

BPA'S PATH IS
C·L·E·A·R
*TO BECOME THE
SAFEST UTILITY IN
NORTH AMERICA.*



Guide Book

About the guide

The CLEAR framework is a resource for all staff, whether you are a supervisor, frontline worker or student intern or any other member of the BPA workforce. It provides tools, shared language and examples intended to help strengthen everyday safety practices across BPA.

As the agency continues to pursue its path to becoming the safest utility in North America, this framework reinforces proactive behaviors and continuous learning that reduce preventable incidents and strengthen our safety approach.

The CLEAR guide has five sections, one for each principle. Each section features the following:

A DEFINITION

WHY IT MATTERS

HOW IT WORKS

MAPPING MATURITY

PRINCIPLES IN PRACTICE

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The path to a safer BPA is CLEAR

Safety is the foundation of everything we do at BPA. As stewards of precious public resources, we are entrusted to deliver vital services that support the safety and security of communities across the Pacific Northwest. To succeed, we must first safeguard the thousands of federal employees and contract personnel who are relied upon to deliver these services.

BPA aims to become the safest utility in North America. Our ideal is to provide an environment where zero work-related injuries, illnesses and regulatory violations are the norm, and where people feel free to point out and address potential safety concerns.

To achieve this standard of excellence and measure our progress, BPA designed the CLEAR framework. CLEAR stands for commitment, leadership, empowerment, accountability and resilience — five principles to guide our workforce's safety practices and strengthen behaviors, decision-making and accountability.

CLEAR is intended to drive measurable improvements by increasing proactive actions and reducing preventable incidents. Its five principles help translate the expectations outlined in BPA's Safety and Occupational Health Manual into daily practices that support an effective, consistent approach to safety across the agency.

CLEAR is an accessible resource for all of us, from seasoned executives to student interns, to strengthen our daily safety habits, both in the field and in the office. I expect everyone in our workforce to become familiar with CLEAR and use it regularly to guide decision-making, speak out about potential risks and support one another in the pursuit of safety excellence.

The path to a safer BPA is CLEAR. By collectively adopting this framework, we can better protect our people, our operations and the communities we serve, and ultimately reach our goal of becoming the safest utility in North America.

Take care and stay safe,



John Hairston
Administrator and CEO



Commitment Aligning beliefs, decisions and behaviors with our stated safety values — at every level of the organization.

What is it?

Commitment requires discipline, or acting in service of safety even when it's inconvenient, undesired or competes with other goals. Commitment is an active demonstration of consistent follow-through, visible engagement and continuous learning.

Why does it matter?

Commitment is the foundation of a resilient safety culture. Without it, even the most well-designed systems degrade. Whether you're a manager or a team member, demonstrating authentic commitment builds credibility, fosters trust and drives improvement. At BPA, commitment to safety shows responsibility to the public and our workforce — because when safety improves, everything improves.

WHAT IT LOOKS LIKE

EXECUTIVES

- Championing safety goals that align with strategic priorities.
- Investing in structures that support accountability and learning.
- Treating safety as a non-negotiable performance standard.

MANAGERS

- Integrating safety into daily business planning and performance evaluation.
- Ensuring training, equipment and feedback systems are functioning as intended.
- Engaging in routine job observations and safety walkthroughs.

TEAM MEMBERS

- Upholding safety expectations consistently and speaking up when others do not.
- Seeking feedback, participating in assessments and improving how work is done.
- Following safety protocols even under time pressure or competing demands.

WHAT IT IS NOT

EXECUTIVES

- Supporting safety only after incidents or in public forums.
- Treating safety as a box-checking exercise.

MANAGERS

- Prioritizing schedule or budget at the expense of identified risk.
- Assigning safety responsibilities without follow-up.

TEAM MEMBERS

- Working unsafely to meet deadlines.
- Not reporting concerns due to fear or apathy.

Are you CLEAR about commitment?

1. Do I follow through on the safety expectations I set, or do I make exceptions when it's inconvenient?

2. Have I ever deprioritized safety due to time, budget or customer pressures?

3. Do my team members feel safe stopping work or speaking up about risk?

4. When I hear a concern or see a trend, do I act on it or ignore it?

5. Have I made it clear that safety is not just a policy, but a non-negotiable part of how we work?

How does commitment work?

