and influence (indirect)
- Relationship, partnership, collaboration

### IMPACT:

- Groups/Teams (employees, public, contractors, etc.)
- Infrastructure (systems, processes, procedures, facilities, resources)
- Efforts (goals, projects, initiatives, etc.)





**AWARENESS:**

- Thinking and decisions
- Actions (direct) and influence (indirect)
- Relationship, partnership, collaboration

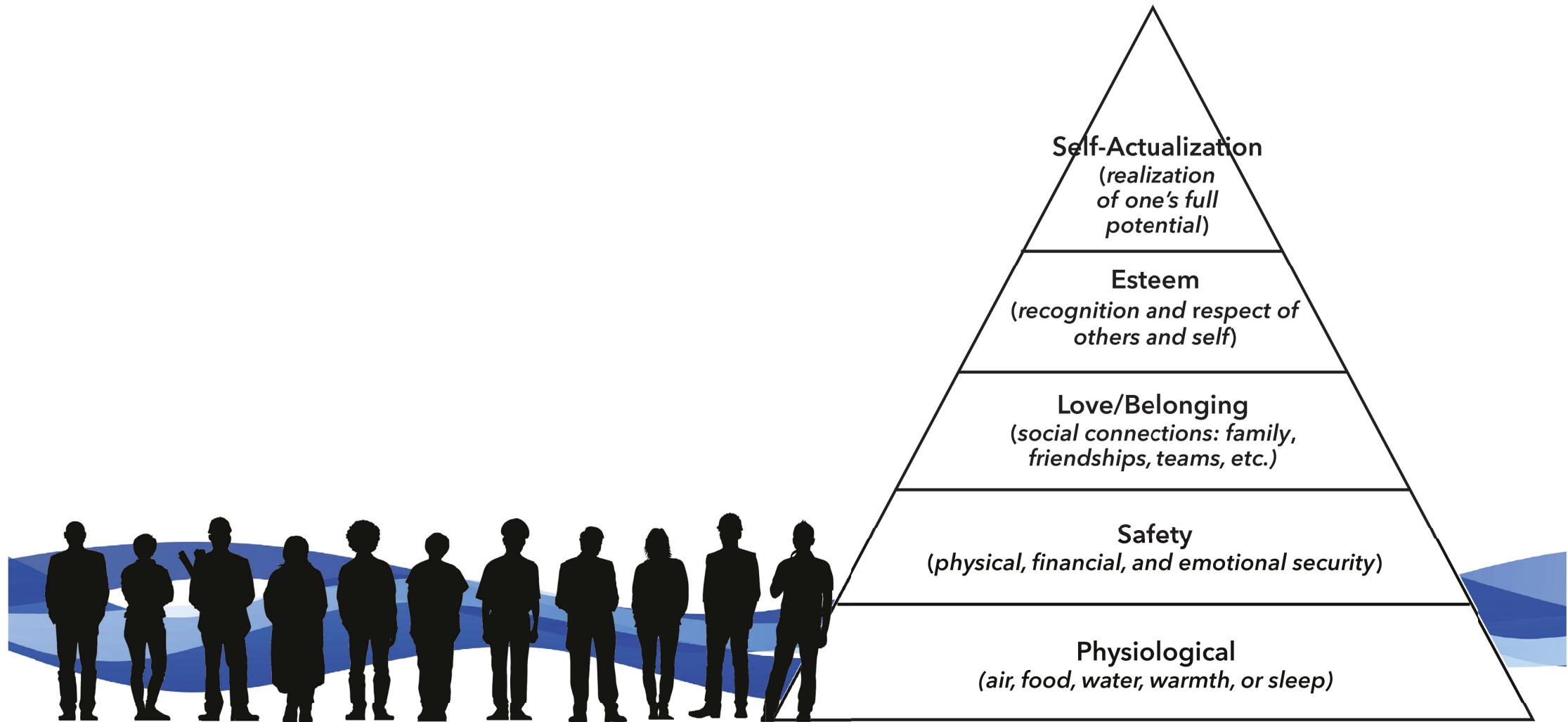
**IMPACT:**

- Groups/Teams (employees, public, contractors, etc.)
- Infrastructure (systems, processes, procedures, facilities, resources)
- Efforts (goals, projects, initiatives, etc.)

# COMPREHENSIVE: PHYSICAL & PSYCHOLOGICAL SAFETY



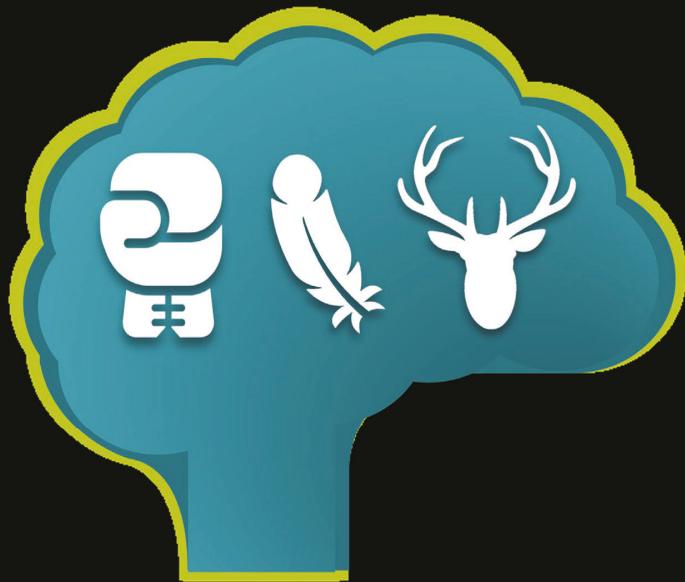
*Psychological Safety is the belief that your voice, and every person's voice is both welcomed and valued, and that work-related concerns, ideas, or questions can be raised without fear of embarrassment, punishment, or other negative outcomes.*



# Maslow's Hierarchy of Human Needs

# THE ABSENCE OF WORKPLACE SAFETY

## *and the feeling of THREAT*



The absence of physical or psychological safety or security (perceived or actual) creates the feeling of **threat**.

Our brains respond to threat in one of 3 ways, fight, flight, or freeze.  
We are wired that way.

**WHAT might psychological threat look like in the workplace?**

# PSYCHOLOGICAL SAFETY



Physical and Psychological  
SAFETY

Promotes and increases:

- Engagement and ownership.
- Team collaboration and strength.
- Speaking up and ask questions.
- Ideas, creativity and innovation.
- Productivity.

# PSYCHOLOGICAL SAFETY



Physical and Psychological  
SAFETY

Is not meant to:

- Undermine performance expectations.
- Exclude accountability.
- Promote favoritism.
- Exclude redirecting performance (or corrective actions).



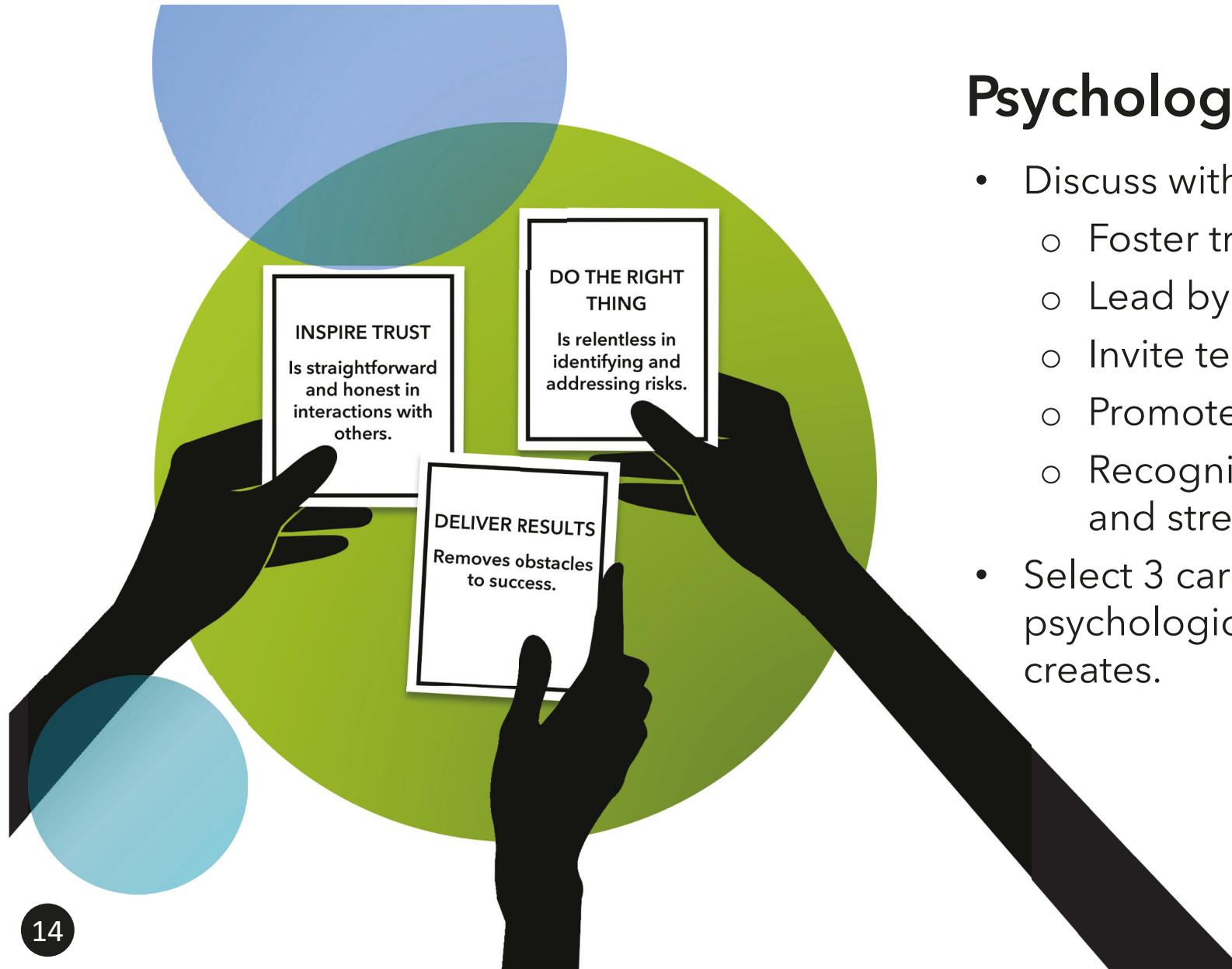
**Foster trust:** Communicate openly, listen well, keep your word, get to know your team, and make time them.

**Lead by example:** Demonstrate asking questions, raising concerns, and talk through issues in a constructive and nonjudgmental manner, and acknowledge your mistakes.

**Invite team members to share** ideas and solutions, ask questions, and raise tough issues.

**Promote learning from mistakes** and use lessons learned to shape a comprehensive view of the workflow.

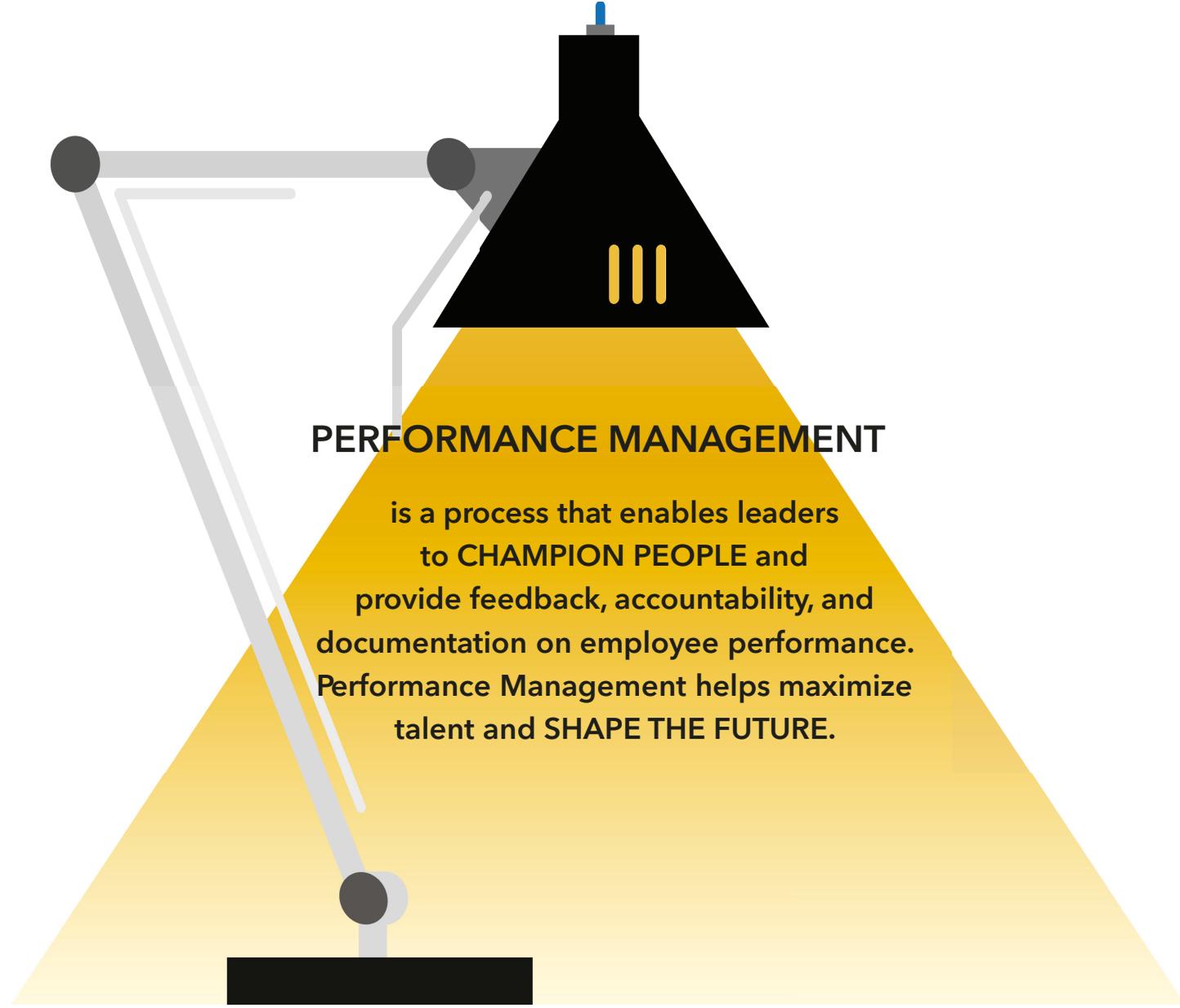
**Recognize and make space for unique skills and strengths** of all team members.



## Psychological Safety

- Discuss with your Catalyst Partner:
  - Foster trust.
  - Lead by example.
  - Invite team members to share.
  - Promote learning from mistakes.
  - Recognize/make space for skills and strengths.
- Select 3 cards critical to building psychological safety and the results it creates.





