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**Subject: 2023 Safety Culture Assessment for Horizon West Transmission, LLC**

Mr. Morgan:

Enclosed is the 2023 Safety Culture Assessment (SCA) for Horizon West Transmission, LLC, (HWT) presenting the findings (including recommendations) of the assessment conducted by the National Safety Council (NSC) on behalf of the Office of Energy Infrastructure Safety (Energy Safety) pursuant to the process approved through Public Utilities Code section 8389(d)(4).

On February 23, 2024, Energy Safety provided HWT with a draft of its 2023 SCA for factual review. HWT did not submit a response.

HWT can satisfy the “good standing” requirement in Public Utilities Code section 8389(e)(2) by agreeing to implement the findings (including recommendations) of its most recent SCA performed pursuant to Public Utilities Code section 8386.2 and section 8389(d)(4), if applicable. This may be done by HWT submitting a letter to this effect to the 2023 Safety Culture Assessments docket (Docket #2023-SCAs).<sup>1</sup>

Sincerely,

A handwritten signature in black ink, appearing to read "Suzie Rose".

Suzie Rose  
Program Manager, Electrical Safety Policy Division  
Office of Energy Infrastructure Safety

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<sup>1</sup> [2023 Safety Culture Assessments \(SCAs\) docket](https://efiling.energysafety.ca.gov/EFiling/DocketInformation.aspx?docketnumber=2023-SCAs)

(<https://efiling.energysafety.ca.gov/EFiling/DocketInformation.aspx?docketnumber=2023-SCAs>, accessed February 23, 2024).



OFFICE OF ENERGY  
INFRASTRUCTURE  
SAFETY



# The Office of Energy Infrastructure Safety's 2023 Safety Culture Assessment

## Horizon West Transmission

Prepared by the National Safety Council

Published March 2024





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## Executive Summary

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The Office of Energy Infrastructure Safety's (Energy Safety's) third annual Safety Culture Assessment of electrical corporations in California took place from June to September 2023. Energy Safety directed the process pursuant to the requirements of Public Utilities Code section 8389(d)(4). The process was carried out by Energy Safety's Safety Culture Assessment contractor. In 2023, Energy Safety's Safety Culture Assessment contractor was the National Safety Council.

This report contains the assessment of Horizon West Transmission's (HWT's) inputs to the 2023 Safety Culture Assessment and associated findings and recommendations. The findings and recommendations are based on HWT's safety culture objectives, lessons learned, progress on 2022 recommendations, and supporting documentation.

According to its Safety Culture Assessment inputs in 2021, 2022, and 2023, HWT has maintained a safety vision and guiding principles, along with effective integration of safety communications throughout the organization. Further, in 2023, HWT's safety culture objectives, lessons learned, and progress on 2022 recommendations include wildfire safety objectives.

To drive consistent improvement in its safety culture throughout the organization, HWT should continue to act on the recommendations from its 2022 Safety Culture Assessment, which are listed below.

- Instead of aiming for zero near-miss events, HWT should establish targets and undertake actions that will increase hazard and near-miss reporting. HWT leadership and frontline supervisors should encourage workers to report hazards and near misses.
- HWT should review its safety culture objectives and ensure that its 12-month objectives build toward its 3-year objectives.

# 1 Safety Culture Assessment

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## 1.1 Safety Culture Assessment Framework

The Office of Energy Infrastructure Safety's (Energy Safety's) Safety Culture Assessment (SCA) process is described in the Safety Culture Assessment Guidelines for Electrical Corporations (SCA Guidelines).<sup>1</sup> The SCA Guidelines are informed by the SCA process as set out in Resolution SPD-6, adopted by the California Public Utilities Commission (CPUC) on December 1, 2022.<sup>2</sup> The framework for Energy Safety's SCA, included in Resolution SPD-6,<sup>3</sup> is rooted in the belief that safety culture affects both personal and wildfire safety outcomes and by extension its study provides insights into strengths and key opportunities for improvement.

## 1.2 Overview

Pursuant to Public Utilities Code Section 8389(d)(4),<sup>4</sup> Energy Safety must conduct an annual SCA for each California electrical corporation.<sup>5</sup> Energy Safety contracted the

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<sup>1</sup> [Safety Culture Assessment Guidelines for Electrical Corporations \(April 2023\)](#)

(<https://efiling.energysafety.ca.gov/eFiling/Getfile.aspx?fileid=53626&shareable=true>, accessed Feb. 28, 2024).