How is it supported?

- A clearly articulated safety and occupational health policy.
- Defined roles, responsibilities and authorities.
- Targeted safety training by role.
- Worker engagement in planning and reporting.
- Data access and feedback systems.

What does it provide?

- Participation in job observations, facility inspections and safety reporting.
- Completed and updated hazard assessments and corrective actions.
- Inclusion of safety in strategic decision-making.
- Actionable insights from worker feedback loops.

How can it be measured?

- Percentage of position hazard assessments and job hazard assessments completed.
- Percentage of required Safety Management System and Safety and Occupational Health training completed on time.
- Safety Perception Survey metrics on trust and leadership visibility.
- Number and quality of proactive hazard and safety concerns reported.
- Participation rates in safety meetings, planning sessions and governance bodies.
- Annual program review and improvement rates.

MAPPING MATURITY TOWARD COMMITMENT:

1

Safety is seen as a checkbox or regulatory obligation.
COMMITMENT is minimal, inconsistent or absent. Safety is not integrated into decision-making or values.

2

Safety is discussed as a value, but behaviors, investments and leadership actions do not reflect that.
COMMITMENT. Workers perceive mixed messages.

3

Leaders begin to model COMMITMENT. Policies, training and communications align. Reporting increases, but behavioral consistency is still emerging.

4

COMMITMENT to safety is visible at all levels through discussions, actions and decisions. Work practices support consistent application and feedback.

5

COMMITMENT is a defining feature of BPA's safety culture. It is instinctive, resilient under pressure, and reinforced through trust, learning and accountability.

Principles in practice

- Commitment sustains safe decision-making during day-to-day work execution, especially when under time, cost or production pressures.
- Commitment feeds data and tracking systems with accurate inputs, pinpointing which actions appropriately and actively prevent risks and hazards. Commitment closes the loop between measurement and improvement.
- Commitment sustains safe decision-making during day-to-day work execution, especially when under time, cost or production pressures.
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5

BPA'S PATH IS **CLEAR** TO BECOME THE SAFEST UTILITY IN NORTH AMERICA



Leadership

Setting direction, modeling behavior and creating the conditions in which safety is prioritized, resourced and continuously improved.

What is it?

Leadership sets the direction, models the behavior and creates the conditions that prioritize safety in the workplace. Leadership is not defined by position but by influence and action. Leadership is demonstrated when individuals, regardless of their title, remove barriers to safety and take ownership of the behaviors and systems that enable safe work to take place.

Why does it matter?

Leadership is the force that moves safety from intention to execution. Without strong leadership, even the best-designed safety systems remain underutilized, under-resourced or inconsistently applied. Effective leadership establishes clear expectations, workforce-wide alignment and a visible commitment to safety across everything we do.

WHAT IT LOOKS LIKE

EXECUTIVES

- Setting and championing strategic safety priorities and visibly support the Safety Management System.
- Empowering program owners, prioritizing resource needs and holding leaders accountable for results.
- Participating in safety governance forums.

MANAGERS

- Implementing safety systems and providing teams with the tools and time for safe work.
- Conducting regular safety engagements such as observations, walkdowns and feedback loops.
- Taking timely corrective actions and tracking safety metrics.

TEAM MEMBERS

- Taking initiative to identify hazards and offering ideas for safer work methods.
- Leading by example, following procedures, speaking up and supporting your team.
- Supporting safety improvements by giving honest input and following through.

WHAT IT IS NOT

EXECUTIVES

- Delegating safety down the chain of command without active engagement.
- Taking ownership of safety only during incident responses or audits.

MANAGERS

- Prioritizing production over safety.
- Failing to engage in field presence or feedback loops.

TEAM MEMBERS

- Waiting for direction or assuming safety is someone else's job.

Are you CLEAR about leadership?

1. Do I model the safe behaviors I expect from others?

2. Do I actively participate in safety meetings, observations or governance forums?

3. Have I empowered my team to speak up about risk, and do I reinforce that behavior?

4. When safety data or feedback is presented, do I act on it?

5. Have I connected our strategic goals with our safety performance expectations?

How does leadership work?

How is it supported?

- Clear definition of safety leadership roles and authorities.
- Integration of Safety Management System responsibilities into position expectations.
- Role-based training and governance training opportunities.
- Feedback mechanisms from job observations and facility inspections.