**What do you need  
performance management to accomplish?**

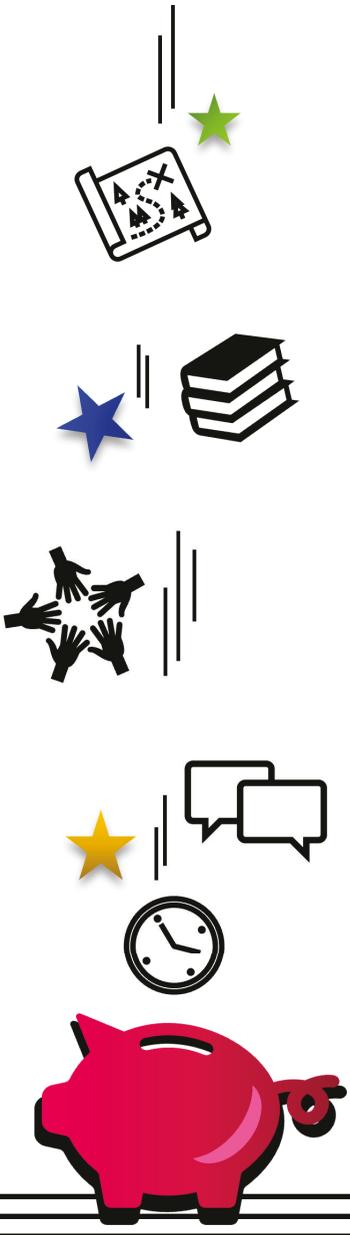


# COMPONENTS OF PERFORMANCE MANAGEMENT



How do you ensure employees are aware of, and understanding, their performance expectations?

Including, how performance will be measured and what success looks like?



# SoCalGas PERFORMANCE EXPECTATIONS



What's most important about setting expectations and leading performance success, is knowing how behaviors define and drive performance success and ratings.

# SoCalGas PERFORMANCE EXPECTATIONS & BEHAVIORS



1. Think about the expectations of your team.
2. What actions and qualities are needed to execute performance expectations successfully.
3. Note the actions and qualities you expect to see in two Appraisal categories:
  - 1st Category: Safety
  - 2nd Category: Your choice
  - Describe the actions and qualities of *Strong Satisfactory* performance. And in comparison, *what does Weak Satisfactory* actions/qualities look like?



What do you need to effectively set performance expectations with your team?

*Clarity?*

*Information?*

*Prioritized time?*

*Communication plan?*

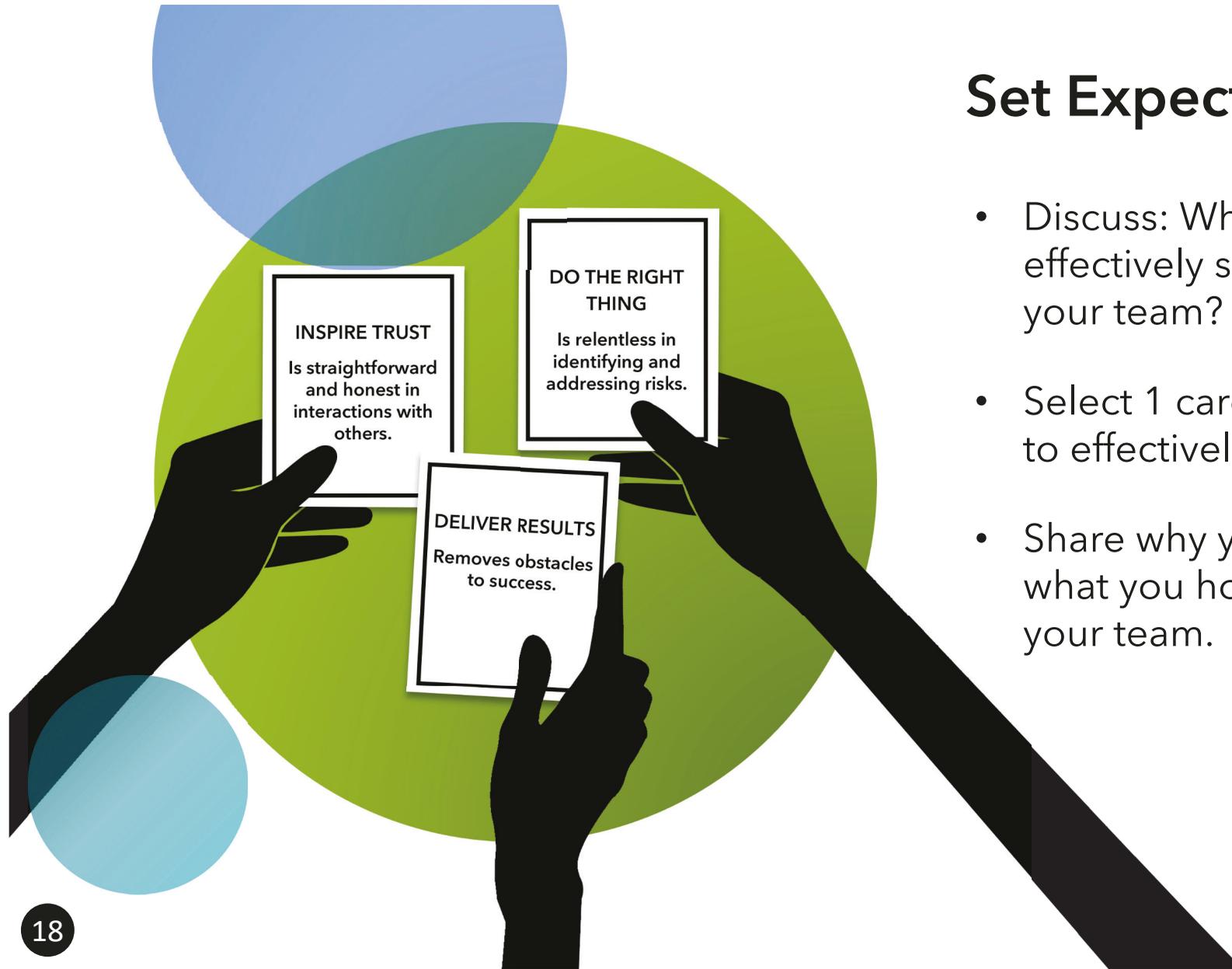
*Collaboration?*

*Partnership?*

*Mindset?*

*Awareness of organizational impact?*

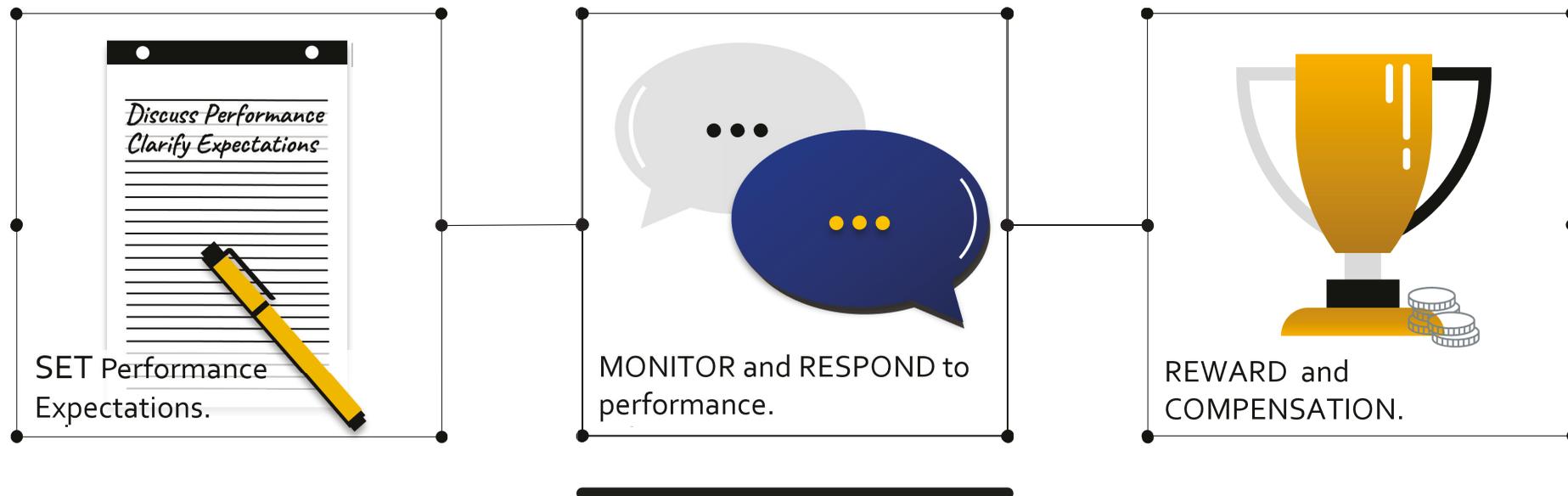
And how will you plan to meet these needs?



## Set Expectations

- Discuss: What do YOU need to effectively set expectations with your team?
- Select 1 card you (individually) need to effectively set expectations.
- Share why you selected the card, and what you hope the affect will be on your team.

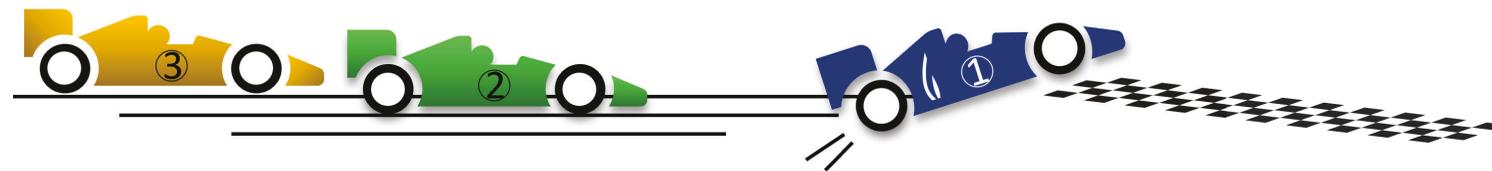
# COMPONENTS OF PERFORMANCE MANAGEMENT



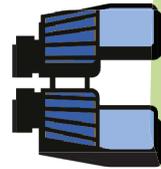
How do you know performance expectations are going as planned?



What methods do you use to track the progress of an employee's performance?



**Monitoring  
Performance**  
is as much  
about reinforcing  
as it is about  
redirecting.



- Work is successful -or- unsuccessful.
- Work is consistently on time -or- at risk of falling behind.
- Demonstrates safety (physically -and- psychologically).
- Often attends meetings prepared -or- unprepared.
- Delivers high quality work -or- doesn't.
- Often appears engaged -or- appears disengaged.
- Finds time to support/help others.
- Communicates with clarity and timeliness -or- doesn't.
- Shares ideas or forward-facing insights (innovative).

## **PERFORMANCE EXPECTATION:**

Manage Escalated Client Queue

## **DESCRIPTION:**

- Respond to elevated-queue calls,
- Resolve client inquiries and concerns,
- Minimize return calls, and
- Meet average handle time (AHT) and resolution forecast at 63%.



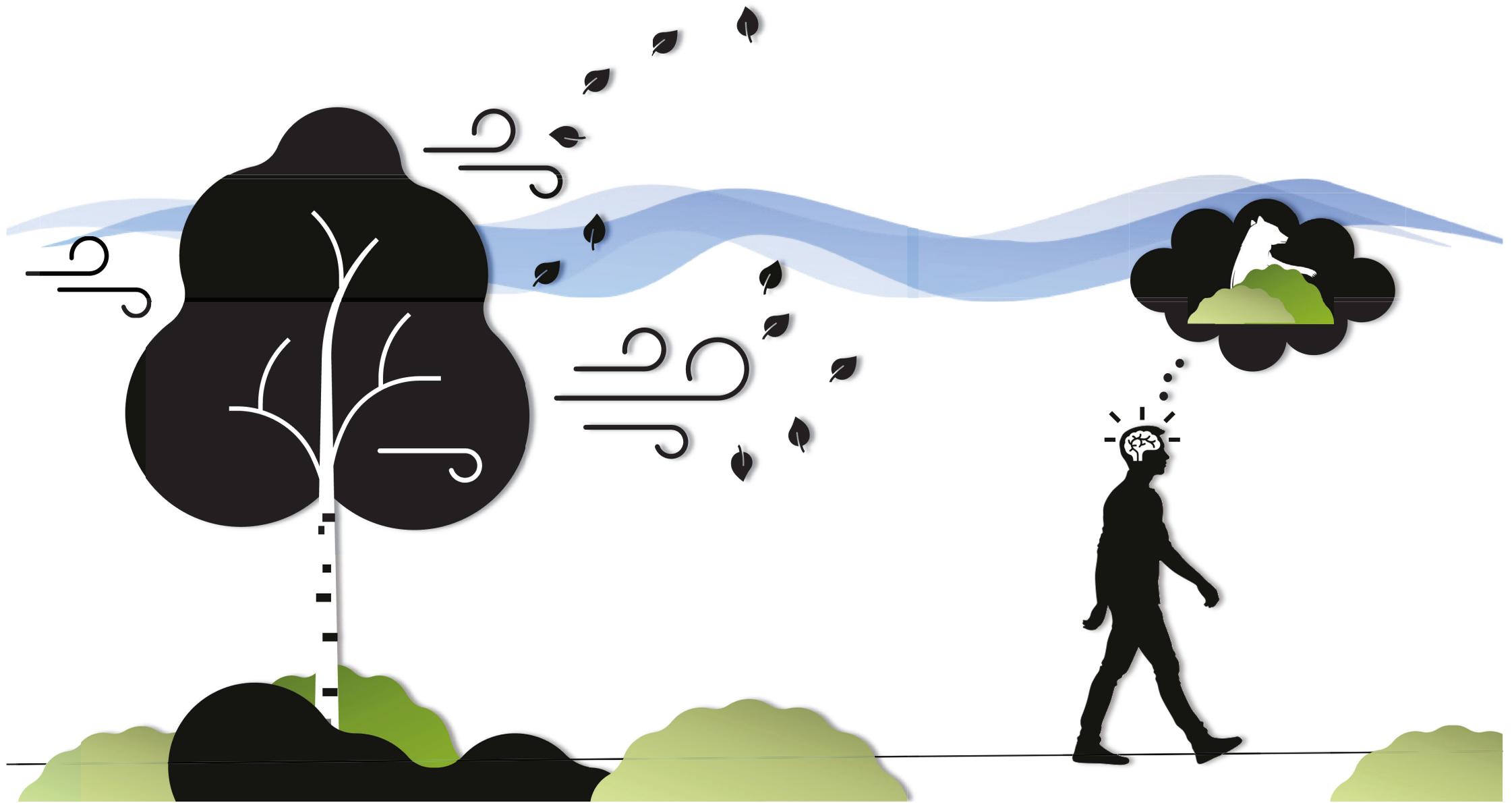
## **PERFORMANCE EXPECTATION:**

Lead Reduction in Force/Layoff Sessions

## **DESCRIPTION:**

- Facilitate layoff events including,
- Following compliance requirements,
- Calculating severance benefits,
- Preparing separation packet, and
- Conducting layoff meeting,  
while ensuring employee care and well being.

