Utility Safety Culture Working Group 2026 Q2 Meeting

Safety Policy Division

Friday, June 5, 2026, 9:00am-12:00pm

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WELCOME AND INTRODUCTIONS

Detailed Agenda

Time	Friday, June 5: Safety Culture Working Group Q2 Meeting. Updates and Topic 1B Progress Update
9:00 AM	Intro and Welcome (15min)
9:15 AM	Introduction to facilitator: What Works (15 min)
9:30 AM	Updates (Website, Workplan, SDG&E Assessment) (15 min)
9:45 AM	Subgroup Topic 1B: Industry-specific examples of Traits/Attributes – What Works and Co-Leads (90 min)
11:15 AM	*Break (10 mins)*
11:25 AM	Continuous Improvement Cycle: Assessment and Monitoring - SPD (20 mins)
11:45 AM	Next Steps - SPD

Introduction: What Works

Updates: Safety Policy Division

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Working Group Updates

- New USCWG Website
  - Utility Safety Culture Working Group USCWG
- Workplan Update uscwg-work-plan.pdf
- SDG&E Assessment

Questions?

Please use chat, Q&A feature, or “raise hand”

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Topic 1B: Industry Specific Examples of Traits

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D.25-01-031: Industry-Specific Examples of the 10 Traits

- **D.25-01-031 (Phase 1 Decision):**
  - Normative Framework – 10 Traits of healthy safety culture, based on US Nuclear Regulatory Commission's "Safety Culture Common Language". (Appendix A)
  - Normative Framework would serve as a basis against which to assess an IOU's safety culture. (at 21)
  - The Working Group shall initially prioritize "… developing: (1) a standard set of qualification and selection criteria for the evaluator(s) who will perform the comprehensive safety culture assessment of each Joint IOU; **(2) industry specific examples of the safety culture framework traits; and (**3) focus areas and indicators for the annual improvement Self-Evaluation." (at 38)

USCWG Work Plan: Topic 1B

Priorities Key

Near-term – within 1 year of USCWG formation (2025-2026)	**Mid-term** – within 2 years of USCWG formation (2026-2027)	**Long-term** – starting 3rd year of USCWG formation (2027-2028)

Key Responsibilities	*Actions*	*Priority*	*Lead*	*Timeline (begin)*	*Status*
1. Comprehensive Assessments	a) Standardize Third-Party Evaluator Qualifications	Near-Term	SPD	2nd quarter, 2025	Completed
	b) Industry specific examples of the safety culture framework traits;	Near-Term	IOUs/CalPA	2nd Quarter, 2026	In-progress
	c) Reviewing Results	Long-Term	SPD/IOUs	3rd Quarter	

Why do Safety Culture Frameworks Exist?

Why do Safety Culture Frameworks Exist?

Safety Culture is a complex and abstract concept. Frameworks exist to:

- Simplify and communicate a complex concept
- Create a common language
- Support assessment, improvement, and learning
- Identify organizational strengths, vulnerabilities, and areas for improvement
- Promote consistency in expectations across organizations and stakeholders

Multiple Frameworks, Shared Foundations

No single universally accepted safety culture framework.