<sup>2</sup> [Resolution SPD-6 "Resolution Adopting Safety Culture Assessment Process for Electrical Corporations Pursuant to Public Utilities Code § 8389\(d\)\(4\)"](#)

(<https://docs.cpuc.ca.gov/PublishedDocs/Published/G000/M499/K482/499482543.pdf>, accessed Sept. 28, 2023).

<sup>3</sup> [Resolution SPD-6 "Resolution Adopting Safety Culture Assessment Process for Electrical Corporations Pursuant to Public Utilities Code § 8389\(d\)\(4\)"](#) page 11

(<https://docs.cpuc.ca.gov/PublishedDocs/Published/G000/M499/K482/499482543.pdf>, accessed Sept. 28, 2023).

<sup>4</sup> [The full text of Public Utilities Code section 8389](#)

([https://leginfo.legislature.ca.gov/faces/codes\\_displaySection.xhtml?sectionNum=8389.&lawCode=PUC](https://leginfo.legislature.ca.gov/faces/codes_displaySection.xhtml?sectionNum=8389.&lawCode=PUC), accessed Sept. 28, 2023).

<sup>5</sup> In 2023, the California electrical corporations required to participate in Energy Safety's Safety Culture Assessment were Pacific Gas and Electric Company, San Diego Gas & Electric Company, Southern California Edison Company, Liberty Utilities, PacifiCorp, Bear Valley Electric Service, Inc., Horizon West Transmission, Trans Bay Cable, and LS Power Grid California.

National Safety Council (NSC)<sup>6</sup> to conduct the third annual SCA, which took place between June and September 2023.

### 1.2.1 Focus of Energy Safety's SCA

Energy Safety's SCA is distinct and complementary to other safety culture assessments required elsewhere in the Public Utilities Code. Energy Safety's SCA is not a replacement for ongoing work to improve safety culture at each electrical corporation. Energy Safety's SCA specifically focuses on the safety culture present in the wildfire mitigation work setting: the setting most pertinent to risks faced by the wildfire mitigation workforce in terms of personal risk and risks faced by the public in terms of wildfire risk. Energy Safety's goal is to develop a longitudinal view of safety culture across electrical corporations to identify best practices and relative gaps. Energy Safety seeks to understand outcomes over time and incorporate continuous learning into the assessment process.

### 1.2.2 Energy Safety's SCA Components

Energy Safety published the 2023 SCA Guidelines in April 2023.<sup>7</sup> The SCA Guidelines outline the SCA framework, components, and requirements for each category of electrical corporation. The SCA Guidelines categorize electrical corporations as follows:

- **Large electrical corporations, also called investor-owned utilities<sup>8</sup> (Large IOUs):** Pacific Gas and Electric Company, San Diego Gas & Electric Company, and Southern California Edison Company.

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<sup>6</sup> The National Safety Council is a nonprofit, mission-based organization focused on eliminating the leading causes of preventable death and injury.

<sup>7</sup> [Safety Culture Assessment Guidelines for Electrical Corporations \(April 2023\)](https://efiling.energysafety.ca.gov/eFiling/Getfile.aspx?fileid=53626&shareable=true) (https://efiling.energysafety.ca.gov/eFiling/Getfile.aspx?fileid=53626&shareable=true, accessed Feb. 28, 2024). See [Energy Safety's Safety Culture Assessments web page](https://energysafety.ca.gov/what-we-do/electrical-infrastructure-safety/wildfire-mitigation-and-%20safety/safety-culture-assessments/) for more information (https://energysafety.ca.gov/what-we-do/electrical-infrastructure-safety/wildfire-mitigation-and-%20safety/safety-culture-assessments/, accessed Sept. 28, 2023).

<sup>8</sup> In this document "utility" means "electrical corporation."

- **Small and multijurisdictional utilities (SMJUs):** Liberty Utilities, PacifiCorp, and Bear Valley Electric Service, Inc.
- **Independent transmission operators (ITOs):** Horizon West Transmission (HWT), Trans Bay Cable, and LS Power Grid California.