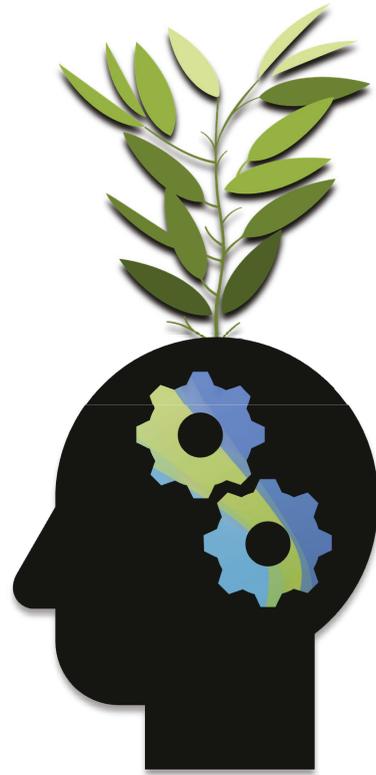






## HUMAN and ORG PERFORMANCE

- People are fallible, and even the best make mistakes.
- Context drives actions and behaviors.
- Leadership's response to failure matters.
- Blame fixes nothing.
- Improvement happens through learning.



## LEARNING MINDSET

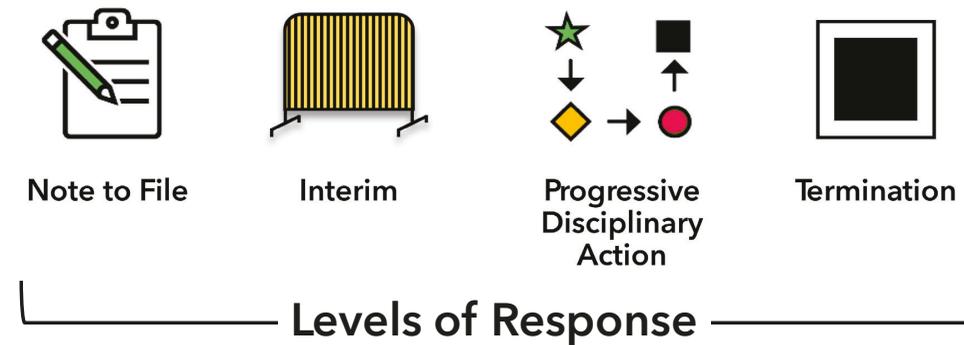
- Gain insights from the employee by asking about the decisions they made, and why they made them.
- Examine the external factors that may have influenced the action/behavior.
- Identify opportunities to shed more light on the behavior/ circumstance.
- Problem-solve and identify solutions with the employee.

*A learning mindset not only helps to more accurately identify cause and solutions, but also increases psychological safety.*

# QUESTION

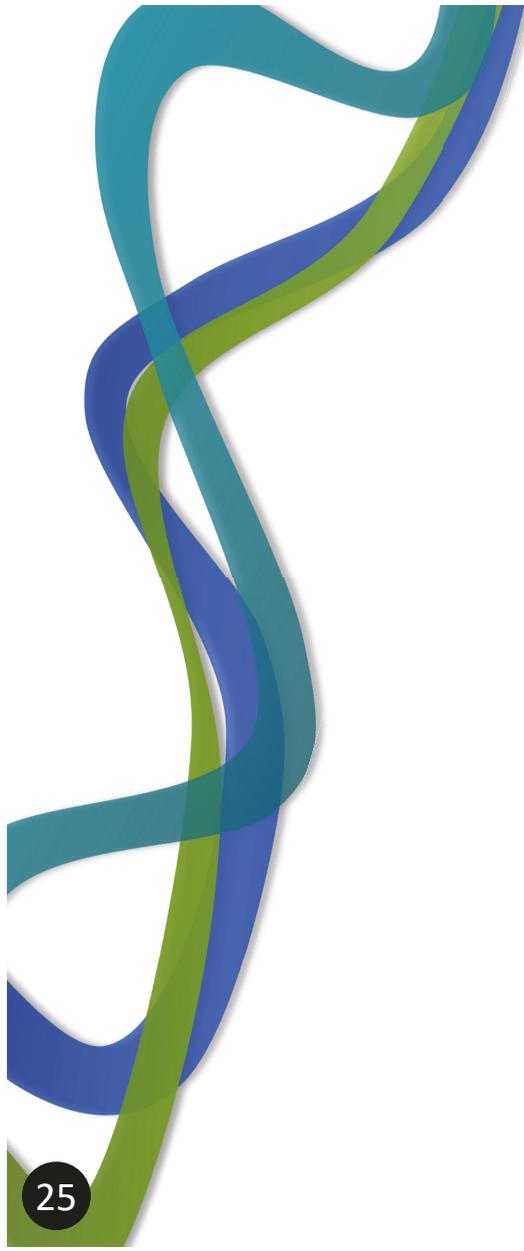
**What's at risk if LOW performance is not addressed?**

# LOW PERFORMANCE



# LOW PERFORMANCE Q&A

1. Review Low Performance content on pages 22-24 of your Participant Guide.
2. At your table, identify one (1) question your group would like answered regarding the Low Performance process.
3. Write your table's question on the flipchart.



# CARE ► TRUST ► INFLUENCE

Taking advice to heart requires  
we trust the person giving the advice.

Even when that person is our leader.



## Performance Influence

- With your partner, discuss the successes and obstacles you have experienced when leading low performance employees...or those who may struggle with performing above status quo.
- Help each other select a card to support trust to influence.

# QUESTION

What's at risk if HIGH performance is not addressed?

# Addressing **HIGH** Performance

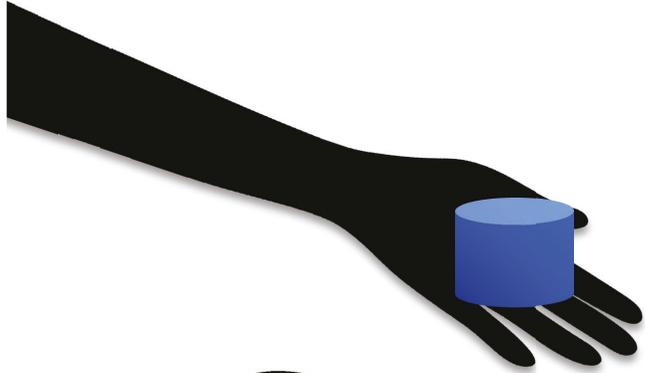




BELONGING happens when an employee can contribute authentically to the team and organization AND trust their contributions are valued.

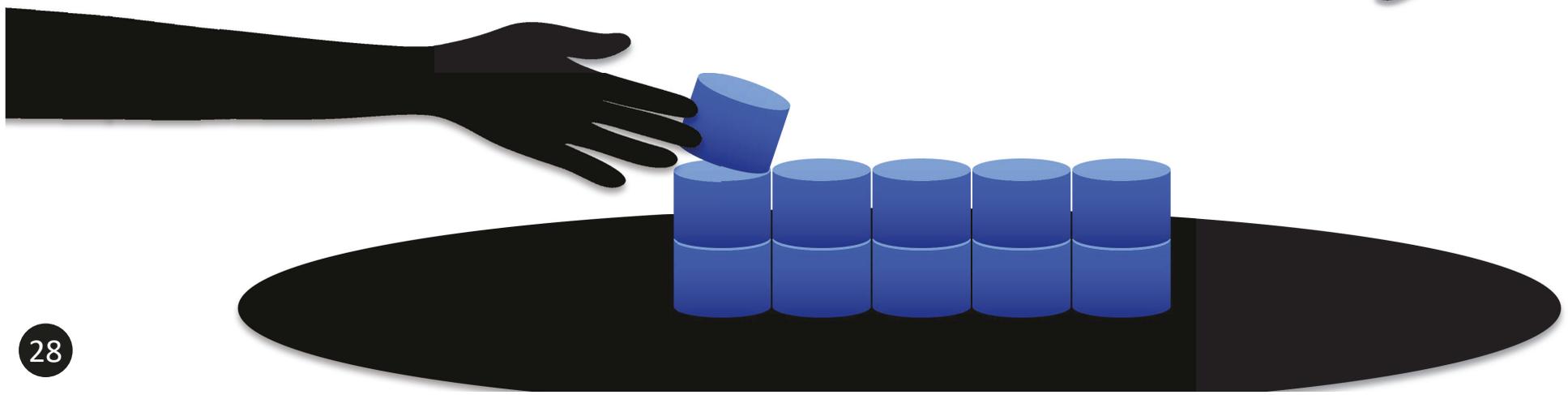
It enables employees to feel they fit into the big picture, contribute to the vision AND understand how their individual talents and strengths can support it.

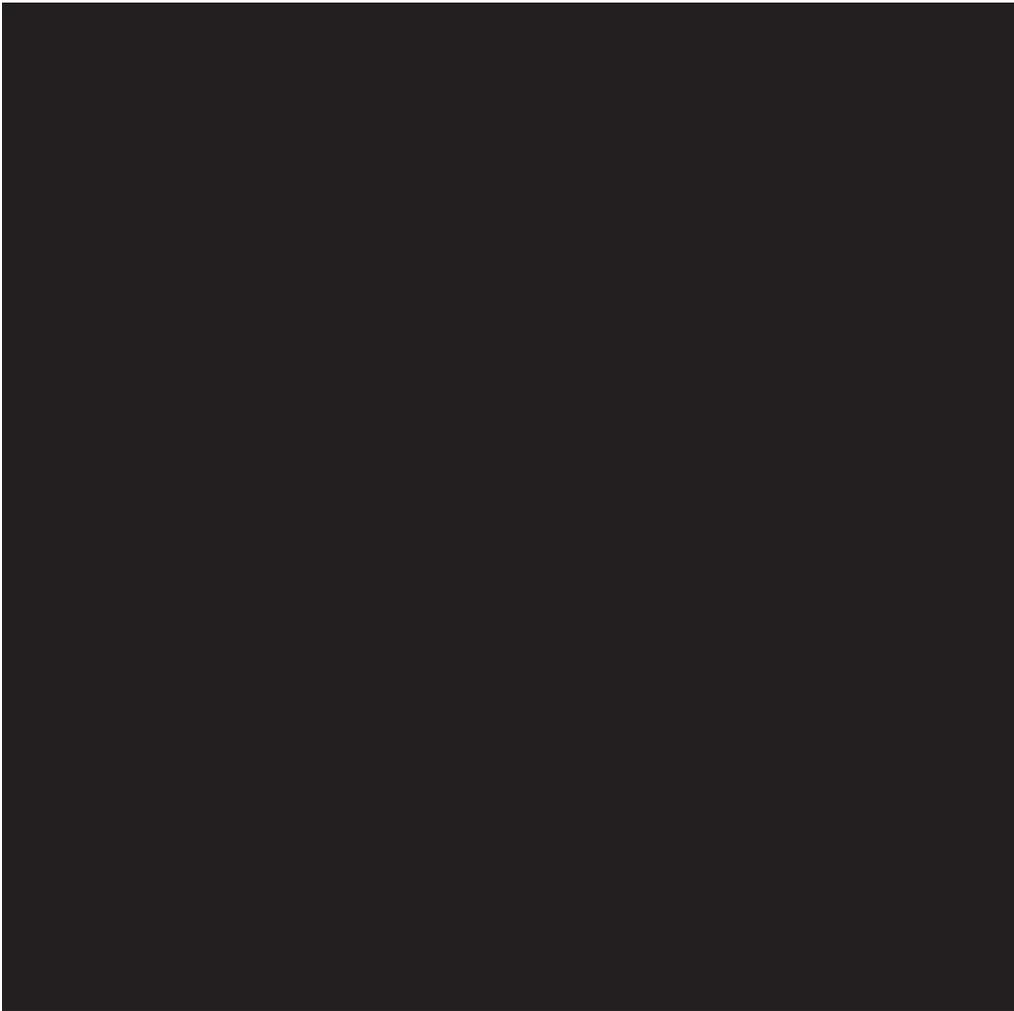




*"The greatest barrier to belonging is fitting in"*

-Brene Brown

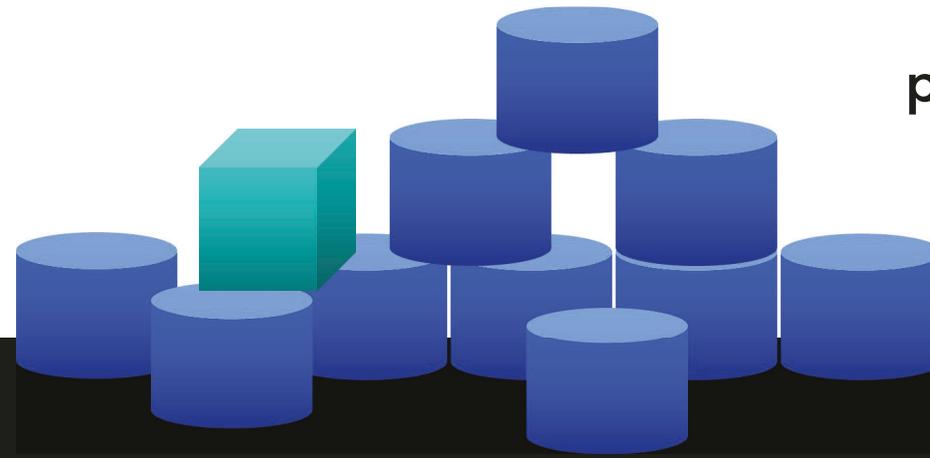


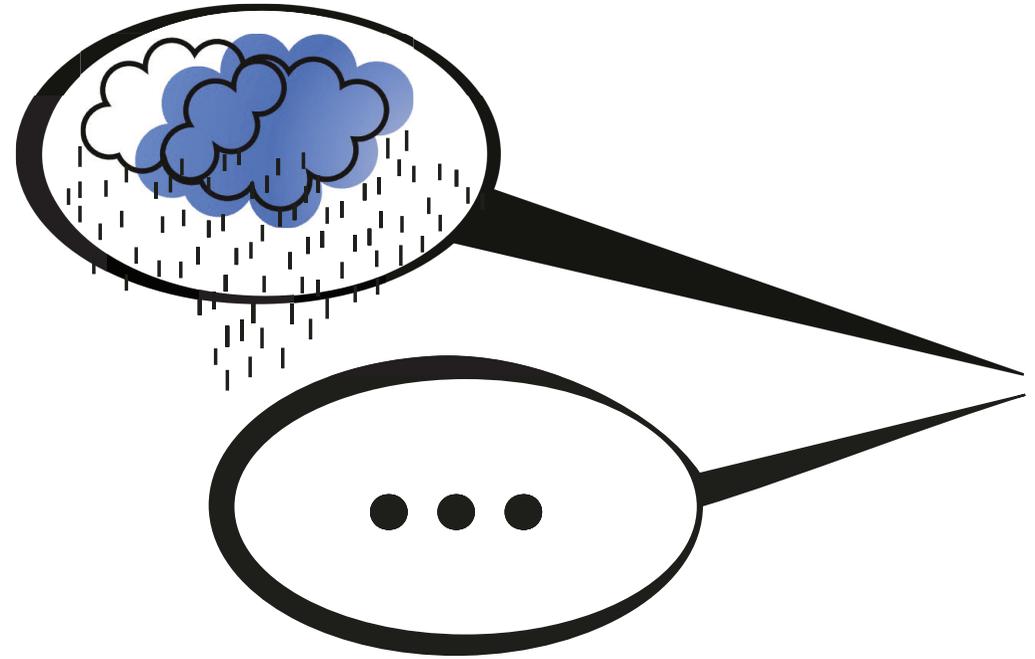


# FOSTERING BELONGING

When the culture makes space for people to bring their unique strengths and perspectives to the table, we begin to reach goals and exceed expectations as a team.