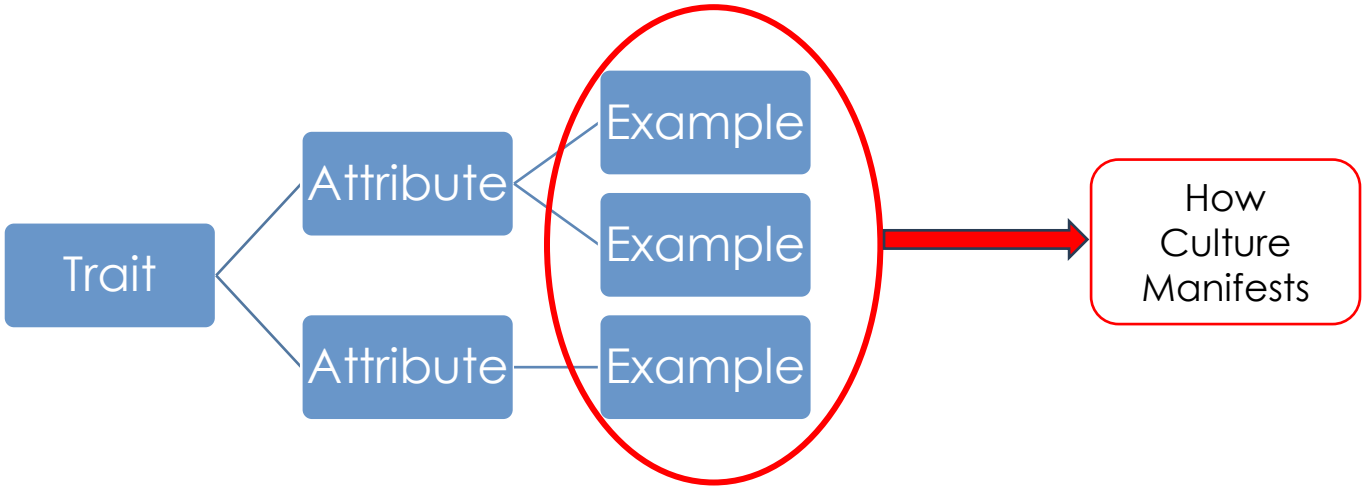
- Differences exist in number of dimensions, structure, terminology, emphasis, level of detail.
- Some frameworks focus on describing positive characteristics (USNRC, IAEA, INPO), others may identify negative threats or degradation mechanisms (CER, Reason, HRO)
- Most frameworks share common themes and foundation.

Comparison of Safety Culture Frameworks

Source: Canadian Energy Regulator's Joint Safety Culture Statement, modified to add USNRC Framework

IAEA*	James Reason	High Reliability Organizations	BSEE	NEB/CNLOPB/CNSOPB	Closest USNRC Safety Culture Trait
Leadership for safety is clear			Leadership Safety Values and Actions	Committed Safety Leadership; Production Pressure	Leadership Safety Values and Actions; Decision Making
Safety is learning driven	Learning	Preoccupation with Failure	Continuous Learning	Vigilance	Continuous Learning;
Safety is a clearly recognized value		Preoccupation with Failure	Leadership Safety Values and Actions	Committed Safety Leadership; Production Pressure	Leadership Safety Values and Actions
	Informed; Reporting; Complacency; Normalization of Deviance	Reluctance to Simplify Interpretations; Sensitivity to Operations	Problem Identification and Resolution	Vigilance; Complacency; Normalization of Deviance	Problem Identification and Resolution; Questioning Attitude
	Informed; Just; Complacency; Normalization of Deviance	Preoccupation with Failure	Environment for Raising Concerns; Inquiring Attitude	Vigilance; Complacency; Normalization of Deviance	Environment for Raising Concerns; Questioning Attitude
Accountability for safety is clear	Just	Deference to Expertise	Personal Accountability	Empowerment and Accountability; Vigilance	Personal Accountability; Respectful Work Environment
	Informed	Deference to Expertise	Effective Safety Communication	Vigilance	Effective Safety Communication
	Just	Deference to Expertise	Respectful Work Environment	Vigilance	Respectful Work Environment
	Just	Preoccupation with Failure	Environment for Raising Concerns without fear of retaliation, intimidation, harassment, or discrimination	Vigilance	Environment for Raising Concerns; Personal Accountability
Safety is integrated into all activities	Informed; Flexible; Tolerance of Inadequate Systems and Resources	Commitment to Resilience	Work Processes	Vigilance; Resiliency; Tolerance of Inadequate Systems and Resources; Production Pressure	Work Processes; Continuous Learning;

What is the purpose of Examples?



