

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 results¹ 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

¹ 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 2EC², 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 space³ 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 concepts⁴ 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"> • Communication • Safety Concerns • Training • Lack of Safety Knowledge • Safety Meetings • Safety is New • Disconnect between Field and Office
Lack of Time	<ul style="list-style-type: none"> • Communication

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

³ 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.

⁴ Umbrella concepts are broader categories that connect multiple related themes.

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

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"> • When thinking about methods for managers to enhance and influence safety culture, dialogue participants identified several suggestions: <ul style="list-style-type: none"> ○ More collaboration, consistency/alignment, and information sharing. ○ Desire for more open communication around safety. ○ 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. ○ 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. ○ Interest in participating in desk and field rides. <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"> • The management employee dialogues have provided information that can help inform

2EC Report Recommendation	Dialogue Insights and Improvements
	<p>and shape the future resource allocation review. Specifically:</p> <ul style="list-style-type: none"> ○ 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. <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"> ● 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"> ○ 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. ○ Desire to tailor training to specific roles and departments. ○ 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). ○ Interest in learning more about different aspects of safety to better understand the company and engage in the safety culture. ○ Safety at SoCalGas is largely focused on the field, so office-based management employees may think that safety does not apply to them. ○ Since the field and office perceive and apply safety in different ways,

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"> • 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"> ○ 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. ○ 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. ○ Communication with the public is also important to promote SoCalGas as a safe company. <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"> • 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"> ○ More collaboration, consistency/alignment, and information sharing. ○ More open communication around safety. ○ Desk and field rides. <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"> • 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"> ○ 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).

2EC Report Recommendation	Dialogue Insights and Improvements
	<ul style="list-style-type: none"> ○ 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. ○ 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. ○ 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 in more safety hazard prevention training programs. <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"> ● 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"> ○ 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.

2EC Report Recommendation	Dialogue Insights and Improvements
	<ul style="list-style-type: none"> ○ 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. <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.⁵ 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.⁶ 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.

⁵ 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.

⁶ 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.

	Goal Sample Size	Actual Sample Size	Actual Participants
Percentage	7%	7.1%	4.7%
Count of EE	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
1. Lack of Applicability	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.
2. Lack of Time	There is not enough time for employees to read all the safety communications, learn more about safety, and engage in safety knowledge transfer.
3. Safety is Complex	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.
4. Safety is Changing	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.
5. Safety as a Culture	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.
6. Comprehensive Safety	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.

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

Umbrella Concept	Related Themes
	<ul style="list-style-type: none"> • <u>Training</u> – there is a lack of time to seek out additional training and learn more about safety • <u>Engagement</u> – employees do not have the time to engage fully in the safety culture at SoCalGas • <u>Knowledge Transfer</u> – there is not enough time for employees to engage in knowledge transfer with experienced employees at SoCalGas • <u>Safety Overload</u> – there is too much information regarding safety at SoCalGas and employees do not have the time to read through and understand everything
<p>3. Safety is Complex</p>	<ul style="list-style-type: none"> • <u>Communication</u> – safety is complex and more discussions around safety would be helpful • <u>Policy & Reports</u> – 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. • <u>Lack of Safety Knowledge</u> – 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. • <u>Accountability</u> – it is important for employees to be held responsible for safety, but safety is not black and white, which makes reporting hard. • <u>Lack of Training</u> – since safety is such a complex issue, employees want more training on different safety aspects • <u>Metrics</u> – 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 • <u>Safety Overload</u> – since safety is so complex, it is difficult to keep up with everything – incidents, new policies, etc.
<p>4. Safety is Changing</p>	<ul style="list-style-type: none"> • <u>Communication</u> – there are a lot of communications regarding safety changes. Sometimes these new changes seem to not make an impact • <u>Culture</u> – there is a culture of safety at SoCalGas, and it is always changing and developing • <u>Safety Knowledge</u> – employees with knowledge of safety have seen that safety has changed in recent years • <u>Training</u> – employees think that continuing to train employees on safety topics is important

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

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

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 & 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	