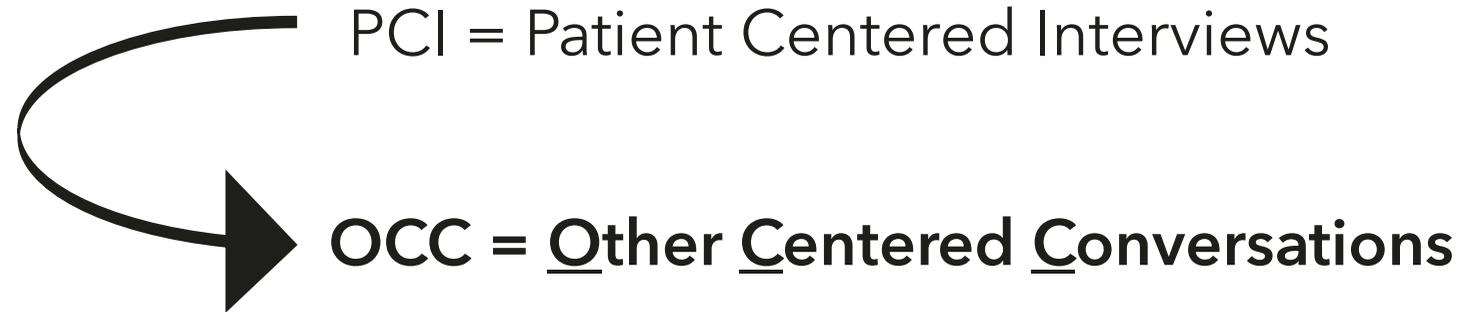
What are the practical ways to create a sense of belonging on a team?





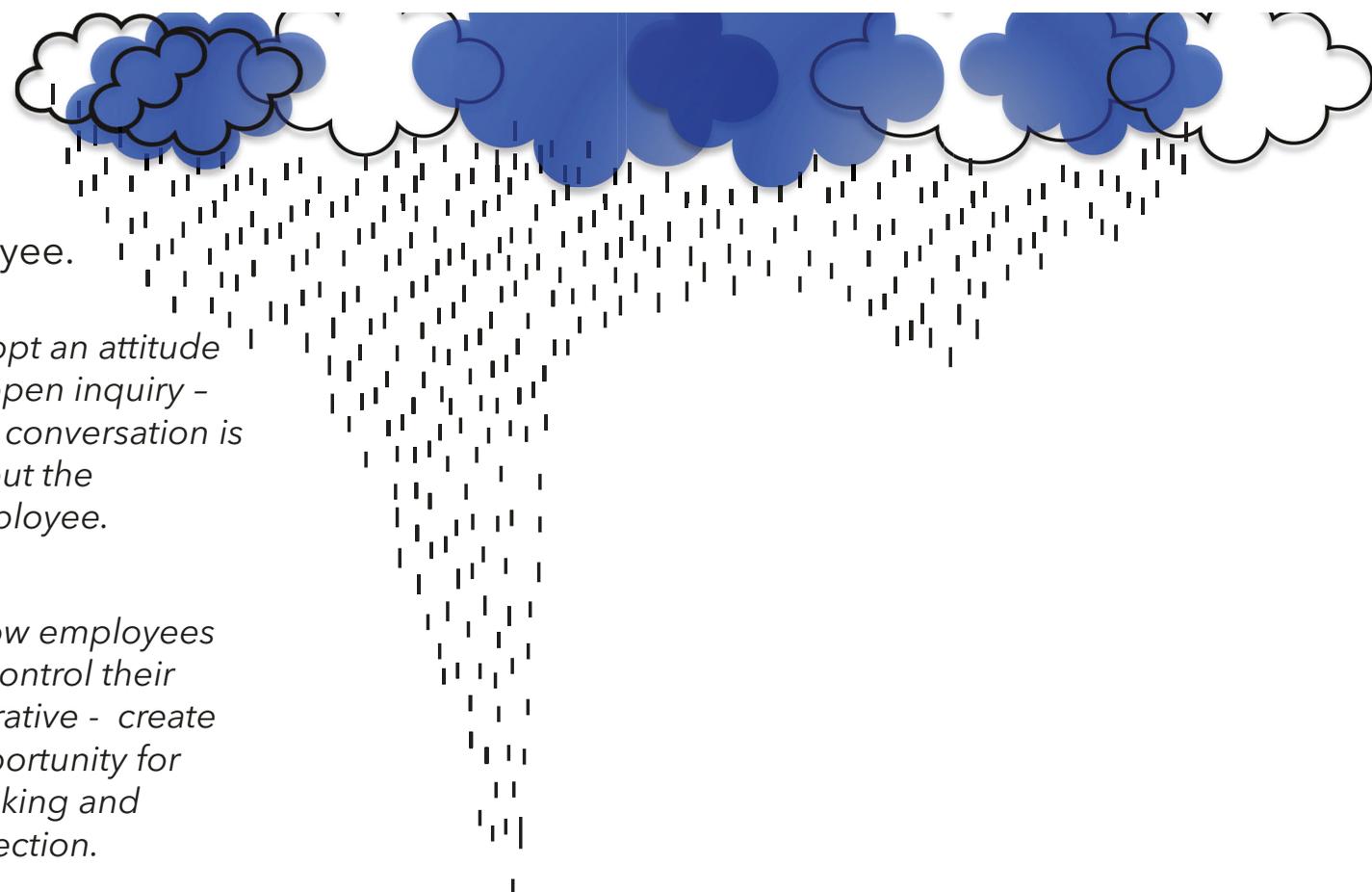
**30 HIGH STAKES CONVERSATIONS**

APPENDIX J-80



The **OCC** experience creates a safe place for employees to think about and share:

- Ideas about what is happening with their performance, and
- Their feelings about their performance, especially their fears/concerns/challenges.
- The impact of their behavior/actions on their performance.
- Their expectations about what should be done.



**OCC** is about the employee.

**Commit to putting thoughts, conclusions, and judgements, on hold.**

*Adopt an attitude of open inquiry - this conversation is about the employee.*

**Ask open-ended questions**

*Allow employees to control their narrative - create opportunity for thinking and reflection.*

**Allow for silence**

*Give time to think and reflect.*

**OCC** is about the employee.

**Commit to putting thoughts, conclusions, and judgements, on hold.**

**Ask open-ended questions**

**Allow for silence**

*Adopt an attitude of open inquiry - this conversation is about the employee.*

*Allow employees to control their narrative - create opportunity for thinking and reflection.*

*Give time to think and reflect.*



①

To take the perspective of another person or recognize their perspective as their truth.

②

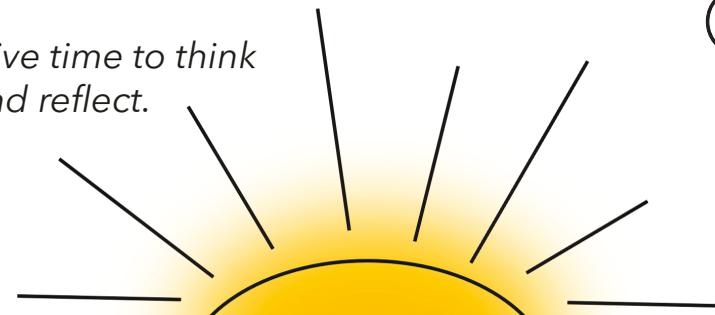
Stay out of judgment.

③

Recognize emotion in other people and communicate it.

④

Feel WITH people.



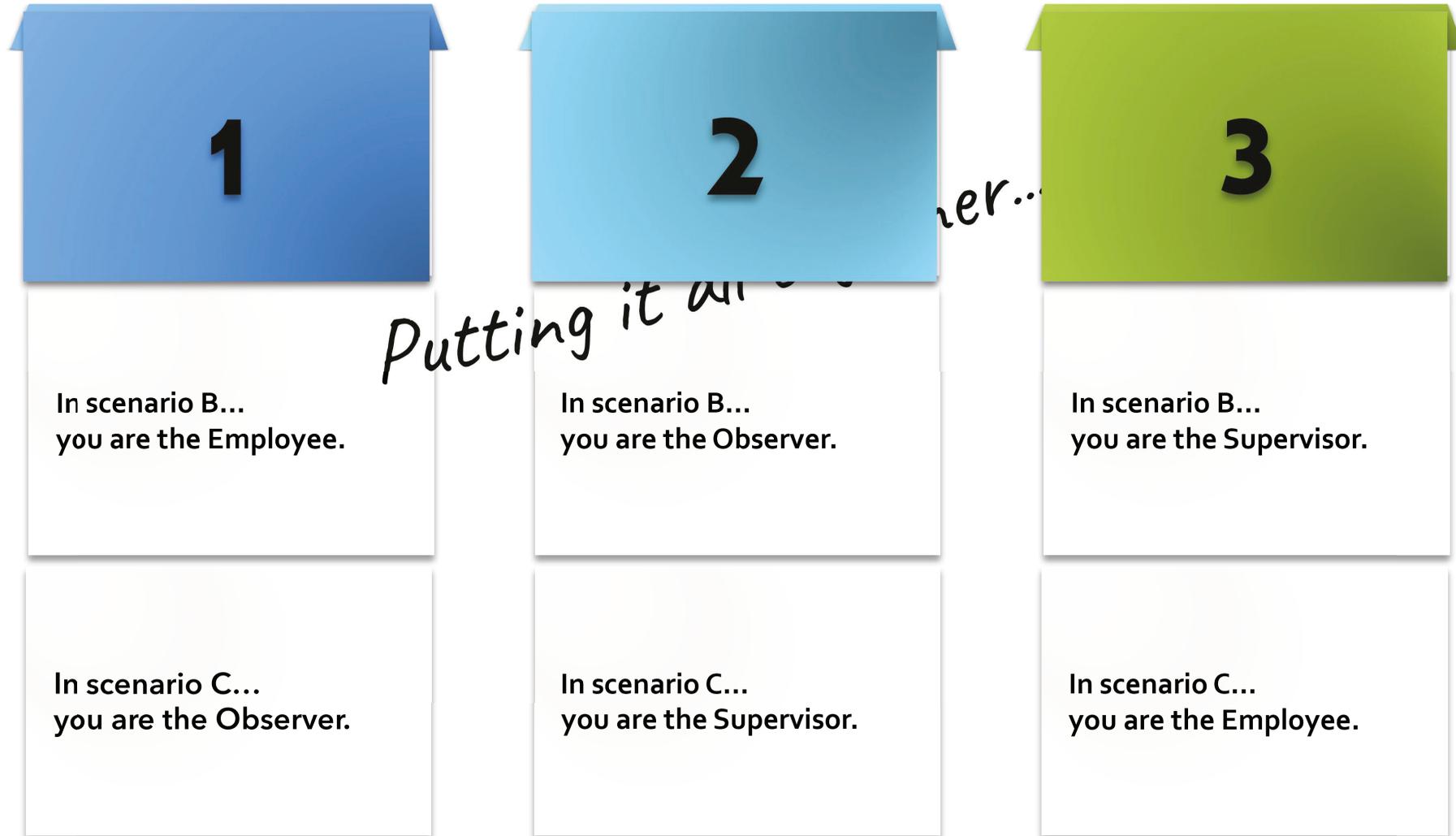
APPENDIX J-84

SOURCE: Empathy, Theresa Wiseman, as shared by Brene Brown

To **PREPARE** your thinking and mindset:

- Minimize distractions and be fully present.
- Examine your thoughts and feelings about the employee and conversation.
- Suspend your judgement and expand belonging.
- Be aware of possible blind spots you may have to be focused on the employee and the circumstance.
- Be willing to ask questions and fully explore the factors that may have influenced the employee's thinking/actions.
- Be of the mindset that all people make mistakes.



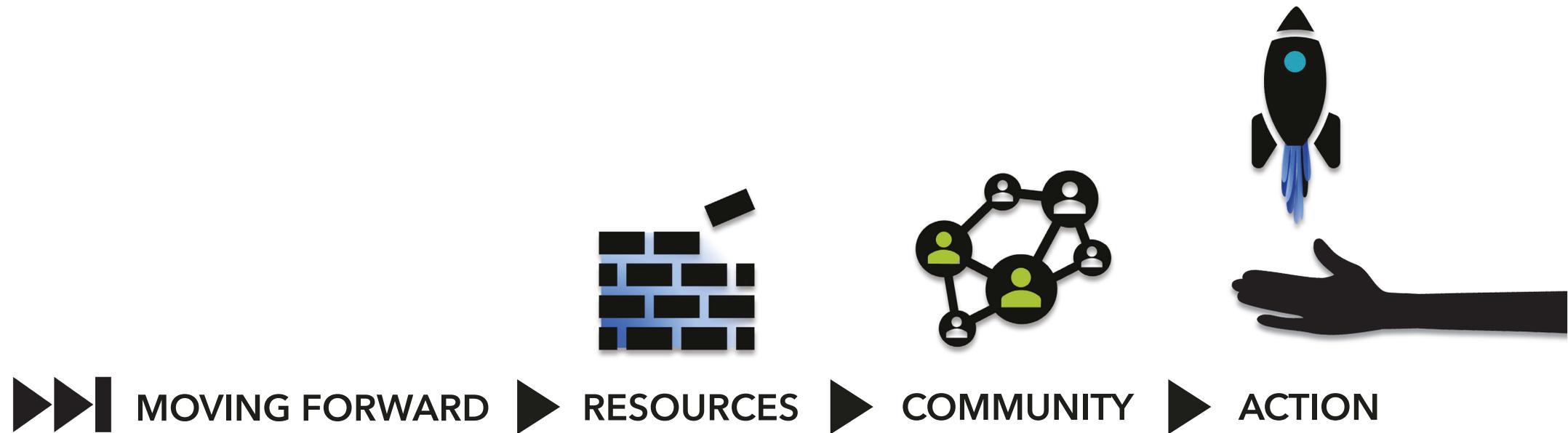


What are the culture investments  
you will make?

