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FOR ENVIRONMENTAL, HEALTH & SAFETY™

UTILITY SAFETY CULTURE WORKING GROUP

# Subgroup Task 1B

*Industry-specific examples of Traits/Attributes*

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FACILITATED BY  
What Works Institute





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# Subgroup Update

*Overview of Subgroup Goals, Approach, and Priorities to date.*

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Sarah Ischer, What Works Institute





# Roles & Responsibilities

<b>Subgroup Co-Leads (IOUs, CalPA)</b>	Drive content development: frame topics, draft examples, integrate input into coherent outputs. Bring forward key issues, recommendations, and draft content to the full Working Group
<b>Subgroup Participants</b>	Contribute utility-context expertise, participate in drafting sessions, and provide input that co-leads integrate into outputs.
<b>CPUC SPD</b>	Provides overall direction and oversight; sets priorities and defines scope. Confirms when outputs are ready to advance; ensures alignment with D.25-01-031.
<b>What Works Institute (Facilitator)</b>	Designs session structure, guides discussions, and ensures balanced participation. Captures and organizes outputs based on group input - does not author content or set direction

# Our Goal



The USCWG's Trait Examples subgroup (Subgroup) will develop industry-specific examples of the safety culture framework traits and attributes adopted as Appendix A of D.25-01-031 to **support a shared understanding and effective implementation of the Safety Culture Traits Normative Framework.**

**This work is intended to translate abstract traits into clear, observable, and practical examples that can be consistently interpreted across stakeholders.**

# SAFETY CULTURE FRAMEWORK

<b>LA Leadership Safety Values &amp; Actions</b>	<b>PI Problem Identification &amp; Resolution</b>	<b>PA Personal Accountability</b>	<b>WP Work Processes</b>	<b>CL Continuous Learning</b>
<p>LA.1 Resources</p> <p>LA.2 Field Presence</p> <p>LA.3 Incentives &amp; Rewards</p> <p>LA.4 Strategic Commitment</p> <p>LA.5 Management of Change</p> <p>LA.6 Roles &amp; Authorities</p> <p>LA.7 Constant Examination</p> <p>LA.8 Leader Behaviors</p>	<p>PI.1 Identification</p> <p>PI.2 Evaluation</p> <p>PI.3 Resolution</p> <p>PI.4 Trending</p>	<p>PA.1 Standards</p> <p>PA.2 Job Ownership</p> <p>PA.3 Collaboration</p>	<p>WP.1 Work Management</p> <p>WP.2 Design Margins</p> <p>WP.3 Documentation</p> <p>WP.4 Procedure Adherence</p>	<p>CL.1 Operating Experience</p> <p>CL.2 Self-Assessment</p> <p>CL.3 Benchmarking</p> <p>CL.4 Training</p>
<b>RC Environment for Raising Concerns</b>	<b>CO Effective Safety Communication</b>	<b>WE Respectful Work Environment</b>	<b>QA Questioning Attitude</b>	<b>DM Decision Making</b>
<p>RC.1 SCWE Policy</p> <p>RC.2 Alternate Process</p>	<p>CO.1 Work Process Comms</p> <p>CO.2 Basis for Decisions</p> <p>CO.3 Free Flow of Information</p> <p>CO.4 Expectations</p>	<p>WE.1 Respect is Evident</p> <p>WE.2 Opinions are Valued</p> <p>WE.3 High Level of Trust</p> <p>WE.4 Conflict Resolution</p>	<p>QA.1 Recognize Unique Risks</p> <p>QA.2 Challenge the Unknown</p> <p>QA.3 Challenge Assumptions</p> <p>QA.4 Avoid Complacency</p>	<p>DM.1 Consistent Process</p> <p>DM.2 Conservative Bias</p> <p>DM.3 Accountability</p>



# Working Norms



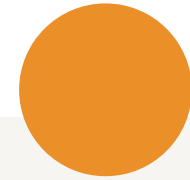
**Safe space for  
discussion**



**Humble inquiry;  
non-punitive and  
collaborate**



**Shared learning  
and continuous  
improvement**



**Transparent  
communication**



# Subgroup Approach

1

## Reference frameworks and examples

Start with the existing NRC framing for the attribute. Use as a baseline for shared understanding.

2

## Ask the translation question

What does this look like in utility operations? Transmission, distribution, gas, field crews, control rooms, customer ops?

3

## Draft for your industry

Convert into utility-specific, broadly-applicable language. Not entity-specific. Observable in practice.

# Reaching Consensus



**BEFORE ANY DECISION IS FINAL, WE WILL POLL THE GROUP**

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## **HOW WE DOCUMENT IT**

WW reads the proposed example aloud and asks: “Does that capture it?”

The group provides response. WW records the decision, the distribution, and any comments.

## **NOTED CONCERNS**

If someone agrees with a decision but wants their concern noted, WW will record.

Validates the person, keeps the records honest, moves progress forward.

## **PARKING LOT**

Designated space for out-of-scope items.

Items are captured in writing, acknowledged briefly, and routed appropriately after the session.



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# Subgroup Survey



# SAFETY CULTURE FRAMEWORK · 10 Traits

## 01 Leadership Safety Values & Actions

Leaders demonstrate a commitment to safety in their decisions and behaviors.

