

APPENDIX G

Leadership Safety Vision Meeting 1 Themes

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

Culture of Compliance	<p>Some were shocked to hear that SoCalGas has a culture of compliance. How do we move past employees believing that safety = compliance? How do we move past a culture of compliance when the industry is heavily regulated?</p> <p>“One of the main things are we are being tasked with is compliance.”</p>
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Communication	<p>Some participants feel that SoCalGas has done a good job setting up the framework for a culture of safety, but has this been communicated to all employees? The way communications are framed are important to develop the culture we are aiming for. All communications and reports need to be intentional.</p> <p>“I think in practice as leaders we have done a good job as instilling safety but how that is communicated down — it is lost in translation.”</p>
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Blame Culture	<p>Some agreed that SoCalGas has a blame culture, where individual employees are blamed for incidents because of the historical focus on compliance. This will be hard to change because a lot of current policies still rely on compliance and individual accountability.</p> <p>“Blame culture... have seen something go wrong and then you had to always find someone to blame. It always went down to an employee failed to do something.”</p>
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Our culture is the product of decades of choices and decisions, many of which predate us and that likely were the right ones to make at the time. How and why did we get here? How have I/we contributed to this state of affairs? **(Small Group Question)**

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

	"I'm going to surface more counter viewpoints, will either do it myself or assign my team to do so."
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How would you rate your current understanding of the 2EC safety culture assessment?

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

47%

Pre-survey

79%

Midpoint Survey

95%

Post-Survey

102% overall increase in Very Good to Exceptional understanding

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



2

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

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

55%

Pre-survey

82%

Midpoint Survey

93%

Post-Survey

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

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



3

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

Participants were more comfortable in the second dialogue session.



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

■ Midpoint ■ Post

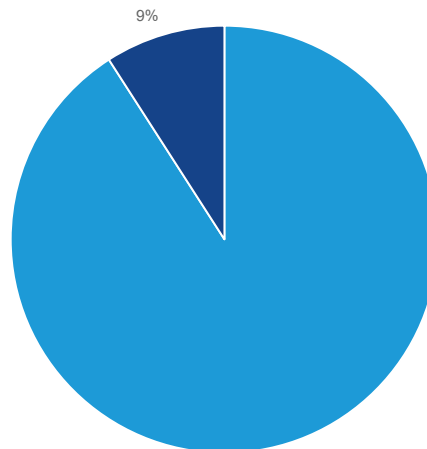
4



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

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



■ Yes ■ No

5

Pre-Survey

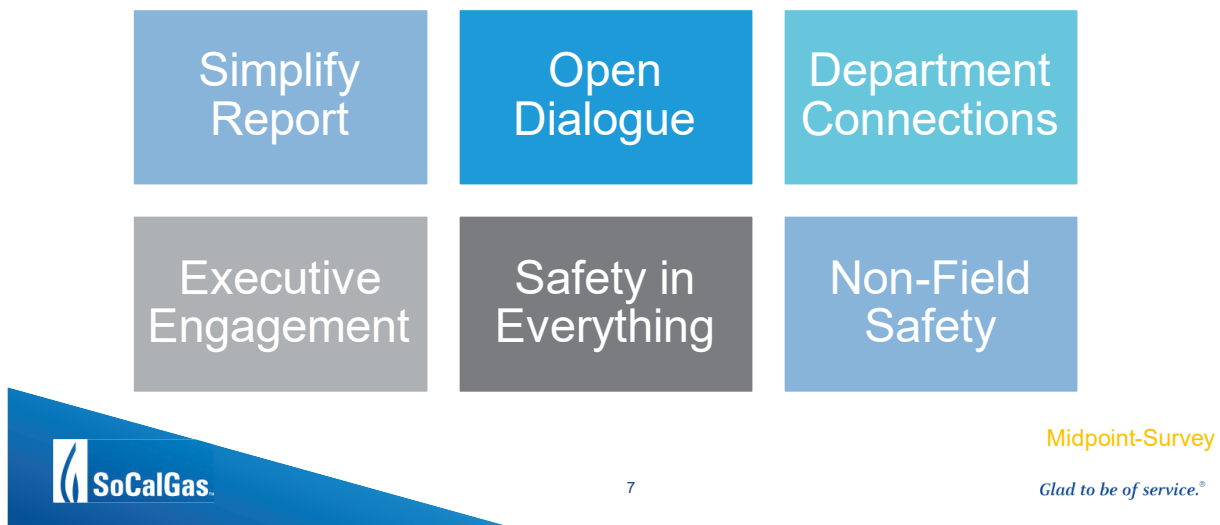
Glad to be of service.®



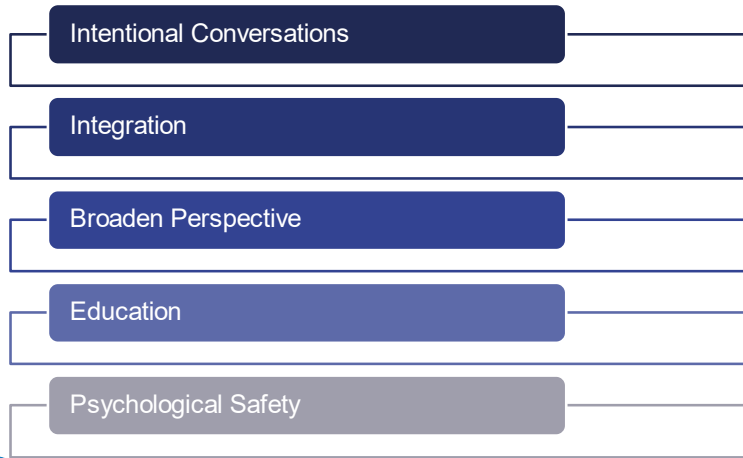
Please share any thoughts, feelings, or suggestions on the 2EC safety culture assessment or comprehensive safety.



Please share how we can advance comprehensive safety at SoCalGas.



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



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

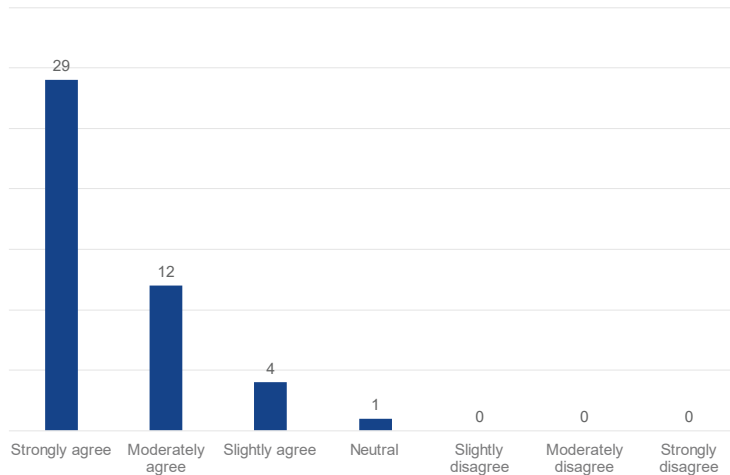
Respondents continued to have conversations around safety and integrate and educate around safety.

Midpoint-Survey

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



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

Post-Survey

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



FACILITATED DIALOGUE SESSIONS REPORT

INTRODUCTION

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

METHOD

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

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

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

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

OBSERVATIONS

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

Specific observations included:

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

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

CONCLUSIONS

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

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

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

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

CLOSING THOUGHTS

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

Dr. Josh Williams
Partner, Business Transformation
Propulo Consulting