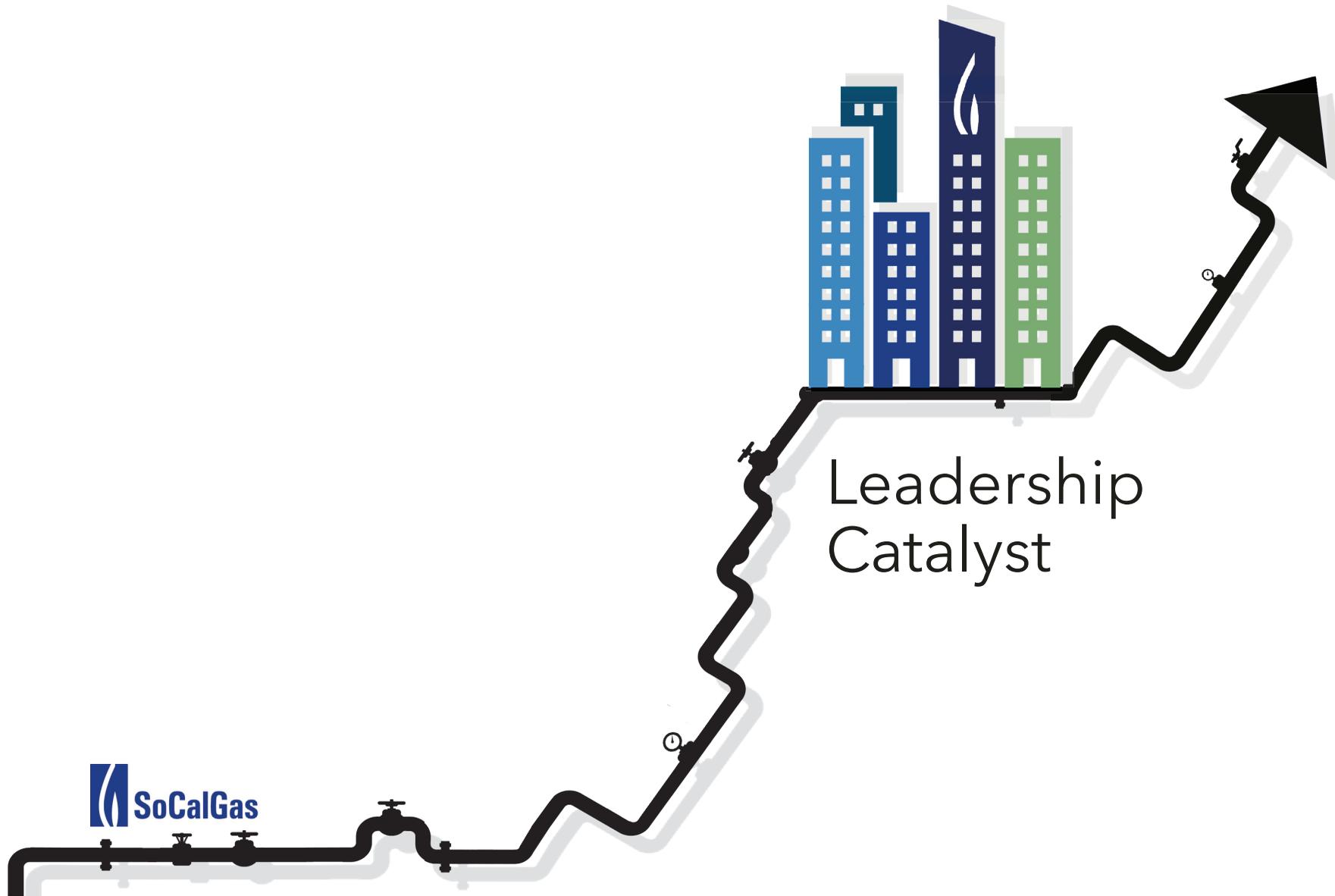




- What 3-5 Catalyst cards will you be your primary focus?
- What actions will you take to implement these behaviors and/or competencies?
- What do you hope your team will experience as a result?
- How do you expect your team culture will evolve and support the aspirational org culture?
- How will the current org culture support or challenge your team culture changes? What changes can you make or influence?
- What personal adjustments will you make?  
(Time, mindset, communication, connection, etc.)
- What other Catalyst cards will support safety and performance?



- Schedule conversations with your Catalyst Partner x3.
- Meet with your leader to share your Team Culture Plan.
- Meet with your team/direct reports to share your Team Culture Plan, invite their insights on the team's current culture...and their suggestions for evolving to the aspirational culture.
- Create a Leadership Catalyst Goal - track progress and discuss during Touchpoint conversations.





**Thank you for attending the  
Leadership Catalyst class!**

**Following this class, you will be sent a post-course  
survey or you can find it here.**

**Thank you!**

# APPENDIX K

**SAFETY  
FORWARD**

A SoCalGas Program

# Introduction to a Learning Team



# Learning Teams (LTs)

- One Method of Learning
- Opportunity for deeper organizational learning via broader stakeholder participation and exploration of complex human and organizational factors.
- Identify possible system deficiencies or unknown underlying conditions.
- Bolster the current incident investigation model to a more comprehensive, systems-based approach that focuses less on “who failed” during the event and focuses more on “what” aspects of the system surrounding the event for improved resiliency.

## Applicability

- Significant Events,
- Significant Trends,
- Events that warrant additional learnings,
- Successes

## Approaches

- Empower employees to conduct either of the following:
  - Integrate LT in select evaluations; or
  - Conduct LT in addition to select evaluations

## Potential Team Members

- Facilitator/Coach
- Sponsor
- Local Safety Champions
- Representative employees
- Impacted employees
- Supervisors
- Field Safety Advisors
- SMEs
- Contractors



# Definitions

**Learning Teams** - Focused on learning and continuous improvement

- Less structured and stakeholder-driven learning and exploration to identify possible system deficiencies or unknown underlying conditions

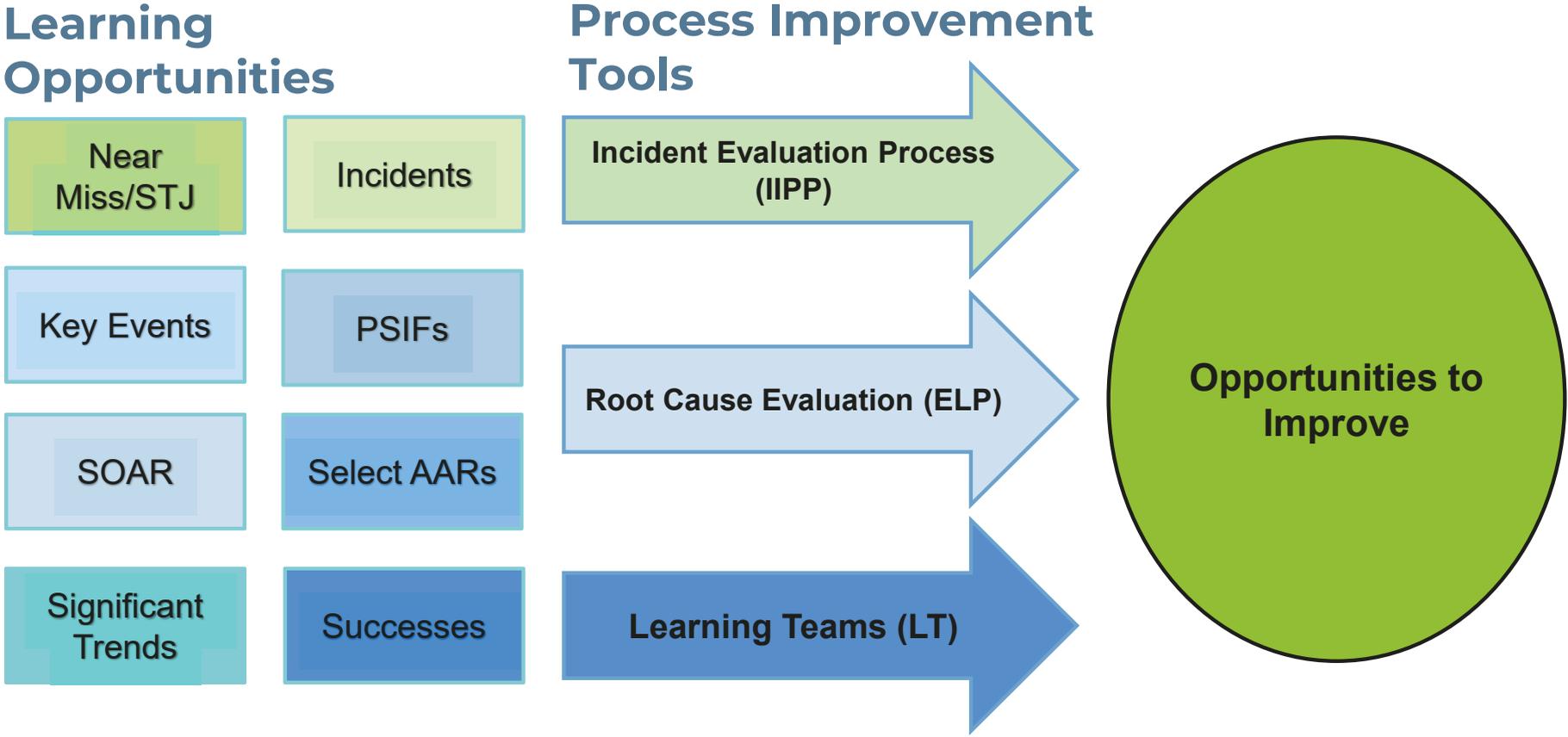
**Event Learning Process (ELP)** - Learning from events that happened or nearly happened

- Structured and deeper-dive analysis of “Moderate” or “Significant” events to determine root causes and identify corrective actions or enhancements

**IIPP Incident Evaluation Process (IEP)** - Learning from events that happened or nearly happened

- Structured evaluation of “Minor & Moderate Events” to find the root causes of an event and prevent a recurrence

# Learning Opportunities High Level Process



# Learning Team Goals

To gain a deeper understanding of how work takes place on the [Blue Line](#). In addition to this context rich understanding of work, LTs provide:

1. Areas for improvements
2. Worker owned ideas to improve
3. Restoration and healing
4. A tangible way to demonstrate the power and value of HOP principles in action

# Question Difference

---

## Investigation

Questions are designed to test a **theory**, check a **cause**, or hunt for an **explanation**

## Learning

Questions are designed to **encourage** people to **teach us** the good, bad and ugly of their work world

# Learning Team is **not**



# Learning Team *is*



Not the only way to learn (e.g., 5 Why, Fishbone, RCA, TapRoot)



Helps us understand the context from the worker's point of view



Allows us to walk in worker's shoes



Practice of Industrial Empathy (Listening to Understand vs. Listening to Respond/Solve)



Allows to understand Context and discover underlying conditions



Promotes Psychological Safety for all team members



Provides clarity around workers are not "problem to be solved" but the actual "problem solvers"

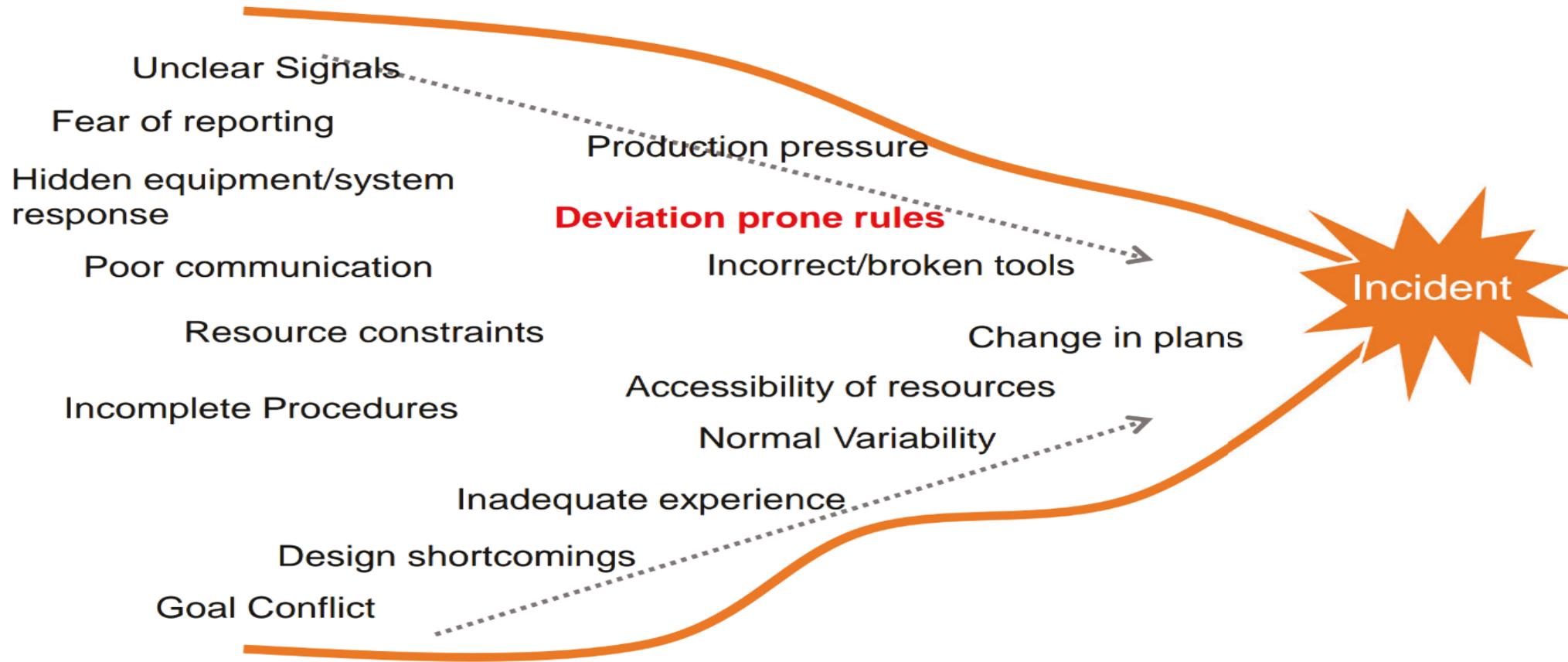


Promotes accountability in the form of ownership

# Good Concepts for Learning Teams

What Works	What Doesn't Work
Workforce/Org Changes/Issues	If Discipline is in Consideration
Process Improvement	Can't Justify Resources
Complex Systems	Personal Conflicts
Employees Frustrations with "Normal" Work	Formal RCA process is specified
Near Misses/Stop the Jobs	Employees involved with the event that are not available
Significant Trends	SIFs

# Common Error Traps



# Latent Conditions and System Weaknesses

<b>Latent Conditions: Job Factors</b>	<b>Latent System Weaknesses: Organizational Factors</b>
Constant disturbances and interruptions	Poor work planning
Missing or unclear instructions	Lack of system safety and barriers
Poorly maintained equipment	Inadequate responses to previous incidents
High workload	One-way communications
Noisy and unpleasant working conditions	Deficient coordination and responsibilities
Individual factors	Poor design of equipment or layout
Low skill and competence levels	Ineffective training
Tired employees	Inadequate supervision
Bored or disheartened employees	Inadequate resources (e.g., people and equipment)

# 6 Characteristics of Learning Teams



## Psychological Safety

- 1) Having a manager kick-off the session
- 2) The style of how we ask questions
- 3) How we set up
- 4) How we take notes
- 5) The team make-up



## Learning about normal work

The questions are designed to learn about the good, bad and ugly of what it takes to get work done.