The 2023 SCA process included a management self-assessment with a summary plan for 2024, 12-month and 3-year safety culture objectives, lessons learned, progress on the 2022 SCA recommendations, a workforce survey, and follow-up interviews to give context and clarity to the management self-assessment (one interview) and workforce survey (one interview in the form of a focus group session). See below for more details about each of these components. The SCA Guidelines require different categories of electrical corporations to complete different components of the SCA as follows:<sup>9</sup>

Component	Electrical corporations that must complete this component	Commentary
Workforce survey	Large IOUs, SMJUs	Energy Safety uses the workforce survey to assess key workforce perceptions and behaviors at the large and small electrical corporations, but not the independent transmission operators, where the workforces are too small to ensure the anonymity of respondents.
Management self-assessment with	Large IOUs	Energy Safety uses the management self-assessment, a detailed assessment of organizational systems, to

<sup>9</sup> See Section 2 “Application of Safety Culture Assessment Components to Different Electrical Corporations,” [Safety Culture Assessment Guidelines for Electrical Corporations \(April 2023\)](https://efiling.energy.ca.gov/eFiling/Getfile.aspx?fileid=53626&shareable=true) (https://efiling.energy.ca.gov/eFiling/Getfile.aspx?fileid=53626&shareable=true, accessed Feb. 28, 2024).

Component	Electrical corporations that must complete this component	Commentary
summary plan for the coming year		evaluate the larger, more complex electrical corporations.
Safety culture objectives and summary of lessons learned (including reporting on implementation of recommendations)	Large IOUs, SMJUs, ITOs	Energy Safety uses the safety culture objectives and summary of lessons learned in the evaluation of all electrical corporations. This is the only requirement for ITOs, which are small organizations with a lower risk profile than the large IOUs and SMJUs.
Interviews	To be determined by Energy Safety upon review of submissions	Interviews may be required of any electrical corporation.
Observational visits	To be determined by Energy Safety upon review of submissions	Observational visits may be required of any electrical corporation.
Supporting documentation	To be determined by Energy Safety upon review of submissions	Supporting documentation may be required of any electrical corporation.

Below are descriptions of the different components of the 2023 SCA.

### **1.2.2.1 Workforce Survey**

The workforce survey was only completed by the large electrical corporations and SMJUs in the 2023 SCA process: it was not completed by the ITOs.



### 1.2.2.2 Management Self-Assessment with 2024 Summary Plan

The management self-assessment was only completed by the large electrical corporations in the 2023 SCA process: it was not completed by the SMJUs or ITOs.

### 1.2.2.3 Safety Culture Objectives, Lessons Learned, and Progress on the Previous Year's Recommendations

Unlike some components of the SCA that are only applicable to some electrical corporations (see Section 1.2.2), each electrical corporation is required to submit its safety culture objectives, summary of lessons learned, and progress on the previous year's recommendations.<sup>10</sup> Electrical corporations submitted these using an online survey administered by NSC.

In this component, the electrical corporations presented their 12-month and 3-year safety culture objectives, target and progress metrics, and a description of how the objectives will reduce wildfire risk.

Electrical corporations also presented their lessons learned and a description of progress made on their 2022 SCA recommendations.

### 1.2.2.4 Interviews

Follow-up interviews were only conducted with the large electrical corporations in the 2023 SCA process; they were not conducted with the SMJUs or ITOs.

### 1.2.2.5 Observational Visits

The 2023 SCA process did not include observational visits due to time constraints.

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<sup>10</sup> See Section 2 "Application of Safety Culture Assessment Components to Different Electrical Corporations," [Safety Culture Assessment Guidelines for Electrical Corporations \(April 2023\)](https://efiling.energy.ca.gov/eFiling/Getfile.aspx?fileid=53626&shareable=true) (https://efiling.energy.ca.gov/eFiling/Getfile.aspx?fileid=53626&shareable=true, accessed Feb. 28, 2024).



### **1.2.2.6 Supporting Documentation**

The SCA Guidelines provide that Energy Safety may ask for supporting documentation.<sup>11</sup> For example, Energy Safety may require documentation to support justifications given for electrical corporations' self-ratings in the management self-assessment.

The online survey used to elicit safety culture objectives, summary of lessons learned, and progress on 2022 recommendations permitted electrical corporations to upload additional supporting documentation as attachments to illustrate actions taken since the 2022 SCA.