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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
WEEK 1	
9/19/2023	Anaheim (2)
9/20/2023	GCT (2)
9/20/2023	Redlands (2)
9/22/2023	Pico (1)
WEEK 2	
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)
WEEK 3	
10/3/2023	Redlands (2)
10/4/2023	GCT (2)
10/4/2023	Pico (2)
WEEK 4	
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)
WEEK 5	
10/19/2023	Anaheim (2)
WEEK 6	
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><u>INTENTION</u></p> <ul style="list-style-type: none">• This is an opportunity to share your honest thoughts and opinions• This is an opportunity to listen and learn from each other	<p><u>DESIRED OUTCOME</u></p> <ul style="list-style-type: none">• To understand current state and people's thoughts and opinions around safety at SoCalGas• To explore how individuals/teams support employee, contractor, public and infrastructure safety• To gather actionable insights on how to build/integrate safety into our activities	<p><u>AGENDA</u></p> <ul style="list-style-type: none">• Welcome & Introductions• Understanding <i>current</i> state• Exploring our role in supporting Safety• Discussing <i>future</i> state• Closing Remarks
<p><u>ROLES/RULES</u></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><u>TIME</u></p> <p>1.5 hr. (90 mins)</p>	<p>SAFETY FORWARD</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

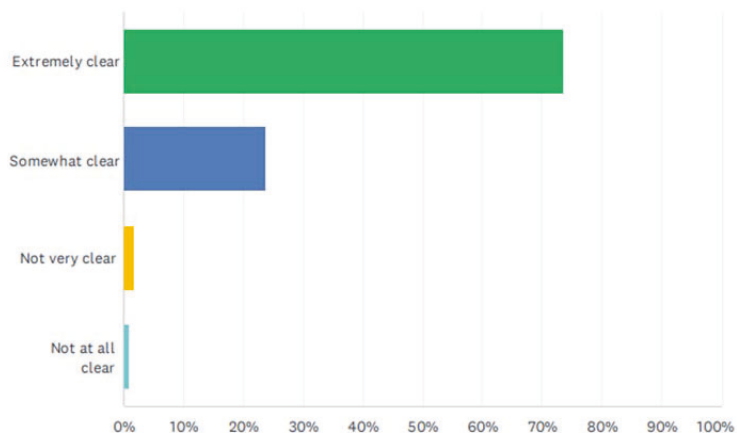
D.1 Pre-dialogue Survey Questions and Results

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

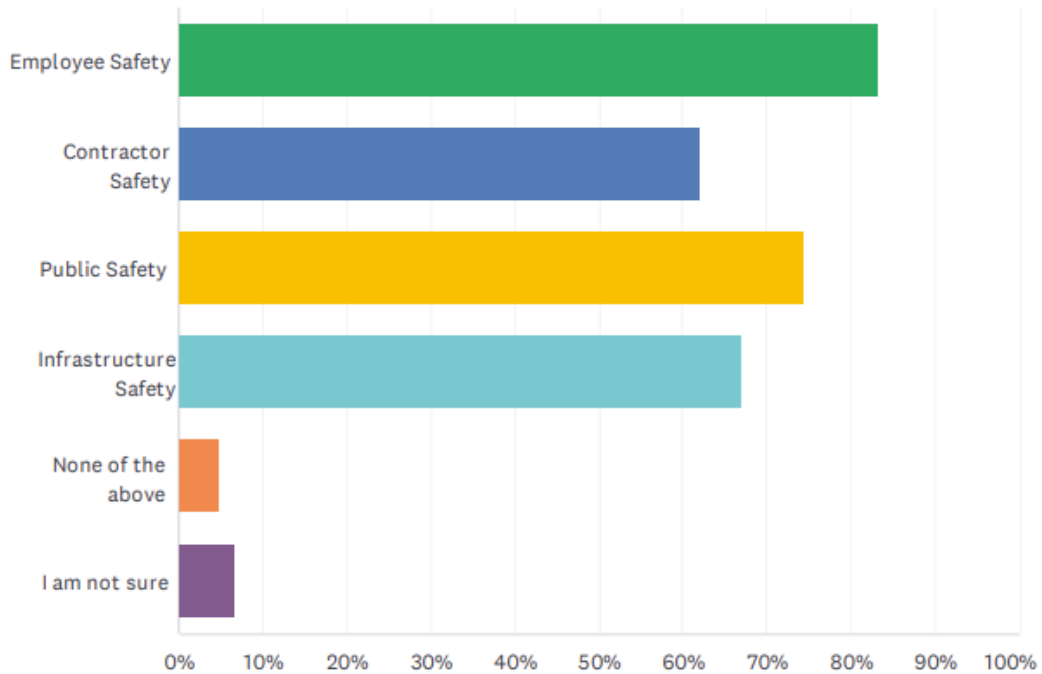


ANSWER CHOICES	RESPONSES	
Extremely clear	73.55%	89
Somewhat clear	23.97%	29
Not very clear	1.65%	2
Not at all clear	0.83%	1
TOTAL		121