What does it provide?

- Timely execution of corrective actions and proactive hazard mitigation.
- Active governance of programs and procedures.
- Strategic alignment of safety objectives across work units.

How can it be measured?

- Percentage of managers completing role-based safety training and governance engagement.
- Safety perception metrics on leadership visibility and accountability.
- Number and quality of safety engagements performed by leaders.
- Audit or review actions completed on time.

MAPPING MATURITY TOWARD LEADERSHIP:

1

Safety LEADERSHIP is informal or invisible. Safety systems exist but are not owned.

2

LEADERS express support for safety, but follow-through is inconsistent.

3

Safety responsibilities are defined and practiced. LEADERSHIP presence is emerging.

4

Safety LEADERSHIP is visible and structured. Accountability and feedback loops are routine.

5

LEADERSHIP is distributed, accountable and proactive. Safety is built into strategic and operational leadership at every level.

Principles in practice

- Leadership utilizes the Safety Management System to monitor safety performance by designating defined roles, responsibilities and behavior standards.
- Leaders ensure the resourcing of established safety systems and integrate safety planning into organizational management.
- Daily safety leadership actions support the SMS by reinforcing risk analysis in operational planning and control.
- Leadership follow-through ensures measurements, assessments and corrective actions align effectively with strategic safety goals.

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BPA'S PATH IS **CLEAR** TO BECOME THE SAFEST UTILITY IN NORTH AMERICA



Empowerment Enabling every employee to act in the interest of safety — without hesitation, fear or delay.

What is it?

Empowerment means every workforce member feels encouraged to act in the interest of safety without hesitation, fear or delay. For an individual to feel empowered, they require access to information, support from leadership, and the authority to stop work or raise concerns when something doesn't look or feel right. True empowerment is sustained by a safety culture that imbues feelings of trust, ownership and support. It's built up by reinforcement, not just permission.

Why does it matter?

Empowerment fuels proactive safe behavior and creates agility across the agency. When an organization trusts its workforce to act and equips them with the right tools, they resolve risk before it escalates. Empowered teams don't wait for permission to take action — they build safety into every step of their work. Without empowerment, even committed leaders and sound systems fall short in the moment of action.

WHAT IT LOOKS LIKE

EXECUTIVES

- Modeling trust in staff judgment and reinforcing safe decision-making.
- Supporting and defending stop-work actions.
- Removing systemic or cultural barriers to speaking up.

MANAGERS

- Ensuring staff are trained, informed and supported to act safely.
- Responding to safety input with urgency and transparency.
- Encouraging shared problem-solving when issues arise.

TEAM MEMBERS

- Speaking up without waiting for permission.
- Stopping work when feeling unsure or unsafe.
- Offering input to improve safety conditions or procedures.

WHAT IT IS NOT

EXECUTIVES

- Punishing or ignoring input after a stop-work event.
- Undermining staff-led safety efforts.

MANAGERS

- Controlling every decision or dismissing front-line knowledge.
- Failing to acknowledge raised concerns.

TEAM MEMBERS

- Waiting for management to notice or fix unsafe conditions.
- Assuming it's not your place to act or speak up.

Are you CLEAR about empowerment?

1. Do I respond constructively when someone stops work or raises a concern?

2. Have I clearly communicated that every person has the authority to act for safety?

3. Do my teammates feel safe disagreeing with me or challenging decisions?

4. Have I removed or reinforced barriers that could make someone hesitate to speak up?

5. Do I recognize and celebrate proactive safety behaviors versus reactive compliance?

How does empowerment work?

How is it supported?

- BPA Policy 421-1: Temporary Stop Work Authority.
- Training and communication reinforcing safety rights and responsibilities.
- Responsive safety concern process with visible feedback loops.
- Leadership models empowerment behaviors.

What does it provide?

- Increased reporting of safety concerns and near hits.
- Timely resolution of field-raised issues.
- Distributed ownership of safety solutions.
- Higher worker engagement and confidence.

How can it be measured?

- Number of stop-work events and post-event support documentation.
- Safety Perception Survey scores related to empowerment and voice.
- Percentage of concerns resolved within target timelines.
- Participation rates in safety meetings and improvement initiatives.