## How we ask questions

Avoid asking questions that put people on the defensive.

# 6 Characteristics of Learning Teams



Providing time to think

Reflection/Soak Time



Learning before defining what to improve

Learn before deciding what we want to work on



End Product

- 1) A deeper, context-rich understanding of work
- 2) Areas for action
- 3) Team-owned ideas to improve

# The Learning Team Process



## Learning

Learn before ‘fixing’  
Understand Context



## Define Problem(s)

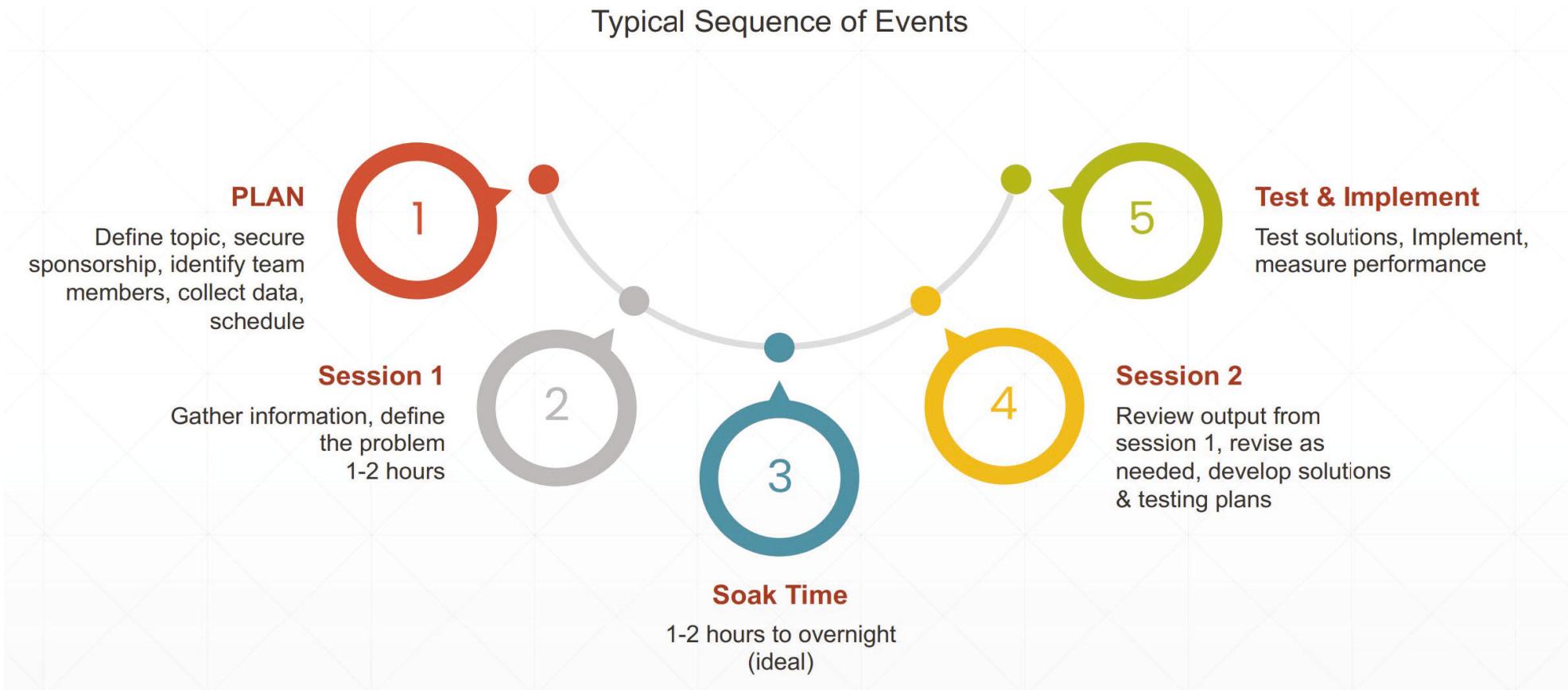
Area for Improvements



## Improvement

Build Defenses & Capacity  
TryStorming  
Span of Control

# Learning Team Process



# Learning Team Roles & Responsibilities

## Sponsor

- Person with authority over the work being studied; sets boundaries for the Learning Team, actively supports the activities of the team, works with team to remove barriers, approves outcome, follows up on actions generated. Kicks off session 1, attends wrap-up

## Coach

- Facilitates the activities of the team; keeps team on task, ensures all viewpoints are heard, resolves conflicts within team, works to create consensus among team members, ensures focus stays on learning.

## Scribe

- Documents information identified by the team, works with team members and coach to prepare final report.

## Involved Persons

- Those closest to the issue; victims, witnesses, those that do the work, those that raised the issue.

## Outside Eyes

- Someone not as close to the issue, that can offer an outside perspective, ask clarifying questions.

## SME

- Optional - someone with recognized expertise on the subject; brought in as needed

## Others

- Supervisor (Optional)
- Those that perform similar work (Optional)
- Union representative or safety delegate (Optional)

# APPENDIX L

# Change Management Strategy

## *Organizational Change Management (OCM) and Communications Strategy for "Safer Together" North Star*

### Strategy Overview

To effectively champion SoCalGas's commitment to transforming its safety culture under the "Safer Together" North Star, we are refining our organizational change management (OCM) and communications strategy.

The revised strategy addresses the challenges of our previous more compartmentalized approach by unifying comprehensive safety-related communications and engagement efforts into a cohesive framework.

Our primary objective is to establish a holistic approach that not only fosters clarity but also mitigates change saturation, promoting that all safety elements are aligned under our Safer Together North Star vision of safety culture transformation.

### Change Saturation Assessment and Insights

A recent assessment by the Safety Forward Change Management Team revealed varying levels of change saturation across the organization:

- Field Operations Supervisors: Mid to Very High Change Saturation
- Frontline Represented Employees: Mid to High Change Saturation
- Directors, Management, and Office Operations: Low to Mid Change Saturation

These findings highlight the need for a more integrated OCM and targeted communication strategy. Our revised strategy is designed to address change saturation by simplifying and consolidating communications, ensuring employees clearly understand the connections between various safety elements and efforts.

### Consolidated Comms and OCM Approach

Our revised strategy will integrate our safety-related communications and change management activities into a seamless approach that connects and amplifies the various Safer Together elements.

This strategy includes the following key components:

## Unified Messaging:

1. We will craft a consistent narrative across safety elements, enabling employees to understand how various Safer Together components, programs, and elements interconnect and contribute to the overarching goal.
2. This messaging will emphasize the “Safer Together” North Star, reinforcing the interconnectedness of all efforts and underscoring the synergy between efforts to prevent confusion, foster understanding, and mitigate change saturation.

## Centralized Planning and Execution

1. A Safer Together Communications, Engagement, and OCM Committee will be established to support the planning, delivery, and management of communication and engagement activities.
2. This committee will be comprised of communications, change management, and safety, and will promote coordinated planning and execution.

## Clear Objectives

1. We will define objectives for communication efforts, including increasing awareness of safety culture initiatives, enhancing employee engagement, and promoting a comprehensive understanding of safety.
2. These objectives will be directly aligned with SoCalGas’s safety goals and the “Safer Together” North Star vision.

## Simplified and Intentional Communication

1. Our communications will be drafted to be clear and with simplified language to relate messaging to employees’ daily work experiences.
2. By tailoring and simplifying messages based on the feedback we have received from employees, supervisors, and managers across SoCalGas, we will promote that all communications are better understood, reducing barriers to engagement.

## Collaboration and Integration

1. We will transition to a cross-functional, collaborative strategy, to enhance organizational alignment.
2. This is intended to reduce confusion and foster a unified safety culture, supporting our Safer Together North Star.

## Staggered Rollout of Initiatives

1. To prevent overwhelming employees, we will employ a staggered rollout of safety culture improvement change management and communication activities and deliverables.

2. This phased approach will allow employees to adapt to changes and communication progressively.
3. By strategically staggering the communication of the various components, we will manage change saturation more effectively and maintain employee engagement.

## Continuous Feedback and Iteration

1. Regular feedback mechanisms will be enhanced and implemented to gather insights from employees and stakeholders.
2. These insights will be used to refine and adjust our communication strategies, ensuring they remain effective and responsive to the evolving needs of the workforce.

## Communication and Engagement Channels

A comprehensive review will be conducted to identify the most suitable communication and engagement channels to support the new strategy.

Channels under consideration include:

- Employee Engagement and Safety Communication Channels:
- Leadership and Stakeholder Engagement:
- Contractor and Partner Outreach:
- Digital and Multimedia Channels:

## Phased Implementation

To promote the successful adoption of our new communications and change management strategy, we will employ a phased implementation approach.

### Phase 1

#### **Formation of the Safer Together Enterprise Communications, Engagement, and OCM Committee**

- Identify and recruit key representatives.
- Develop a comprehensive communications plan.
- Establish governance structures to promote consistent messaging and coordinated engagement efforts.

### Phase 2

#### **Review and Optimize Communication Channels**

- Review existing communication channels to assess their effectiveness in supporting our holistic strategy.

- Explore alternative channels to better reach employees.
- Select the most impactful channels for delivering integrated communication and engagement activities.

## Phase 3

### **Integrated Communication and Engagement Activities**

1. Implement integrated communication campaigns utilizing the selected channels.
2. Employ a staggered rollout approach to avoid overwhelming employees with multiple changes at once, thus managing change saturation more effectively.
3. Monitor the effectiveness of communication activities.

## Phase 4

### **Continuous Feedback and Learning**

- Facilitate ongoing feedback sessions to evaluate the effectiveness of communication efforts and identify areas for improvement.
- Use feedback to adjust communication and change management strategies, fostering a culture of continuous improvement.

## Conclusion: A Holistic, People-Centric Approach

Our revised change management and communications strategy is designed to create a more integrated, people-centric approach that aligns our safety culture efforts under the “Safer Together” North Star.

By adopting a phased OCM and communication implementation plan, consolidating communication efforts, simplifying messaging, and fostering engagement and collaboration, SoCalGas is committed to supporting our Safer Together North Star vision.

# APPENDIX M

## **2EC Report Areas in Need of Attention Mapping to SoCalGas Actions**

SoCalGas recognizes the 2EC Report and associated Areas in Need of Attention (below) represent, “the reality of the members of the organization through their perceptions, values, beliefs, and understandings and are influencing the organizational behaviors.”<sup>1</sup> Accordingly, SoCalGas has devoted significant time and energy exploring the 2EC Report through dialogues and co-creation sessions to analyze and understand the cultural drivers or basic assumptions that are creating and shaping these more observable manifestations of culture. The Plan details our actions, along with summaries of learnings and activities, to understand the cultural basis of our challenges, opportunities for improvement, and proposed change elements.

In co-creating our cultural understanding and proposing Safety Culture Improvement Plan, we integrated the conclusions and recommendations of the 2EC Report into the analysis and supplemented that information with learnings from our dialogues. In so doing, the elements of our Plan are based on a foundational understanding of the 2EC Report and are intended to enable a holistic change and improvement effort to change culture by influencing and shaping the assumptions or beliefs that impact actions and performance. That noted, we also cross referenced our change and improvement elements to each of the Areas in Need of Attention to one (or more) of the four Improvement Elements. In this way, we could “check” our plan and analysis. Through this effort, SoCalGas identified improvements; verified that our change and improvement elements and actions align with underlying drivers for the areas in need of attention identified by 2EC; and recognize the need for ongoing reporting, measurement, and assessment to verify that our improvement and change actions are impacting and influencing culture as intended. In identifying the elements below, SoCalGas identified the following interconnected goals and objectives:

- Element 1: Communicate and implement a comprehensive approach to safety
- Element 2: Foster and celebrate curiosity and empower employees and contractors to speak up, question, and share their ideas
- Element 3: Commitment to engaging in collective efforts to understand organizational challenges and better prioritize resources
- Element 4: Advance collaboration and an integrated management system through enhancements to our Safety Management System.

---

<sup>1</sup> 2EC Report at 6.

***Overarching Theme 1 - Safety is most often perceived as personnel safety.***

Area in Need of Attention	SoCalGas Action
<p>Public Safety and Security were seldom discussed in the conversation around safety.</p> <ul style="list-style-type: none"> <li>• Observations of Safety Compliance calls at SoCalGas indicated that pipeline safety is presented as beyond “normal safety.” Normal safety is more concerned with driving, personnel and customer safety.</li> <li>• During System Status calls at SoCalGas, other than an initial Safety Tip, no mention of safety was made around the work processes being discussed.</li> <li>• Most documents reviewed around effective safety communication focused exclusively on personnel safety, e.g., driving policy, health protocols.</li> <li>• Interviewees at SoCalGas indicated that employee safety training focuses on personnel safety without the inclusion of public safety.</li> </ul>	<p>Elements 1, 2, and 4 address this Area in Need of Attention.</p>
<p>The absence of Security was noted during multiple field observations at SoCalGas.</p> <ul style="list-style-type: none"> <li>• An installed fence was removed for construction and not replaced.</li> <li>• No security at several visible and accessible site entrances that had exposed pipes.</li> <li>• Aliso Canyon is now getting additional and updated security cameras.</li> </ul>	<p>Elements 1, 2, and 4 address this Area in Need of Attention.</p>
<p>Interviewees indicated that while the Emergency Operations Center and Security Management meet, they do not talk about threats that could potentially impact both areas at the same time.</p>	<p>Elements 1, 2, and 4 address this Area in Need of Attention.</p>

<p>Some management interviewees at SoCalGas indicated that they believe they are enhancing safety culture by training 5000 employees, showing videos with Executive Managers and members of the Leadership Team, having the SMS Plan, and conducting some interviews and focus groups. Safety Culture Perception Survey results, however, indicated that significant differences still exist between managers and directors and frontline employees at SoCalGas on their perceptions around safety. Managers and Directors had significantly more positive perceptions of safety overall than frontline employees.</p>	<p>Element 1 addresses this Area in Need of Attention.</p>
<p>SoCalGas does not use an integrated and systematic process for evaluating and implementing change so that all aspects of safety are considered. The following bullets detail this issue.</p> <ul style="list-style-type: none"> <li>• Individuals representing changes in standards, processes and leadership work independently without assessing the overall strategic impact of the changes occurring in their area to the other areas. (D1,8)</li> <li>• Change management is related to business units more than safety with no systematic risk assessment of change (SPD-03, Appendix D).</li> <li>• While SoCalGas recently positioned the Chief Safety Officer as a direct report to the CEO of the company, the reason for the change has not been clearly communicated or understood even by those in leadership positions.</li> <li>• Interviewees indicated that if organizational changes did not directly impact your group, then leadership would get a quick call before the general announcement; if the group was directly impacted by the change, then a call with leadership and their direct reports would be made to go over the details of the change.</li> <li>• Interviewees perceive that most “management of change” is around changing standards.</li> <li>• Interviewees expressed the opinion that SoCalGas tries to comply with CPUC through changing policies without the appropriate change management strategy.</li> <li>• Interviewees describe change management occurring by email without any explanations.</li> </ul>	<p>Element 4 actions address this Area in Need of Attention.</p>