The examples are intended to:

- Illustrate what the attribute looks like in practice
- Help organizations interpret the attribute
- Provide observable behaviors
- Support assessment discussions

Examples are **illustrative and not exhaustive;** Not a checklist. Traits are interrelated, so multiple examples may illustrate the same attribute.

Our effort: **build a shared understanding of safety culture** => Principle 1) and objective of the USCWG.

Why Industry-specific? The differences between nuclear and utility industry may require different emphasis or focus due to differing hazards/risks, operational environments, regulatory requirements, organizational structures, infrastructure types, and decision-making contexts.

Subgroup for Topic 1B) Developing Industry-Specific Examples

What Works (Facilitator); Investor-Owned Utilities and CalAdvocates (Co-Leads).

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Continuous Improvement Cycle: Assessment and Monitoring

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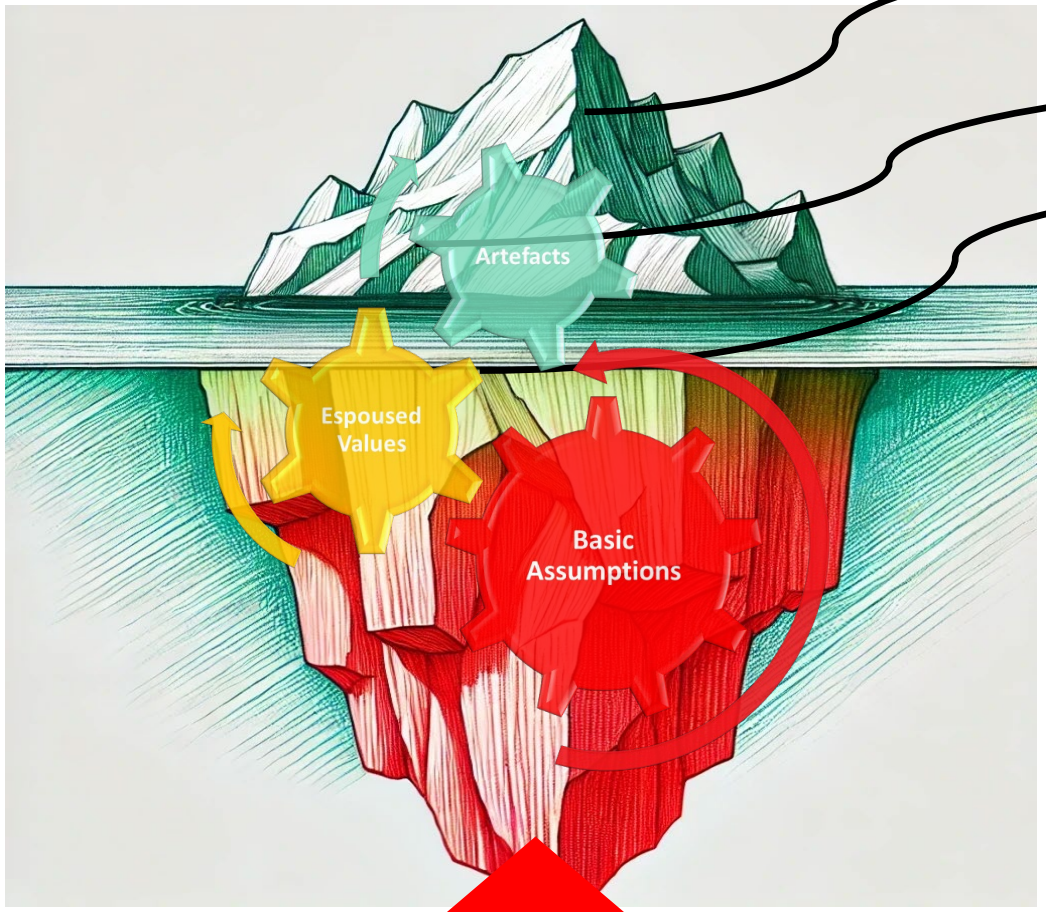
Continuous Safety Culture Improvement Cycle