MAPPING MATURITY TOWARD EMPOWERMENT:

1

Workforce personnel are unclear about when to speak up or are afraid to do so. Safety actions are centralized and discouraged.

2

Safety roles are defined, but many still feel unsafe or unsupported in using their voice.

3

Leadership encourages safety EMPOWERMENT, but cultural barriers or uneven support remain.

4

Workers act on safety with confidence and support. Feedback is welcomed and resolved.

5

With an empowered workforce, safety is instinctive, fully supported and culturally reinforced. Voice is protected, action is expected.

Principles in practice

- Empowerment aligns with the Safety Management System's Worker Participation expectations by reinforcing the authority of all workers to influence safety outcomes.
- BPA Policy 421-1, Temporary Stop-Work Authority, supports worker-initiated stop-work decisions and ensures protection from retaliation.
- Empowered teams feed high-quality data into BPA's Occupational Safety and Health Information System and other systems described in the SMS.
- Empowerment ensures operational safety goals are met by distributing operational control of safe work practices to those closest to the hazard.



Accountability

Taking ownership of actions, outcomes, and commitments — not only for yourself, but for the systems you influence and the people you lead.

What is it?

Accountability means taking ownership of your actions, outcomes and commitments to safety. Accountability applies to yourself, the systems you influence and the people you lead. It's not about blame — it's about responsibility, follow-through and learning. Practicing accountability requires setting clear safety expectations, observing safe behaviors, and measuring and addressing safety outcomes.

Why does it matter?

Without accountability, safety performance becomes inconsistent, trust erodes and critical lessons lose meaning. Accountability creates a transparent system where an organization trusts its people to meet their responsibilities, to learn and to uphold shared safety values. It's the mechanism by which BPA's safety goals become reality.

WHAT IT LOOKS LIKE

EXECUTIVES

- Defining safety goals and expectations clearly and visibly.
- Requiring regular performance updates tied to safety metrics.
- Supporting consequence management based on behavior and system improvement.

MANAGERS

- Tracking completion of safety responsibilities such as assessments, training and corrective actions.
- Providing coaching and feedback when expectations are not met.
- Recognizing safety performance and proactively addressing gaps.

TEAM MEMBERS

- Owning the responsibilities tied to roles and tasks.
- Follow through on commitments.
- Reporting problems when they are seen — even if they involve peers or processes.

WHAT IT IS NOT

EXECUTIVES

- Setting safety goals without following up or transparency.
- Tolerating systemic failures without initiating consequences.

MANAGERS

- Ignoring overdue actions or untrained staff.
- Treating safety failures as individual errors instead of system breakdowns.

TEAM MEMBERS

- Passing blame for missed responsibilities.
- Failing to speak up when others take unsafe shortcuts.

Are you CLEAR about accountability?

1. Do I ensure safety expectations are defined, understood and documented?
2. Do I follow through on safety-related commitments, even when they are inconvenient?
3. Am I consistent in how I address both positive and negative safety performance?
4. Do I measure what matters versus what's easiest to track?
5. Do I treat accountability as a path to improvement, not punishment?

How does accountability work?

How is it supported?

- Clear documentation of safety roles and responsibilities in the Safety Management System.
- Corrective Action Program with assigned ownership and due dates.
- Safety observations and inspection data to verify execution.
- Transparent reporting and leadership briefings on performance gaps.

What does it provide?

- Clear lines of responsibility and authority across the Safety Management System.
- Trust in the integrity of safety commitments.
- Culture of follow-through and proactive problem solving.
- Opportunities to learn from both success and failure.

How can it be measured?

- Percentage of corrective actions completed on time.
- Frequency and timeliness of overdue item follow-up.
- Percentage of role-based training completions.
- Safety Perception Survey metrics on fairness, follow-through and trust.
- Tracking of systemic versus individual causes in incident assessments.

MAPPING MATURITY TOWARD ACCOUNTABILITY:

1

Safety tasks are missed or ignored without consequence. Performance is erratic or hidden.

2

Responsibilities are known but ACCOUNTABILITY is uneven or reactive.

3

Managers and staff track actions and follow through on commitments, but gaps in consistency or system ownership remain.

4

ACCOUNTABILITY is embedded in systems, meetings and daily operations. Recognition and remediation are timely.