<p>Leaders at SoCalGas are not consistently observing, coaching or reinforcing standards and expectations.</p> <ul style="list-style-type: none"> <li>• Supervisors in the field did not take notes or actions on issues related to inconsistent use of personal protective equipment, foreign material in excavation sites, incorrect information from databases required for mapping, work activities.</li> <li>• Interviewees describe an unhealthy mindset for safety in the field, ‘if don’t feel like wearing PPE (personal protective equipment), don’t’; it’s not about safety but about rules that they don’t have to follow; there is a lack of integrity.</li> <li>• The lowest scores on the survey questions for Sempra respondents around leadership were about management being in the field. (D1,8)</li> <li>• Some SoCalGas interviewees indicated that managers do not have time to come out to the field and those that do often do not have the right PPE.</li> <li>• SoCalGas interviewees described leaders talking about safety, but that they don’t take action to replace old equipment or provide better equipment.</li> <li>• Some interviewees at SoCalGas perceive feeling some tension between working perfectly to standards and pushing through work orders. They describe a lot of time pressure to get tasks done, e.g. customer service, call center, sometimes without being able to complete the job as prescribed in the standards.</li> </ul>	<p>Elements 1 and 2 address this Area in Need of Attention.</p>
<p>Some interviewees questioned whether recommendations and feedback from both Sempra and SoCalGas’ corporate governance, review boards, and independent oversight organizations override Senior Management’s ultimate responsibility for decisions that affect safety.</p> <ul style="list-style-type: none"> <li>• Observations of SoCalGas Senior Management meetings indicated confusion with the governance model by Sempra. Some SoCalGas Board items must first go to the Sempra Board for review, but not for formal approval. Dialogue around these items is not formalized and then the items are returned to the SoCalGas Board. These items include, policy, dollar level authorizations, control structure, regulatory findings, work order summary sheet (monthly commitment) (D1,8,9).</li> <li>• Some interviewees believe that the SoCalGas Board is strongly influenced by Sempra because of the significant participation by Sempra officers. (D2,3)</li> </ul>	<p>Elements 1 and 4 address this Area in Need of Attention.</p>

Survey respondents in SoCalGas's Construction, Distribution, Planning & Project Management, Gas System Integrity & Programs, and Gas Transmission Ops groups had the lowest response rates (52 - 59%).	Element 1, 2, 3, 4, and the ongoing dialogues address this Area in Need of Attention.
Nearly a third of all SoCalGas survey respondents do not perceive that employees are recognized for safety conscious behaviors.	Element 1 addresses this Area in Need of Attention.
Approximately 20% of SoCalGas survey respondents indicated that they are sometimes cynical about safety.	Element 1 addresses this Area in Need of Attention.
Interviewees expressed the perception that a double standard exists around accountability in SoCalGas. Some interviewees reported that if a manager makes a mistake, they are moved, sometimes up in the organization or they are fired and then they are asked back a couple years later. If a non-supervisor makes a mistake, sometimes because they were following the verbal instruction of their supervisor, they get blamed for not following policy and disciplined.	Elements 1 and 2 addresses this Area in Need of Attention.
Several interviewees at SoCalGas indicated that there is no accountability, 'I can do wrong and there is no consequence'.	Element 1, 2, and 4 address this Area in Need of Attention.
Several interviewees at SoCalGas when asked who owns safety, responded Leadership and the Chief Safety Officer.	Elements 1, 2, and 4 address this Area in Need of Attention.
Interviewees at SoCalGas indicated that although all policy changes must be reviewed by each individual and acknowledged online to ensure accountability; in the past individuals used to have meetings with supervision to go over the changes and have an opportunity to ask questions.	Elements 1 and 2 addresses this Area in Need of Attention.

Interviewees at SoCalGas indicated that employees are disciplined for not following company policies, but this is inconsistently implemented. Supplemental personnel (contractors) do not always understand, and/or practice expected behaviors and actions.

- SoCalGas respondents to the Safety Perception Culture Survey had some of the lowest scores on the question of contractors being held accountable.
- Survey comments indicated the perception that contractors are not held to the same standards as SoCalGas employees.
- Contractors had a very low response rate to the Safety Culture Perception Survey even though they had been requested to complete it.
- Observations identified inconsistent use of PPE by contractors in the field.
- Questions raised about contractors using a different system for reporting non-compliances.
- Interviewees indicated that some 3rd party inspectors overlook actions that do not comply with SoCalGas standards.
- Interviewees described little to no contractor oversight and perceive this is because it is less of a direct liability for the company.

Elements 1, 2, and 4 address this Area in Need of Attention.

<p>Observations and interviewees at SoCalGas indicated that a consistent, systematic approach to decision-making where risk insights are incorporated as appropriate is frequently not implemented. Following are examples.</p> <ul style="list-style-type: none"> <li>• Judgments are frequently required in the tasks of personnel in the field and yet not acknowledged by supervision as such, e.g., on a locate and mark work order, two homeowners were not at home and an electric current could not be attached to enable indications. The technician decided that given the ‘normal’ way pipes were installed, the pipe was ‘probably’ outside the dig area and therefore he decided not to mark it.</li> <li>• Interviewees described a situation in which the policy stated that only certain equipment can be used on a 36-inch pipe, but a ‘solution specific enhancement’ of increasing the pipe fitting was used because some pipeline is older than policy.</li> <li>• Many interviewees that rely on policies indicated that most policies have ‘grey areas’ where judgments are required. Most described depending upon supervisors to help make the decisions but also expressed that with many ‘new and inexperienced supervisors’ they often rely on co-workers or themselves.</li> <li>• Interviews indicated that supervisors and managers underestimate the number of interpretations, judgments, and field relevant knowledge that their field workers report and struggle with.</li> <li>• Interviewees indicated that calls on categorizing leaks are judgment calls.</li> <li>• Interviewees indicated that in analyzing risk they are finding a more cost-effective solution, emphasizing the talk around cost.</li> </ul>	<p>Elements 1 and 2 addresses this Area in Need of Attention.</p>
<p><b><i>Overarching Theme 2 - Safety and risk are perceived as achieved by compliance.</i></b></p>	
<p><b>Area in Need of Attention</b></p>	<p><b>SoCalGas Action</b></p>
<p>The consistent focus by interviewees in SoCalGas and Sempra on the very positive perceptions and actions around personnel safety while attributing the job of risk assessment to someone else’s job contributes to the lack of a questioning attitude.</p>	<p>Elements 1 and 2 addresses this Area in Need of Attention.</p>

<p>Interviewees across various locations in SoCalGas expressed concerns that some leadership has accepted the smell of gas as normal.</p>	<p>Elements 1 and 2 addresses this Area in Need of Attention.</p>
<p>During a tour of Aliso Canyon, it was pointed out that the water supplies along the road leading up to the well were not marked. The organization had not anticipated and questioned the importance of being able to access the water supply during an event.</p>	<p>Elements 1 and 2 addresses this Area in Need of Attention.</p>
<p>Interviewees at SoCalGas indicated that when standards change, each group, i.e., training group, evaluates change for its program. However, individuals were not aware how or who was questioning the impact of the changes for the entire organization, e.g., management of change process.</p>	<p>Elements 2 and 4 address this Area in Need of Attention.</p>
<p>Some interviewees indicated that SoCalGas has a long history of a compliance mindset versus a competence mindset.</p>	<p>Elements 1 and 2 addresses this Area in Need of Attention.</p>
<p>Both SoCalGas and Sempra Safety Culture Perception Survey respondents had lower positive responses to the statement about the extent to which questioning management decisions is encouraged compared to other questions on the survey. This is consistent with SoCalGas responses to the survey questions identified in the trait labeled Environment for Raising Concerns.</p>	<p>Elements 1 and 2 addresses this Area in Need of Attention.</p>

<p>Some SoCalGas interviewees indicated feeling inhibited to raise safety concerns because of fear of embarrassment or harassment by supervision.</p> <ul style="list-style-type: none"> <li>• Interviewees identified that some supervision does not want them to report fatigue; if reported the supervisor comes to the job site to drive the individual back to the base often perceived as embarrassing but then lets the worker drive home alone.</li> <li>• Some individuals do not perceive that they can ask questions which might reveal what they don't know, e.g., about policies; it would create a negative perception about them among their supervision.</li> <li>• Interviewees indicated that they perceive they cannot use Stop the Job in the Call Center.</li> <li>• Several interviewees at different locations indicated that they perceive pressure not to report injuries and would not feel 'safe' doing so.</li> <li>• Interviewees indicated that an open dialogue with the upper management is missing.</li> </ul>	<p>Element 1 and 2 address this area in need of attention.</p>
<p>The lowest overall score on the Safety Culture Perception Survey for SoCalGas respondents was in response to the statement that individuals have the ability to openly challenge decisions by management. Only 55% of all respondents agreed with the statement.</p>	<p>Element 1 and 2 address this area in need of attention.</p>

<p>Observations indicated several examples where SoCalGas leaders did not monitor for behaviors that can have a negative impact on the work environment and address them promptly.</p> <ul style="list-style-type: none"> <li>• Inconsistent use of PPE even in training areas, e.g., instructor working with bore without safety gloves, goggles not worn by those working next to welders in shop, observers had to request hearing protection in area where there was jack hammering, use of hand saw without safety gloves.</li> <li>• Individuals working excessive overtime in safety sensitive positions, e.g., safety field representatives.</li> <li>• During unannounced observation facilities were identified that were not conducive to a safe environment and housekeeping was not maintained</li> </ul>	<p>Element 1 addresses this area in need of attention.</p>
<p>While SoCalGas interviewees indicated that they are told to voice concerns, provide suggestions, and raise questions, they also indicated that they were intimidated to do so, e.g. would not stop a whole job, but perhaps just a task because they felt they had to protect the company over themselves.</p>	<p>Element 1 and Element 2 address this Area in Need of Attention.</p>
<p>SoCalGas interviewees indicated that trust is not fostered among many individuals and work groups across the organization.</p> <ul style="list-style-type: none"> <li>• There is a perception of a blame culture among many individuals and behaviors are generally driven by trying to deflect responsibility, e.g., lack of trust in new supervisors to make the right decisions and employees are hesitant to make them for fear of being blamed if something goes wrong.</li> <li>• The use of Behavioral Based Safety (BBS) is focused on working with individuals who are perceived to be a risk and may create blind spots for the organization; the blame becomes assigned to an individual.</li> <li>• Employees describe documenting verbal instructions given by supervisors who can override a policy to protect themselves if the decision is incorrect and the supervisor denies giving the instruction.</li> <li>• Management interviewees indicated a desire to take the blame and discipline out of the equation when an event occurred to get to the root cause. This is in direct contrast to the perception of employees as to what happens.</li> </ul>	<p>Element 1 and Element 2 address this Area in Need of Attention.</p>

<p>Interviewees at all organizational levels in SoCalGas recognize the existence of silos and the need to build better collaboration and interaction between groups. Interviewees also described a lack of trust of SoCalGas on the part of the public and a poor understanding of the importance of gas in the energy mix</p>	<p>Elements 1, 2, and 4 address this Area in Need of Attention.</p>
<p>SoCalGas respondents to the survey also indicated lower perceptions around the trust between management and staff and between work groups.</p>	<p>Elements 1 and 2 address this area in need of attention.</p>
<p>SoCalGas respondents from 9 of the different locations identified scored lower on their overall perceptions around safety on more than half of the dimensions assessed. These locations included Aliso Canyon, Aliso Viejo, Fontana, Glendale, Monterey Park, Palm Desert, Pico Rivera, Redondo Beach (182nd St. Base) and Visalia.</p>	<p>Elements 1 and 4 address this area in need of attention.</p>
<p>Aliso Canyon respondents to the Safety Culture Perception Survey scored lower on all of the 10 dimensions assessed. Respondents from Honor Rancho actually had the lowest scores on all of the dimensions.</p>	<p>Elements 1 and 4 address this area in need of attention.</p>
<p>Survey respondents from both above ground and below ground storage facilities and respondents identified from gas transmission had overall lower perceptions than other groups around the dimensions of safety.</p>	<p>Elements 1 and 4 address this area in need of attention.</p>

***Overarching Theme 3 – Resources are needed to promote a healthy safety culture.***

<b>Area in Need of Attention</b>	<b>SoCalGas Action</b>
<p>SoCalGas interviewees indicated that SoCalGas Management is all about budget and that each year the instructions are given to do more with less, 3% less each year to meet the Incentive Compensation Plan (ICP) budget.</p> <ul style="list-style-type: none"><li>• Perception that there are two cultures, what management says and what management does.</li><li>• There is the belief that there is a real disconnect between management making the decisions and the people having to do the work. Results from the Safety Culture Perception Survey indicated consistent differences between manager and director perceptions with frontline workers (the closer you get to managing the hazards the less positive the perceptions).</li><li>• Many interviewees expressed the opinion that money goes to capital expenditures more than to O &amp; M costs, like safety. Capital expenditures are more often described as related to risk, again reflecting the perception that safety is more narrowly defined.</li><li>• Interviewees indicated that the more management saves on budget, the better their bonus.</li><li>• Some interviewees indicated that since safety is part of performance appraisal, managers don't want close calls reported unless it is done anonymously.</li><li>• Interviewees described attempts at cost saving in emergency response. The Automated Roster Callout System, ARCOS, was frequently reported as slowing response time and not getting appropriately trained personnel on site. Interviewees tended to support more at station or on-call staffing for emergency response.</li></ul>	<p>Elements 1, 2, 3, and 4 address this Area in Need of Attention.</p>

The perception of many SoCalGas interviewees is that management does not ensure that staffing levels are consistent with the demands related to maintaining safety and reliability.

- Documentation indicates that staffing levels in risk assessment areas are low.
- About 33% of SoCalGas Safety Culture Perception Survey respondents did not agree with the statement that staffing levels in the company reflect safety as a priority.
- The issue of staffing was identified most frequently by survey respondents who provided comments.
- Interviewees at some bases indicate that they have only one employee working alone on tasks that typically would require a buddy system.
- Interviewees indicated that overtime is often used to overcome staff shortages and has created a fatigue issue among many SoCalGas employees.
- The reliance on contractors (60% versus 40% SoCalGas) is also perceived by SoCalGas interviewees as a way to save costs by reduced staffing levels especially when used for capital construction work.
- Interviewees indicated the belief that everything that can be, is initially capitalized in order to get a return on investment. This does not put more money into O&M budgets that are directly related to safety.
- Many groups across multiple bases expressed staffing level issues.
- Interviewees expressed the idea that even though positions are open, they are not filled until the end of the fiscal year so that the money can be used for other things.
- Interviewees also indicated that the time to replace open positions is a long process with posting, selection, and then training taking sometimes as much as a year.
- Interviewees indicated that scheduling does not work well because they are short staffed; the lack of coordination between Planners and Distribution then creates a domino effect on work planning.
- The on-call requirements vary from base to base, in some they are voluntary, others they are part of the job, and in others it becomes mandatory overtime.