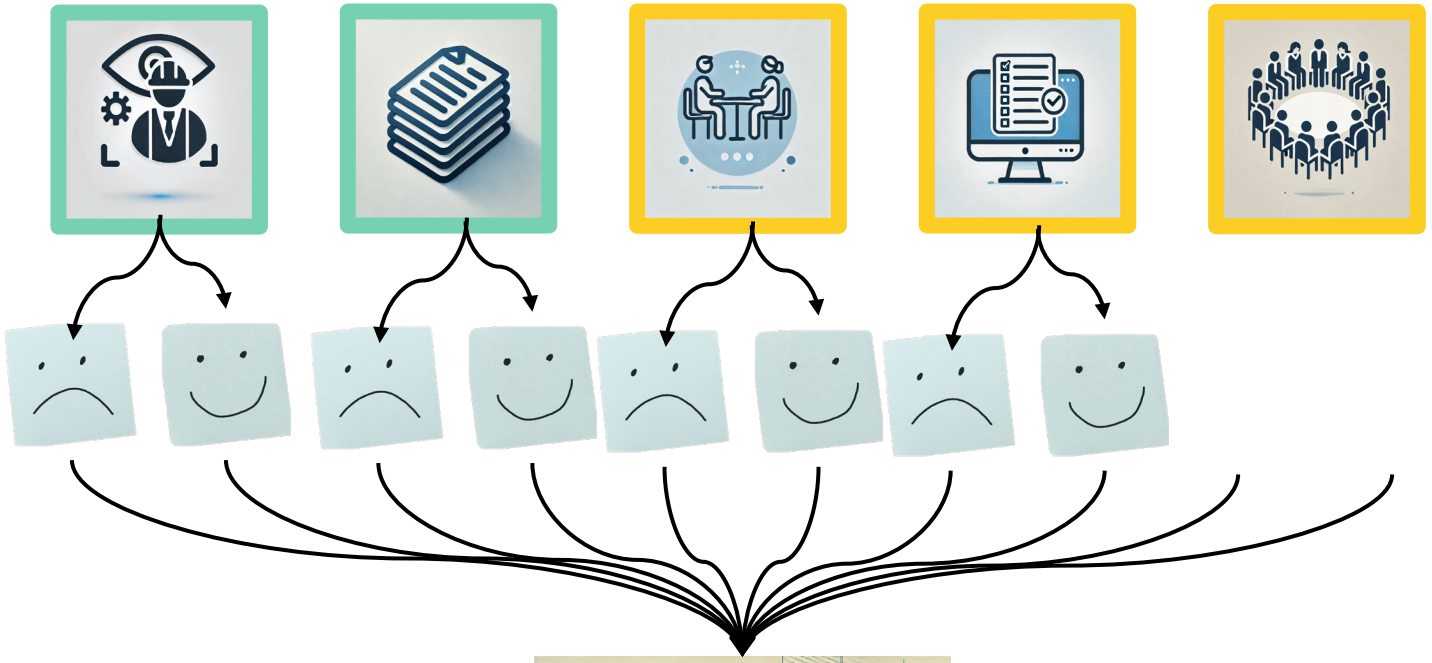
D.25-01-031 Appendix A

Observations

Document Analysis

Focus groups, Interviews, Surveys





Overarching themes

Improvement: Translating Assessment into Action

source: Dr Mark Fleming, Feb 3, 2025, I.19-06-014 Workshop Presentation,

Understand:

Engage organization in reviewing safety culture information, (e.g., comprehensive assessment results) to create a shared understanding.