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<sup>11</sup> See the [Safety Culture Assessment Guidelines for Electrical Corporations](#) Section 6.2 "Documentation to Support Responses to the Management Self-Assessment" for more information about supporting documentation Energy Safety may require (<https://efiling.energysafety.ca.gov/eFiling/Getfile.aspx?fileid=53626&shareable=true>, accessed Sept. 28, 2023).

## 2 HWT Inputs and Findings

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### 2.1 HWT Inputs to the SCA

The findings and recommendations below are based on HWT’s safety culture objectives, lessons learned, and progress on 2022 recommendations.<sup>12</sup>

In 2023, the first step of the SCA process was submission of the safety culture objectives, lessons learned, and progress on 2022 recommendations. HWT submitted these components on July 7, 2023. As an ITO, HWT was only required to complete these components of the SCA process.<sup>13</sup> HWT voluntarily appended 17 supporting documents to provide additional context to its responses,<sup>14</sup> an increase from five documents appended in 2022.<sup>15</sup> HWT’s supporting documentation included a “All Injuries Are Preventable” poster, a screenshot of the “Safety Activity Management (SAM) Resources” launch page, slides from a presentation on the “Two Minute Review” (from HWT’s sister company Florida Power & Light), and slides from the May 2023 NextEra Energy Transmission Ops monthly safety meeting. HWT’s supporting documents also included a graphic depicting HWT’s “Guiding Principles,” mentioned in all parts of HWT’s objectives, lessons learned, and progress on 2022 recommendations. NSC reviewed this supporting documentation to further understand HWT’s safety culture objectives, lessons learned, and progress on 2022 recommendations.

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<sup>12</sup> See Section 5 for HWT’s safety culture objectives, lessons learned, and progress on 2022 recommendations.

<sup>13</sup> See Section 2 “Application of Safety Culture Assessment Components to Different Electrical Corporations,” [Safety Culture Assessment Guidelines for Electrical Corporations \(April 2023\)](https://efiling.energysafety.ca.gov/eFiling/Getfile.aspx?fileid=53626&shareable=true) (https://efiling.energysafety.ca.gov/eFiling/Getfile.aspx?fileid=53626&shareable=true, accessed Feb. 28, 2024).

<sup>14</sup> See the supporting documentation appended at the end of Section 5.

<sup>15</sup> [Horizon West Transmission 2022 Safety Culture Assessment \(May 2023\)](https://efiling.energysafety.ca.gov/eFiling/Getfile.aspx?fileid=53802&shareable=true) (https://efiling.energysafety.ca.gov/eFiling/Getfile.aspx?fileid=53802&shareable=true, accessed Feb. 28, 2024).

## 2.2 Strengths

Through its SCA inputs, HWT has demonstrated safety culture strengths, identified in the following sections. HWT should continue to build on these to advance its safety culture.

### 2.2.1 Established Vision and Guiding Principles

HWT’s input on its 2023 safety culture objectives, lessons learned, and 2022 recommendations<sup>16</sup> indicated HWT’s sustained dedication to advancing safety performance. HWT established a vision, identified progress metrics, and communicated this vision throughout all levels of the organization. HWT’s “Guiding Principles” focus on prevention and engagement for all levels of the organization. In its report on progress on its 2022 recommendations, HWT reported these principles as: “1. All injuries are preventable; 2. Every day safety is MY responsibility; 3. Leadership is accountable for preventing injuries; 4. See something, Say something, Do something.”<sup>17</sup> These principles are clear and support a culture of continuous improvement.

### 2.2.2 Integration of Safety Communications

In its 2023 lessons learned, HWT provided a summary of the forms of safety communication shared at the enterprise level, including a bi-annual leadership workshop, a “Monthly Safety Connect,” and safety messaging, or “safety moment,” at the start of meetings (e.g., concerning weather or traffic).<sup>18</sup>

HWT described other actions it took to enhance its safety culture in its 2022 lessons learned. These included adding monthly organizational “safety themes” to discuss focus

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<sup>16</sup> See Section 5 for HWT’s safety culture objectives, lessons learned, and progress on 2022 recommendations.

<sup>17</sup> See HWT’s Guiding Principles in its 2023 Lessons Learned, “Major Theme/ Lesson Learned 1,” in Section 5.