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

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

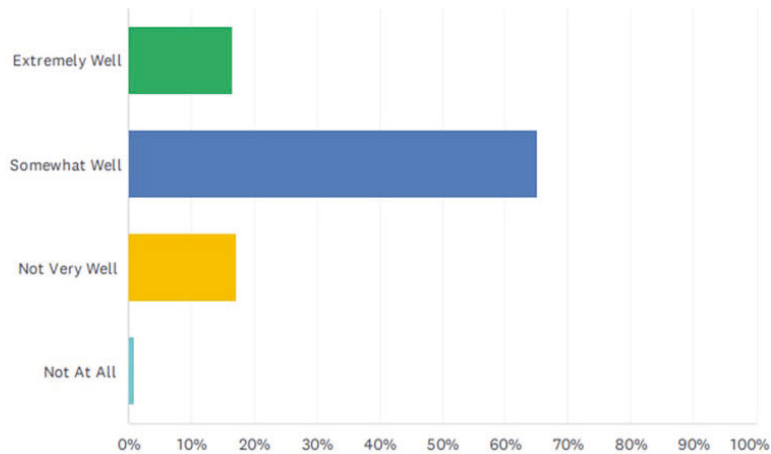
Answered: 121 Skipped: 0



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



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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

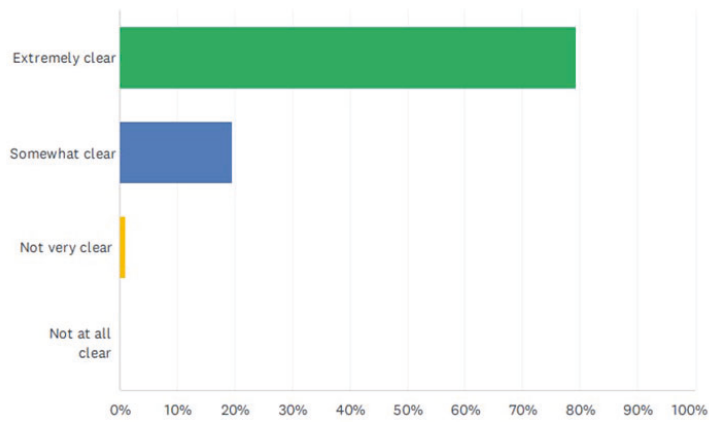
D.2 Post-dialogue Survey Questions and Results

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

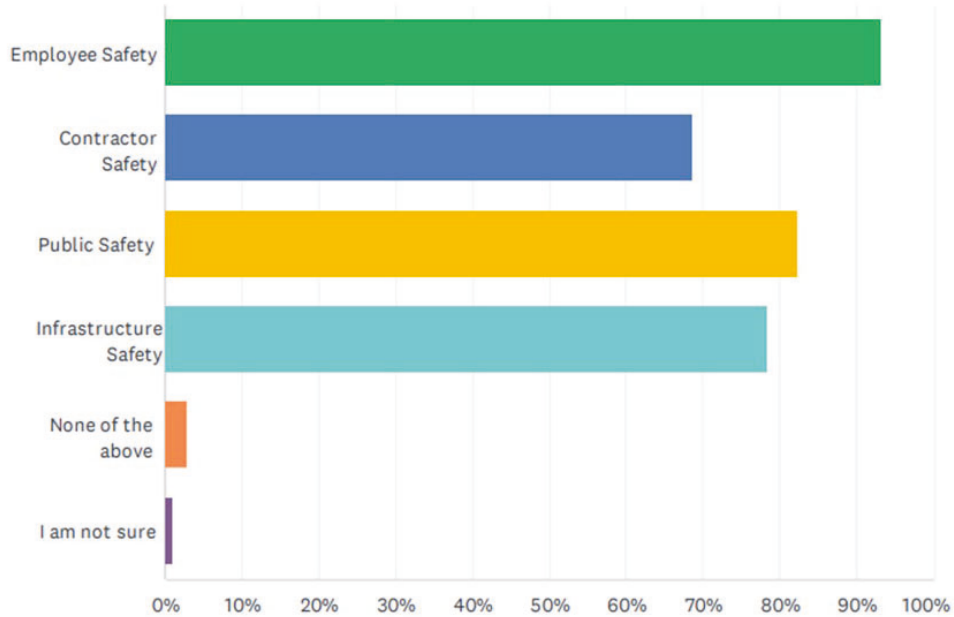


ANSWER CHOICES	RESPONSES	
Extremely clear	79.41%	81
Somewhat clear	19.61%	20
Not very clear	0.98%	1
Not at all clear	0.00%	0
TOTAL		102