Design:

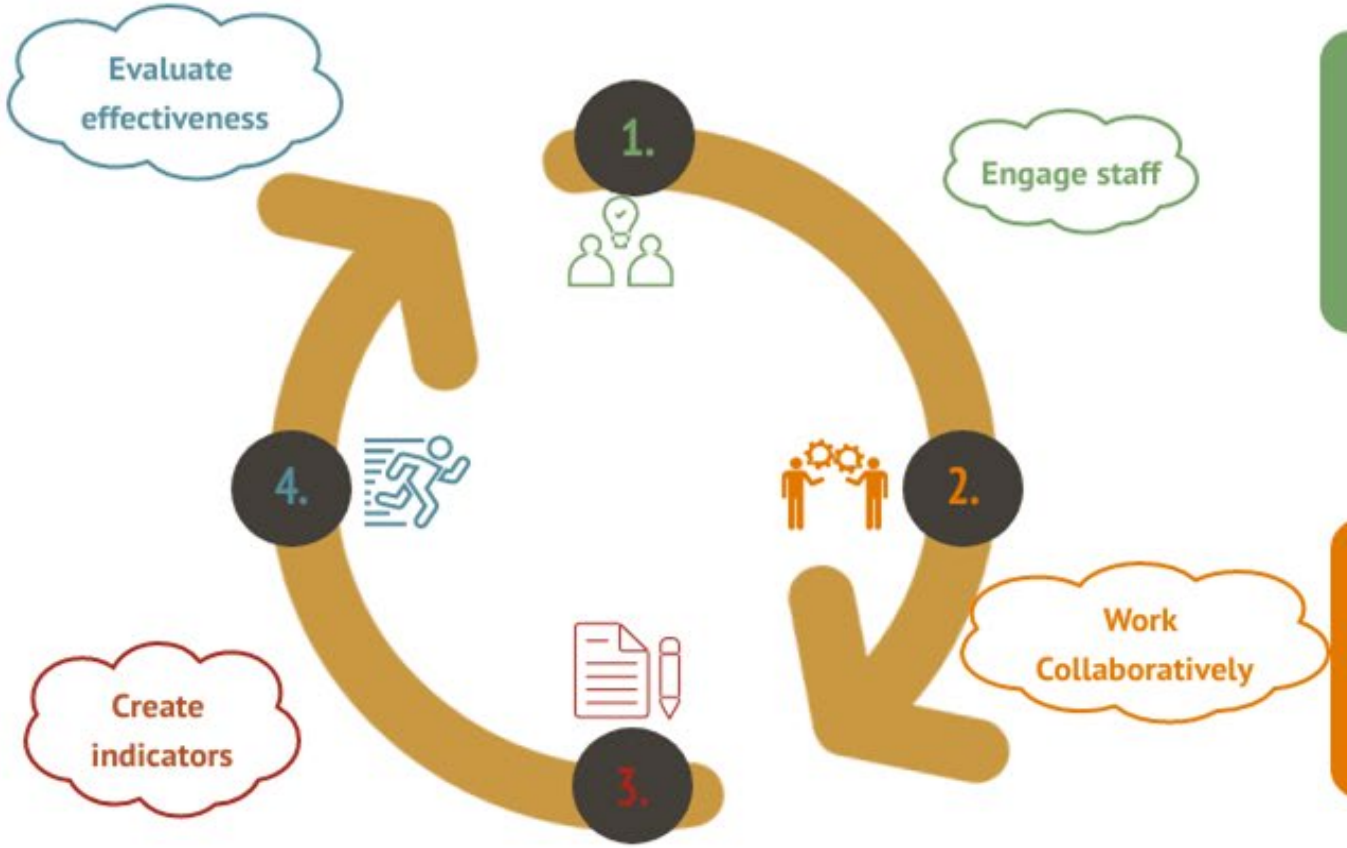
Collaboratively identify improvement opportunities. Design new ways of working or new activities to improve.

Implement:

Systematically implement the improvement activities. Monitor the extent to which the activities are having the intended impact.