<sup>18</sup> The “Safety Share Moment” is described in the 12-month objective of that name (HWT’s 12-month Objective 8) as follows: “Safety [share] moments provide an opportunity for employees to recognize a safety observation or concern that might be of particular import. This moment serves as an additional reminder to keep safety at the forefront of all workplace activity.” See Section 5 for HWT’s safety culture objectives.

areas based on risk trends, creating “Edge Bulletins” to communicate internal safety related events for discussion throughout the organization, and continuing with its “Health and Safety” channel in the internal online communication platform where employees can share health and safety news and identify potential hazards and solutions.

### **2.2.3 Safety Culture Objectives include Fire Safety and CPR Training**

HWT includes fire and safety measures, as well as including cardiopulmonary resuscitation (CPR) training in its 2023 12-month and 3-year safety culture objectives.<sup>19</sup>

In HWT’s 12-month safety culture objective “Enhanced Fire Safety training,” HWT states its intention to ensure operational staff have enhanced fire safety training and are trained in the use of on-site suppression equipment (“suppression resources”). New in the 2023 objectives, HWT states its intention to have staff trained in providing CPR, using an automated external defibrillator (AED), and responding to emergency situations. In HWT’s 12-month safety culture objective “Annual Fire Drill,” HWT outlines its plan for operational staff to conduct a fire drill annually, ensuring that staff understand how to execute fire safety procedures in the event an ignition of fire occurs.

In HWT’s 3-year safety culture objective “Periodic Fire Season Safety Stand Down,” HWT states its intention to hold a meeting annually prior to fire season to assess the need for training, review any planned projects which may impact fire safety, and assess or schedule the assessment of fire prevention and suppression equipment. In HWT’s 3-year safety culture objective “Increase Coordination of Fire Safety Knowledge/Program with Affiliates,” HWT outlines a plan to create an annual round table that will enable its affiliates to share “fire prevention and related risk reduction techniques and experience.”<sup>20</sup>

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<sup>19</sup> See Section 5 for HWT’s safety culture objectives.

<sup>20</sup> See Section 5 for HWT’s safety culture objectives.

## 2.3 Opportunities

HWT has several areas where it can strengthen its safety culture. The following section describes the areas where HWT should prioritize improving its safety culture. Specific recommendations are described in Section 3.

### 2.3.1 Safety Event Reporting

In HWT's 2023 12-month safety culture objective "Ensure Safe Behavior at Job Site," HWT focuses on increasing hazard awareness and recognition training.<sup>21</sup> Its 12-month target is "0 Safety Incidents or near misses."<sup>22</sup> Striving for zero near-miss incidents, which translates to zero near-miss reports, is not conducive to advancing safety culture because a zero-event approach may discourage safety event reporting.

HWT's 12-month objectives also include "Zero Employee Safety and Health Incidents" and "Zero Motor Vehicle Safety Incidents." As noted above, a zero-event approach may discourage safety event reporting. While one objective did include measures to encourage safety event reporting ("Near-Miss Awareness Campaign"), the focus is not on developing a responsive culture. The objective "Zero Employee Safety and Health Incidents" objective included a progress metric of an annual training, and the "Ensure Safe Behavior at Job Site" objective included the metric of reinforcing hazard identification training at safety tailboards.<sup>23</sup>

See the corresponding recommendation in Section 3.1 of this report.

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<sup>21</sup> See Section 5 for HWT's safety culture objectives.

<sup>22</sup> Near miss: an unplanned event that did not result in injury, illness, or damage, but had the potential to do so. [Safety Culture Assessment Guidelines for Electrical Corporations \(April 2023\)](https://efiling.energy.ca.gov/eFiling/Getfile.aspx?fileid=53626&shareable=true) (https://efiling.energy.ca.gov/eFiling/Getfile.aspx?fileid=53626&shareable=true, accessed Feb. 28, 2024).

<sup>23</sup> Tailboards or tailgates are crew meetings at worksites where project-specific safety briefings take place.

### 2.3.2 Safety Culture Objectives

HWT's 2023 safety culture objectives,<sup>24</sup> while sufficiently defined and specific in their targets, do not illustrate how HWT intends to continuously improve its safety culture over the coming years. While collection of data can be an important tool, active participation by all members of an organization is imperative to changing the landscape of an organization. Communication on all levels can aid the transition to a safer workplace culture.