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

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

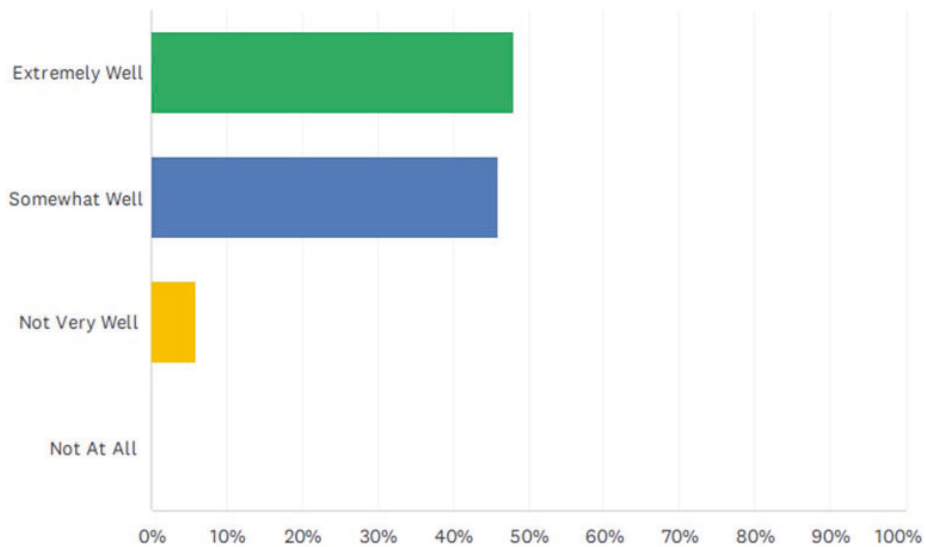
Answered: 102 Skipped: 0



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

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

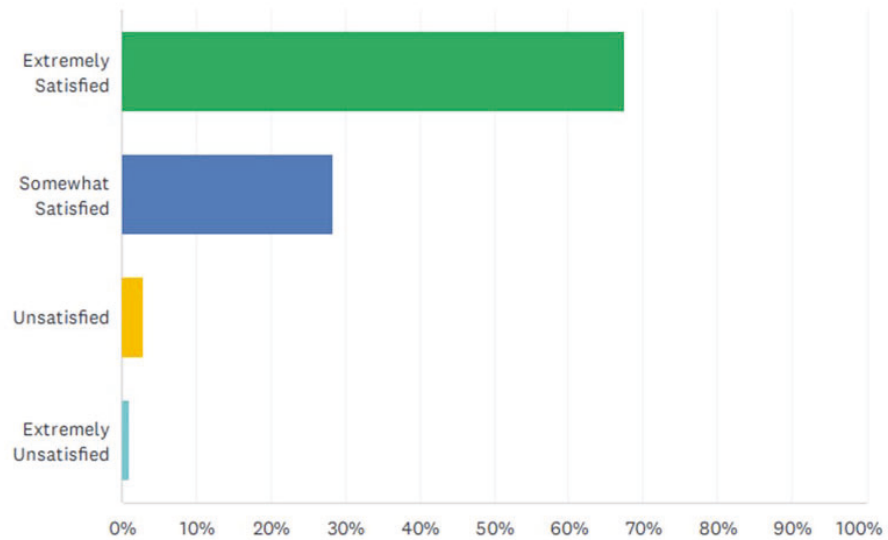
Answered: 102 Skipped: 0



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?