Specify:

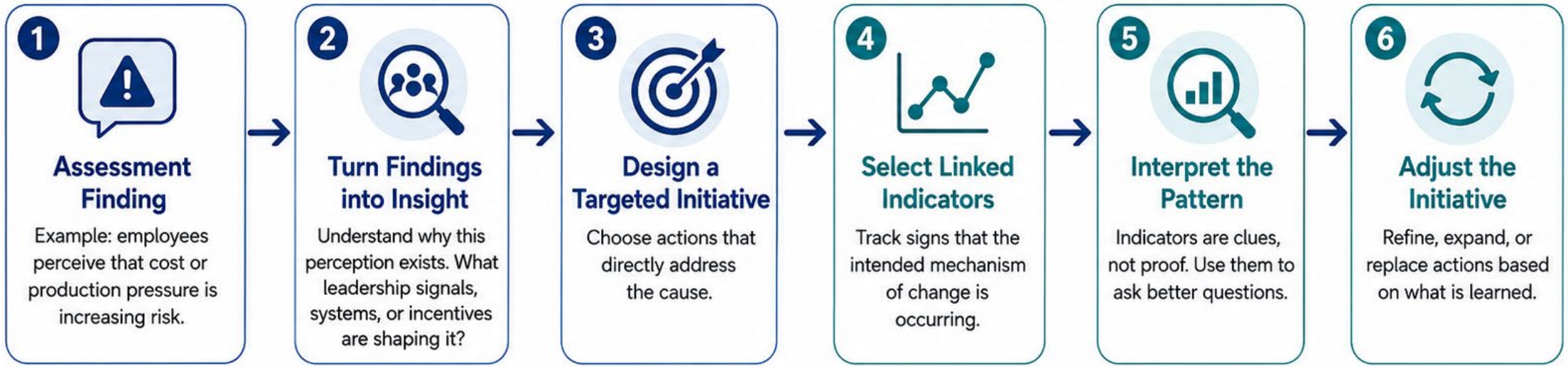
For each proposed change, specify how it will improve safety culture and create indicators to determine effectiveness of the change.



- Internal expertise to guide improvement
- Manager and employee understanding of culture
- Leader commitment to improvement
- Capacity to develop indicators to monitor cultural change
- Time for managers and employees to engage in process

Using Indicators for Improvement Tracking

How to connect findings, actions, and learning



Good Practice Guardrails

Do
Link indicators to a specific cultural issue.

Do
Choose indicators that reflect the intended change mechanism.

Do
Interpret indicators in context, not as a standalone score.