Elements 1, 2, and 3 address this Area in Need of Attention.

<p>Interviewees at SoCalGas indicated that multiple departments are doing the same work with different processes because of silos between groups and differential access to programs; The Pipeline Safety Enhancement Plan PSEP is helping to address the problem by creating a uniform platform for these different programs but has still not been well integrated across the SoCalGas organization.</p>	<p>Element 4 addresses this Area in Need of Attention.</p>
<p>SoCalGas interviewees reported that sometimes tools, equipment, procedures and other resource materials are not available to support successful work performance.</p> <ul style="list-style-type: none"> <li>• Interviewees indicate that many bases have older equipment that decreases the efficiency and reliability of their work, e.g., meter leak testing takes double the time because of old equipment.</li> <li>• Interviewees across the organization describe outdated and slow Information Technology systems. Respondents on the Safety Culture Perception Survey also identified this as one of the most frequent comments.</li> <li>• Interviewees at bases indicated that many of their vehicles are old and in poor condition, creating not only work issues, but perceived safety issues for personnel</li> </ul>	<p>Elements 1, 2, and 3 addresses this Area in Need of Attention.</p>

SoCalGas does always create and maintain complete, accurate and up-to-date documentation.

- Documentation from inspections by SED of the CPUC found violations with documentation and updates to procedures (Q5.3 Attach. 46-50/26-29, Appendix D).
- Documents also indicated that emergency evacuation plans were missing at several compressor stations (Q5.3 Attach. 20, Appendix D). (D5)
- At the time of review in this assessment, the Operations Standard for the investigation of accidents and pipeline failures, e.g., reportables, piping failures detrimental to safety, accidents/failures considered significant by local operating organizations (Q06.1 Attach. 01, Appendix D) had last been updated almost 5 years ago. (D5,6)
- Interviewees indicated that the criteria for the activation of the Emergency Operations Center while in the standards, is constantly changing and not always recognized by those involved in emergency response. Our observations of the Emergency Operations Center also revealed a lack of clarity among staff.
- Observations indicated no reference to procedures during training simulations.
- Interviewees indicated that inactive gas lines when discovered are not documented for future reference.
- Interviewees described that there are main gas lines without test records and consequently the CPUC requires leak surveys in those areas. (D5)
- Interviewees describe problems with different interpretations of policies between supervisors and technicians.
- Many interviewees expressed that new standards and policies come by email and they miss the meetings that would occur on policy reviews and provide opportunities for a dialogue around the changes.
- Interviewees gave examples of individuals working on the same project using different revisions of the same procedure and thinking they were working on the same one.

Elements 1, 2, and 4 address this Area in Need of Attention.

<ul style="list-style-type: none"> <li>• Observations in the field and interviewees indicated that maps are often not up to date.</li> </ul>	
<p>Some interviewees at SoCalGas indicated that certain work processes do not always include the identification and management of risk commensurate to the work.</p> <ul style="list-style-type: none"> <li>• Interviewees indicated that the criterion for conducting any type of causal analysis related to an incident is subjective and decided by conversation ('If something happens that we don't want to happen again then we conduct causal analysis').</li> <li>• Interviewees indicated that the criteria to conduct any type of Incident Investigation are initially determined by local management.</li> <li>• Interviewees explained that the department or unit that finds an anomaly does their own local assessment, and that it is often not communicated to other supervisors and employees. (D8)</li> <li>• Interviewees indicated that there is no Senior Management review (Corrective Action Review Board) of the causal analysis or the corrective actions to be taken on. Interviewees indicated that there is no centralized Quality Assurance function; different groups have their own function and report to different managers. (D8)</li> <li>• Distribution and parts of transmission are shared services with SDG&amp;E and therefore reporting to two CEOs and two Board of Directors which leaves responsibilities and priorities unclear.</li> </ul>	<p>Elements 2 and 4 address this Area in Need of Attention.</p>
<p>About 10% of the SoCalGas Safety Culture Perception Survey respondents indicated disagreement with how work planning was being conducted and the extent to which time frames for completing work were realistic. Interviewees involved in construction and repair expressed the most frustration.</p>	<p>Element 3 and 4 address this Area in Need of Attention.</p>
<p>Documentation from SoCalGas reviewed did not include information regarding any formal direct processes surrounding public input on safety and environmental issues (Q02.11 Attach.01).</p>	<p>Element 1 and 4 address this Area in Need of Attention.</p>

<p>As previously noted, most communication around safety is regarding personnel safety.</p>	<p>Elements 1 and 4 address this Area in Need of Attention.</p>
<p>Interviewees at SoCalGas indicated that internet and/or cell phone connectivity in the field at some locations is problematic making response time difficult and impacting the review of policies, processes, and procedures.</p>	<p>Elements 2 and 3 addresses this Area in Need of Attention.</p>
<p>Interviewees at SoCalGas indicated that the Vice President level and above are not included on the Incident Management System; Directors can access their monthly data (metrics) themselves. (D3)</p>	<p>Element 4 addresses this Area in Need of Attention.</p>
<p>The free flow of information, openly and candidly, both up and down and across the organization and with external stakeholders is not perceived at all levels of the SoCalGas organization.</p> <ul style="list-style-type: none"> <li>• Interviewees described the need for better communication and collaboration with municipalities and customers, e.g., sharing of maps between utilities, coordinating with building contractors, better public relations with customer base.</li> <li>• Senior management interviewees perceive good upward communication in the organization which they attribute to psychological safety, listening, acting on reports; middle managers indicated a lack of dialogue with upper management, and few interviewees in lower levels of the organization knew anything about this assessment.</li> <li>• Many interviewees in lower levels of the SoCalGas organization did not know about SMS or recognize the placard that had been distributed.</li> <li>• While town halls were described by interviewees as a positive mechanism of communication, they also indicated that they could not fix local problems, and that meetings at their level would be better. (D8)</li> <li>• Interviewees describe a need for better and clearer communication between groups so as not to create issues in work, e.g., job was thought to be an extension of a main line but was really a service job.</li> <li>• Interviewees described a competitive atmosphere between departments (silos) that creates barriers to a healthy flow of information.</li> </ul>	<p>Elements 1, 2, and 4 address this Area in Need of Attention.</p>

<p>SoCalGas respondents to the Safety Culture Perception Survey who identified as members of a union were less positive in their responses to questions addressing communication around safety.</p>	<p>Elements 1 and 2 address this Area in Need of Attention.</p>
<p>Many SoCalGas respondents to the survey were not aware that contractors are involved in safety discussions.</p>	<p>Elements 1 and 4 address this Area in Need of Attention.</p>

<b><i>Overarching Theme 4 - Learning and safety improvement require an integrated management system.</i></b>	
<b>Area in Need of Attention</b>	<b>SoCalGas Action</b>
SoCalGas respondents to the Safety Culture Perception Survey indicated fewer positive responses to the statement around the development of leadership skills.	Element 1 addresses this Area in Need of Attention
Documents from SoCalGas safety culture surveys conducted in 2013, 2016 and 2018 consistently indicated poor perceptions regarding lockout/tagout procedures and safety committee effectiveness. An effective organizational response was not identified.	Elements 1 and 2 addresses this Area in Need of Attention.
Metrics presented for the SoCalGas dashboard were compartmentalized into System, Safety and Operations without any integrated or systemic parameters which could facilitate more proactive responses to the data. Observations of an emergency exercise indicated a lack of self-criticality in the ‘hot wash’ (debriefing) of the activity. (D9)	Elements 1, 2, and 4 address this Area in Need of Attention.
Interviewees indicated that after the Aliso Canyon event when everything was stopped irregularities occurred with the infrastructure that continue to date and necessitate additional work as a result.	Element 2 addresses this Area in Need of Attention.
Many interviewees when asked what lessons were learned from the Aliso Canyon event express the opinion that the most important learning was the importance of better communication with the public to avoid poor public relations. (D4)	Elements 1, 2, and 4 address this Area in Need of Attention.
<p>Many interviewees at SoCalGas indicated that the organization has not developed and effectively implemented knowledge transfer and knowledge retention strategies.</p> <ul style="list-style-type: none"> <li>• Interviewees perceive that the lack of a knowledge transfer process is a risk to the company.</li> <li>• Interviewees indicated that knowledge transfer is not documented.</li> <li>• Interviewees indicated that some individuals get hired without experience, don’t always get training, and then get promoted.</li> </ul>	Elements 1, 2, 3, and 4 address this Area in Need of Attention.

<p>Respondents from SoCalGas to the Safety Culture Survey indicated frequently in their comments that an effective knowledge transfer process was needed.</p>	<p>Elements 1, 2, 3, and 4 address this Area in Need of Attention.</p>
<p>Interviewees at SoCalGas that the two areas with very specific qualifications that have been the hardest to find contractors in are gas storage and pipeline construction.</p>	<p>Elements 3 and 4 address this Area in Need of Attention.</p>
<p>Interviewees at SoCalGas indicated that they do not believe they are getting all the training experience needed to learn; a lot is on-line and self-study and sometimes not sure if you are really trained for the job; desire for more training instead of learning by making mistakes in the field.</p>	<p>Elements 1, 3, and 4 address this Area in Need of Attention.</p>
<p>Many interviewees expressed the opinion that SoCalGas is a reactive organization. (D5,6)</p> <ul style="list-style-type: none"> <li>• Interviewees described the belief that things only change after something has happened.</li> <li>• Interviewees expressed the need to get more information on close calls since often they don't get it in a timely manner because of investigations.</li> </ul>	<p>Elements 1 and 2 address this Area in Need of Attention.</p>

<p>SoCalGas has not implemented a program with a low threshold for identifying issues from within its own organization.</p> <ul style="list-style-type: none"> <li>• Documents identify a valve that was inoperable for a year (5478-5481 Q.05.3) when CPUC was forced to inspect, and the corrective actions were driven by CPUC not SoCalGas. (D5)</li> <li>• Documents reveal multiple CPUC inspections where the corrective actions were externally driven, e.g., upgrade procedure to be consistent with exposed pipe regulation; went from SED to SoCalGas and then back to SED to accept. (D5)</li> <li>• Valve inspections not done as required by schedule because of failure by SoCalGas to submit ‘a compliance work order’; when identified by CPUC, immediately done, and then accepted by SED (Q5.3 – Series of attachments). (D5)</li> <li>• Interviewees indicated that a lot of work is driven by the CPUC, e.g., the annual review of policies was ordered by the CPUC, locate and marks, replacements.</li> <li>• Executive Managers indicated that SoCalGas near miss reporting could be better.</li> </ul>	<p>Elements 1 and 2 address this Area in Need of Attention.</p>
<p>Senior Managers indicated that SoCalGas employees fill out a form when an event occurs; most frontline employees indicated that they call their supervisor to fill out the form.</p>	<p>Elements 1 and 2 address this Area in Need of Attention.</p>
<p>SoCalGas Interviewees indicated that suggestions for improvements take too long to get a response, or they do not receive a clear response.</p>	<p>Element 2 addresses this Area in Need of Attention.</p>
<p>SoCalGas respondents to the Safety Culture Perception Survey who identified as members of a union had a less positive perception of problem identification and resolution than respondents who identified as non-union members.</p>	<p>Elements 1 and 2 address this Area in Need of Attention.</p>
<p>SoCalGas respondents who identified as working at Aliso Canyon had a significantly lower average score on problem identification and resolution than the overall average SoCalGas score.</p>	<p>Elements 1 and 2 address this Area in Need of Attention.</p>

# APPENDIX N

**2EC Recommendations Mapping to SoCalGas Actions**

<b>No.</b>	<b>2EC Recommendation</b>	<b>SoCalGas Action</b>
1.	Develop a shared understanding of a robust concept of safety and risk through dialogues with Sempra, SoCalGas Board Directors, Executives and Senior Management that is facilitated by external and independent experts.	See Plan Section 3.c. for details.
2.	Extend the membership of the SoCalGas Board to include an expert on safety culture and systemic approach to safety.	Expanded Advisory Safety Council expertise to include safety culture and systemic approach to safety. See Plan Section 3.b. for details.
3.	Conduct dialogue sessions with all levels in the organization to create a shared understanding of the assessment results and what comprehensive safety means for each business and organizational unit. The objective of these sessions would be two-fold; 1) self-reflection of the culture based on the results, 2) capture the organizations intelligence and creativity on how to recover the areas in need of attention. Action items should result from the dialogue sessions that will meet the objectives of the sessions.	See Plan Section 4 and 5.
4.	Establish methods for managers to enhance the understanding, skills and enactment on how their leadership can influence the safety culture positively e.g. empowerment, listening rather than telling, learner mind-set.	See Element 1 in the Plan.
5.	Analyze the resource allocations and competence levels to assure safety and reliability	See Element 3 in the Plan.
6.	Provide training to the entire organization with practical examples unique for each department on how the new shared understanding of safety and safety culture to the organization will change the way business is done and why it is important to make the change. This training can be incorporated into existing programs.	See Elements 1 and 2 in the Plan.
7.	Incorporate the broader concept of safety e.g. include examples of public safety, security, into safety items on meeting agendas, in tailgates, in job hazard assessments, newsletters, etc.	See Elements 1 and 2 in the Plan.

<b>No.</b>	<b>2EC Recommendation</b>	<b>SoCalGas Action</b>
8.	Conduct dialogue sessions with representatives from field personnel across business units on how to best communicate field-based experiences upward in the organization.	See Plan Section 4.c.
9.	Develop new guidance through conversations on how to make better decisions when rule-based behavior does not work. Conversations can be centered around different real-life scenarios that involved judgements in the field that were not covered in policies.	See Elements 1 and 2 in the Plan.
10.	The ‘new’ comprehensive concept of safety that is to be developed will dictate that certain functions that support and facilitate a healthy safety culture be centralized across the organization to ensure alignment, consistency, and learning. Examine the role of functions like Quality Assurance, Incident Investigation, Safety from an integrated perspective.	See Element 4 in the Plan.
11.	Evaluate existing reporting systems to determine how they can be integrated and operated from a unified platform. For example, incidents from personnel safety should not be in one system and those for gas leaks or pipeline issues in another.	See Element 4 in the Plan.
12.	Ensure that all potential threats, near misses, close calls, etc. are identified, evaluated, tracked and trended so they can be proactively used to mitigate any potential risks. All types of safety should be included in this activity. (D9)	See Elements 2 and 4 in the Plan.
13.	Train managers and personnel to think about potential, unexpected, and unknown conditions, the “what if” this happened situations, to enhance individual accountability and to detect latent safety hazards.	See Elements 1 and 2 in the Plan.