5

ACCOUNTABILITY is a source of trust and discipline. Follow-through is the norm, and safety performance is transparently owned, tracked and improved across BPA.

Principles in practice

- Accountability is integral to the Safety Management System in monitoring, measurement, corrective actions and Audits. It ensures that safety data is not just collected but acted on with clear ownership.
- The Corrective Action Program operationalizes accountability across job observations, incident assessments, inspections and third-party audits.
- Accountability also supports leadership roles in the SMS by creating expectations for safety performance integrity.
- Accountability builds the foundation for continuous improvement by ensuring lessons are addressed and situations remedied rather than just documented.



Resilience Anticipate, absorb, adapt to, and recover from risk and disruption — without harm.

What is it?

Resilience is the ability to anticipate, absorb, adapt to and recover from risk and disruption without harm. It's about building the capacity across systems, teams and individuals to maintain safe operations through change, stress or failure. Resilience is proactive, requiring not only reaction to the unexpected but preparing for it.

Why does it matter?

In a complex energy industry, resilience is essential. From extreme weather to evolving threats, resilient systems and behaviors ensure continuity of safety during uncertainty. Resilient organizations don't break under pressure — they learn and adjust to emerge stronger.

WHAT IT LOOKS LIKE

EXECUTIVES

- Ensuring contingency planning and safety resourcing for major disruption scenarios.
- Supporting adaptive decision-making under emergent conditions.
- Integrating resilience into strategic planning and system design.

MANAGERS

- Maintaining up-to-date emergency plans, training and supplies.
- Empowering teams to improvise safely when conditions shift.
- Facilitating after-action reviews to extract lessons and update procedures.

TEAM MEMBERS

- Speaking up when conditions change or plans no longer reflect reality.
- Adapting workflows safely and communicating evolving risks.
- Participating in drills, reviews and recovery efforts.

WHAT IT IS NOT

EXECUTIVES

- Failing to plan for disruption or ignoring early risk indicators.

MANAGERS

- Relying on rigid procedures that don't adapt in crisis.
- Failing to update emergency protocols or training over time.

TEAM MEMBERS

- Working through unsafe conditions instead of stopping.
- Choosing not to participate in contingency planning or reviews.

Are you CLEAR about resilience?

1. Have I ensured my team is trained and equipped to operate safely during disruption?

2. Does my team routinely practice and review emergency scenarios?

3. When plans fail, does my team adapt effectively or freeze?

4. Do I treat risk signals and concerns as opportunities to learn, not threats to control?

5. Does my team's work processes support real-time awareness, adjustment and recovery?

How does resilience work?

How is it supported?

- Up-to-date emergency action plans and business continuity procedures.
- Drills and training based on realistic risk scenarios.
- After-action review and lessons-learned integration.
- Operational flexibility in procedures and authority delegation.

What does it provide?

- Sustained safety performance during events or deviations.
- Rapid hazard identification and control in changing conditions.
- Safety culture that emphasizes improvement as a result of disruption.
- Increased capacity for safe improvisation at the front line.

How can it be measured?

- Percentage of Emergency Action Plans reviewed and practiced annually.
- Safety performance during declared events or contingencies.
- Number of completed after-action reviews with tracked improvements.
- Safety Perception Survey metrics on flexibility, preparedness and trust.
- Frequency of proactive hazard adjustments or stop work under unexpected risk.

MAPPING MATURITY TOWARD RESILIENCE:

1

Little or no preparation for disruption. Response is reactive and uncoordinated.

2

Plans exist but are outdated, underutilized or disconnected from the reality of the work environment.

3

Teams begin training for contingencies and adapting during change, but gaps remain.

4

Disruption plans are exercised, updated and owned. Teams adjust safely in real time.

5

RESILIENCE is systemic and cultural. BPA sustains safety during periods of stress, and learns, adapts and strengthens in response to disruption.

Principles in practice

- Resilience supports the Safety Management System's Operational Planning and Control objectives by ensuring safe work continues under unexpected or emergent conditions.
- Emergency action planning and capability assessments strengthen organizational response, aligning with BPA's occupational health and emergency action goals.
- Lessons-learned reviews and updates to procedures reinforce continuous improvement and influence audits and management reviews.
- Resilience supports readiness and recovery critical to BPA's strategic, operational and safety continuity.

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See CLEAR on Connection for more information.

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