What Indicators Are Not

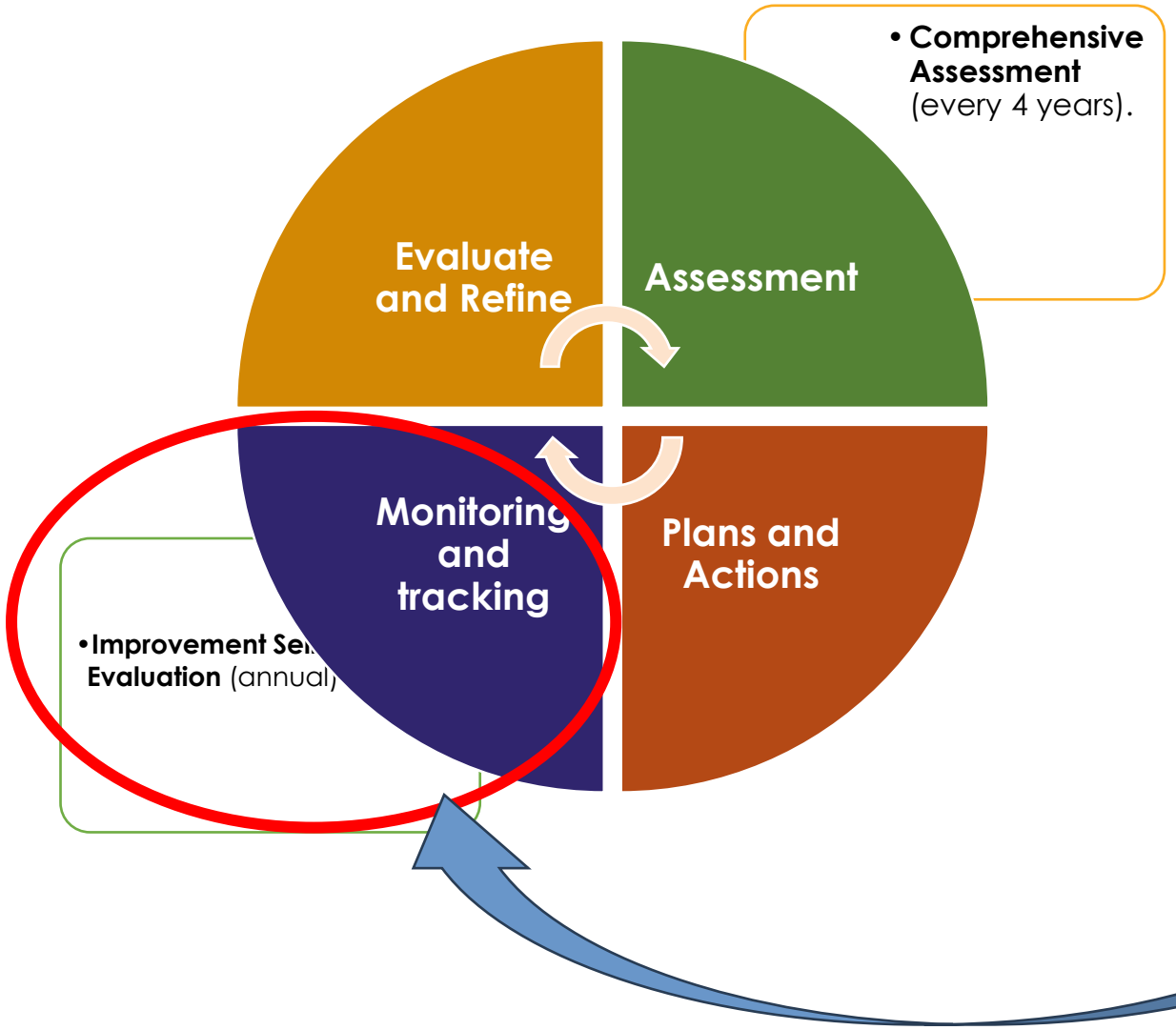
- Not a direct measure of safety culture
- Not a substitute for a full assessment
- Not a target to game