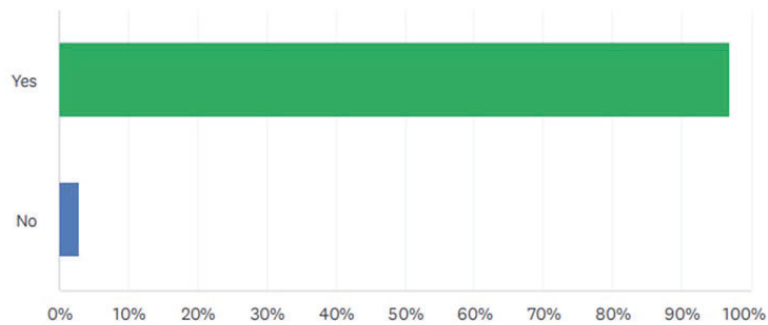
Answered: 102 Skipped: 0



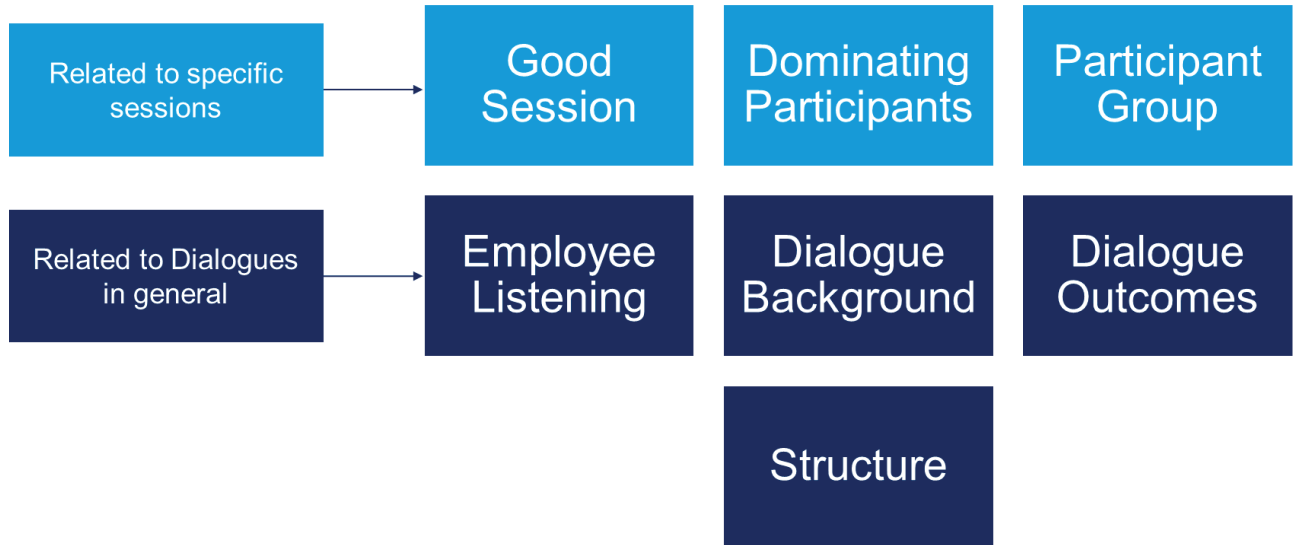
QUESTION 5: Would you be interested in joining future dialogues?

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

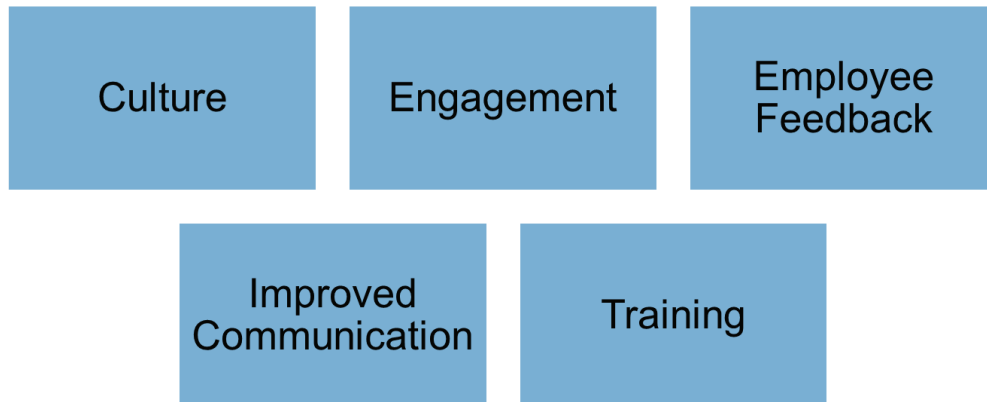
Answered: 102 Skipped: 0



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:

Department	# of Participants
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&I/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