LA

## 02 Problem Identification & Resolution

Issues potentially impacting safety are systematically identified, evaluated, and addressed.

PI

## 03 Personal Accountability

All individuals take personal responsibility for safety.

PA

## 04 Work Processes

Work activities are planned and controlled so that safety is maintained.

WP

## 05 Continuous Learning

Opportunities to learn about ways to ensure safety are sought out and implemented.

CL

## 06 Environment for Raising Concerns

A safety-conscious work environment is maintained where personnel feel free to raise concerns.

RC

## 07 Effective Safety Communication

Communications maintain a focus on safety.

CO

## 08 Respectful Work Environment

Trust and respect permeate the organization.

WE

## 09 Questioning Attitude

Individuals avoid complacency and continuously challenge conditions to identify discrepancies.

QA

## 10 Decision Making

Decisions that support or affect utility safety are systematic, rigorous, and thorough.

DM



# Top-ranked traits by subgroup members

## 01 Leadership Safety Values

Score: 9.21 | 79% ranked in top 3

## 02 Decision Making

Score: 7.07 | 64% ranked in top 3

## 03 Environment for Raising Concerns

Score: 7.07 | 50% ranked in top 3

## 04 Continuous Learning

Score: 6.29 | 21% ranked in top 3



# Poll 1

**Do the Subgroup priority traits align with yours?**

- A. Yes
- B. No
- C. Somewhat
- D. Unsure

**If no, could you please share why?**

# SAFETY CULTURE FRAMEWORK · 40 Attributes

## LA Leadership Safety Values & Actions

- LA.1 Resources
- LA.2 Field Presence
- LA.3 Incentives & Rewards
- LA.4 Strategic Commitment
- LA.5 Management of Change
- LA.6 Roles & Authorities
- LA.7 Constant Examination
- LA.8 Leader Behaviors

## PI Problem Identification & Resolution

- PI.1 Identification
- PI.2 Evaluation
- PI.3 Resolution
- PI.4 Trending

## PA Personal Accountability

- PA.1 Standards
- PA.2 Job Ownership
- PA.3 Collaboration

## WP Work Processes

- WP.1 Work Management
- WP.2 Design Margins
- WP.3 Documentation
- WP.4 Procedure Adherence

## CL Continuous Learning

- CL.1 Operating Experience
- CL.2 Self-Assessment
- CL.3 Benchmarking
- CL.4 Training

## RC Environment for Raising Concerns

- RC.1 SCWE Policy
- RC.2 Alternate Process

## CO Effective Safety Communication

- CO.1 Work Process Comms
- CO.2 Basis for Decisions
- CO.3 Free Flow of Information
- CO.4 Expectations

## WE Respectful Work Environment

- WE.1 Respect is Evident
- WE.2 Opinions are Valued
- WE.3 High Level of Trust
- WE.4 Conflict Resolution

## QA Questioning Attitude

- QA.1 Recognize Unique Risks
- QA.2 Challenge the Unknown
- QA.3 Challenge Assumptions
- QA.4 Avoid Complacency

## DM Decision Making

- DM.1 Consistent Process
- DM.2 Conservative Bias
- DM.3 Accountability



# Top-ranked attributes by subgroup members

RANK	ATTRIBUTE	TRAIT	% SELECTED
1	LA.8 - Leader Behaviors	Leadership Safety Values & Actions	75%
2	LA.1 - Resources	Leadership Safety Values & Actions	67%
3	QA.4 - Avoid Complacency	Questioning Attitude	67%
4	LA.4 - Strategic Commitment to Safety	Leadership Safety Values & Actions	58%
5	WE.3 - High Level of Trust	Respectful Work Environment	58%
6	LA.2 - Field Presence	Leadership Safety Values & Actions	42%
7	QA.3 - Challenge Assumptions	Questioning Attitude	42%

n=12 respondents



# Poll 2

**Do the Subgroup priority attributes align with yours?**

- A. Yes
- B. No
- C. Somewhat
- D. Unsure

**If no, could you please share why?**



# Intended uses of examples

- Build shared understanding of safety culture concepts and terminology
  - Support consistent interpretation of the SCA framework
  - Enable benchmarking and continuous improvement over time
  - Inform regulatory and executive decision-making
  - Reduce duplication of effort across organizations
-



# Poll 3

**Do your intended uses align with the Subgroup?**

- A. Yes
- B. No
- C. Somewhat
- D. Unsure

**If no, could you please share why?**



# Intended audience

**Outputs are intended for a broad audience across the safety culture ecosystem, including:**

- USCWG members
  - CPUC/OEIS
  - IOU boards and executive teams
  - Internal compliance and oversight functions
  - Frontline employees
  - Public advocates
  - Organizations looking to benchmark
-



# Poll 4

**Does your intended audience align with the Subgroup's?**

- A. Yes
- B. No
- C. Somewhat
- D. Unsure

**If no, could you please share why?**



# Desired value and outcomes

Participants hope this effort builds a shared language and common understanding of safety culture across utilities and regulators.

Leading to more consistent, credible assessments, stronger collaboration, and a clearer connection between safety culture insights and real performance outcomes.

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# Poll 5

**Do your desired outcomes align with the Subgroup?**

- A. Yes
- B. No
- C. Somewhat
- D. Unsure

**If no, could you please share why?**



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# Open Discussion





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# Thank you

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