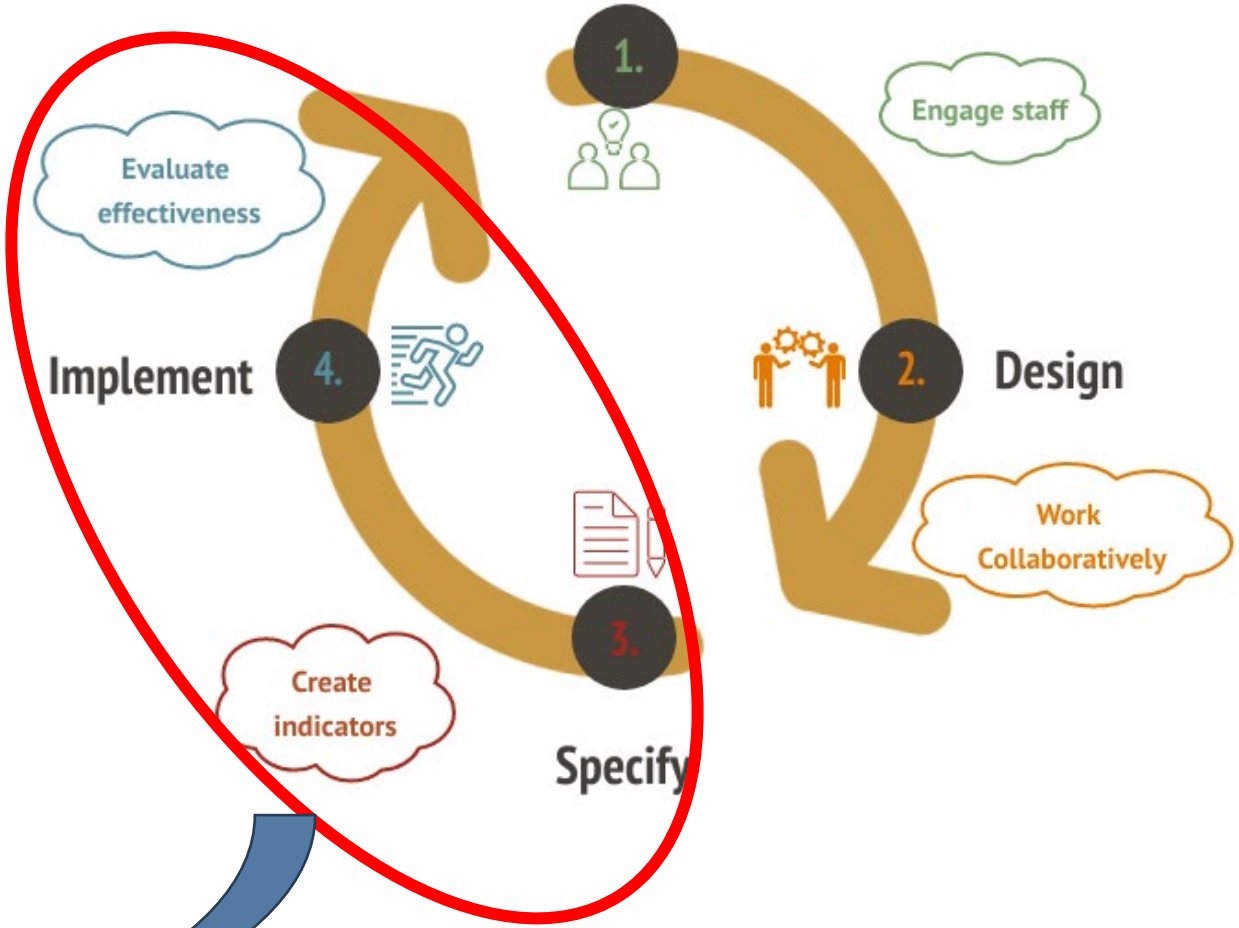
Analogy

A full assessment is like a **medical exam**. Indicators are like a health tracker — useful for monitoring change, but not enough on their own.

Insight before action • Indicators support learning • Improvement requires course correction

Improvement Self-Evaluations and Indicators





Key takeaways

- **Assessment findings must first be translated into insight** before developing improvement initiatives.
- Understanding the **root causes/drivers behind employee perceptions** is critical to designing meaningful interventions.
- A clear **cause-and-effect link between the cultural issue and the initiative** is essential. Effective initiatives must be **directly linked to the specific cultural drivers** identified by the assessment.
  - Without this linkage, organizations cannot determine whether an initiative is actually improving the desired aspect of safety culture, regardless of the performance indicators used.
- Use indicators to monitor the effectiveness of each specific initiative. These will tend to be qualitative. Keep in mind that **indicators do not measure culture.**

Questions?

Please use chat, Q&A feature, or “raise hand”

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Next Steps

Next Steps

- Collect feedback on Workplan and Website
- Q3 Meeting – **Friday Sep 4. 2026** from 9am-12pm
  - Output from Subgroup on Examples
- Q4 Meeting Workshop – Friday Dec. 4, 2026 from 9am-12pm

Questions?

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