



Safety Culture OII (I.19-06-014)
Briefing

December 1, 2025

## **Agenda**



**RODGER SCHWECKE** 

Chief Operating Officer, SoCalGas



**CEDRIC WILLIAMS** 

Chief Safety Officer, SoCalGas

#### SAFER TOGETHER.

Advancing a culture that empowers curiosity, communication, commitment, and collaboration.



# CULTURAL DRIVERS Safety is It's not

## Safety Culture Evolution

Throughout the process of developing and implementing the Revised 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 other stakeholders.

## Leadership Commitment

As part of the Plan Do Check Act (PDCA) cycle, SoCalGas has developed a formalized framework of practices and processes, which includes:

Project management; documentation of clear team and individual ownership Employee and
contractor
engagement through
dialogues, Safety
Champion Network,
Safety Committees

Information sharing with CPUC, Parties, and Safety Culture Expert (2EC) through open discussions and quarterly reporting

Leadership engagement, sponsorship and oversight



## **Measuring Impact**

SoCalGas is measuring culture progress through quantitative and qualitative measures.

#### **Quantitative**

- Progress metrics to provide transparency into our actions to change visual and tangible representations of culture
  - Examples: Measuring completion of an activity, tracking number of inputs into a new safety system, or changes in scores on a numeric survey.

#### Qualitative

- Outcome indicators measure change in what is below the surface (values, beliefs, assumptions)
  - Examples: Behavioral Anchored Rating Scale (BARS) to measure behaviors relative to predefined behaviors associated with the Institute of Nuclear Power Operations (INPO) traits of a healthy safety culture.



## Leadership Accountability

**Safer Together** reflects a leadership approach that values **shared responsibility**, **inclusive perspectives**, and **collaborative problem-solving**. This includes an enhanced governance structure and active engagement with stakeholders and experts.

- Revised charter of SoCalGas Board Safety Committee that includes Sempra leadership
- Aligned safety-related goals for incentive compensation with safety culture enablers
- Expanded opportunities for senior leaders to interact directly with front line employees and outside experts
- Leadership dialogues and coaching with emphasis on building culture progress



## Revised Safety Culture Improvement - Year Review

#### 2024 Quarter 4

- Incorporated party feedback into implementation plan
- Leadership
   Catalyst training
   program
- Implementation planning for Elements 2 (Safety Manual and Hazard ID), 3 (Learning Teams), and 4 (Safety Management System (SMS))

#### 2025 Quarter 1

- Prepped leaders for Live a Day/WE Lead
- Completed
   Safety Essentials
   for Leaders
- Continuous Improvement Tracker (CIT) integration
- Initial SMS
   Governance
   meetings with
   leaders

#### 2025 Quarter 2

- Employee dialogues on performance management & contractor dialogues
- Began development of Safety Manual and improvements to Tailgate Safety Briefings (TSB)
- SMS integration to Executive Safety Council

## **2025 Quarter 3**

- 23 WE Lead Visits completed
- Enhancements to New Supervisor Onboarding Program (NSOP)
- Resource-focused workshops
- Dialogues on performance management completed

Quarter 4

2025

- Leadership Coaching Session
- Live a Day visits completed
- Safety Manual for Employees and SMS to be completed
- TSB Pilots to begin
- InfoStreams with updates to visible Safety Metrics (lagging to leading)

### What we've learned



- Transformation of an organization is an inclusive process, not top-down.
- Creating safe feedback spaces and training leaders in empathy strengthens organizational culture and alignment.
- It is necessary to build capacity within SoCalGas to sustain culture change.
- Integrating a systemic approach to safety beyond the Revised Plan implementation is essential for sustainment.

# **Next Steps**

- Continue alignment and implementation of Revised Plan activities within our Safety Management System (SMS)
- Begin shift from Revised Plan implementation to sustainment
- Begin planning for Safety Culture Self-Evaluation (OIR framework)