The 3-year objectives that are not duplicated as 12-month objectives seem to be roughly on the same level of ambition and vision as the 12-month objectives. Further, like in 2022, it is unclear how the 12-month objectives represent milestones on the way to longer-term achievements represented by the 3-year objectives.

See the corresponding recommendation in Section 3.2 of this report.

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<sup>24</sup> See Section 5 for HWT's safety culture objectives.

## 3 Recommendations

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Culture change takes time, dedication, and starts with understanding where a company is on its organizational safety culture journey and the underlying drivers influencing the workforce. The recommendations in this report are based on observations from HWT's 2023 SCA inputs: safety culture objectives; lessons learned; progress on 2022 recommendations; and supporting documentation. The recommendations included here are a continuation of recommendations from HWT's 2022 SCA report.<sup>25, 26</sup>

Recommendations for HWT are outlined below and structured as follows: overall theme of the recommendation; observations from the SCA inputs contributing to the recommendation; goals of the recommendation; and verification method.

### 3.1 Encourage Safety Event Reporting

HWT should endeavor to foster a sense of safety, including psychological safety, among its workers, such that workers feel safe to report mistakes and near misses. Instead of aiming for zero safety events, HWT should continue progress towards meeting the recommendations of 2022. HWT should look at leading indicators,<sup>27</sup> such as percent of the workforce trained on safety event reporting or numbers of safety observations in the field, alongside lagging indicators,<sup>28</sup> such as the number of injury reports.

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<sup>25</sup> [Horizon West Transmission 2022 Safety Culture Assessment \(May 2023\)](https://efiling.energy.ca.gov/eFiling/Getfile.aspx?fileid=53802&shareable=true)

(<https://efiling.energy.ca.gov/eFiling/Getfile.aspx?fileid=53802&shareable=true>, accessed Feb. 28, 2024).

<sup>26</sup> Due to a short reporting period for the 2023 SCA reports, the electrical corporation had limited time to make progress on the 2022 recommendations. Therefore, the 2022 recommendations are continued herein.

<sup>27</sup> Leading indicator: an input measure that is predictive of a future event. [Safety Culture Assessment Guidelines for Electrical Corporations \(April 2023\)](#)

(<https://efiling.energy.ca.gov/eFiling/Getfile.aspx?fileid=53626&shareable=true>, accessed Feb. 28, 2024).

<sup>28</sup> Lagging indicator: an outcome or output measure that is backward-looking, describing a past event. [Safety Culture Assessment Guidelines for Electrical Corporations \(April 2023\)](#)

(<https://efiling.energy.ca.gov/eFiling/Getfile.aspx?fileid=53626&shareable=true>, accessed Feb. 28, 2024).



A zero safety-event goal can be successful if HWT encourages early and frequent event reporting and incentivizes other proactive safety behaviors.

### 3.1.1 Observation

HWT's 2023 12-month safety culture objectives included "Ensure Safe Behavior at Job Site" with an associated target of "0 Safety Incidents or near misses." Other objectives with a zero safety-event target included "Zero Employee Safety and Health Incidents" and "Zero Motor Vehicle Safety Incidents."

### 3.1.2 Goals of Recommendation

The goal of this recommendation is for HWT to continue progress towards meeting the recommendations of 2022, by encouraging safety event reporting and in so doing increase its capacity as a learning organization.<sup>29</sup>

### 3.1.3 Verification Method

In its 2024 progress report on its 2023 recommendations, HWT must provide an update on its efforts to encourage safety event (hazard and near-miss) reporting. It must report the percent change in event reports from 2023. It must describe any new efforts to encourage workers to report safety events, including trainings on reporting protocols.

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<sup>29</sup> Learning organization: an organization skilled at creating, acquiring, and transferring knowledge, and at modifying its behavior to reflect new knowledge and insights. [Safety Culture Assessment Guidelines for Electrical Corporations \(April 2023\)](#) (<https://efiling.energy.ca.gov/eFiling/Getfile.aspx?fileid=53626&shareable=true>, accessed Feb. 28, 2024).

## 3.2 Review and Refine Safety Culture Objectives

HWT should review its safety culture objectives and ensure that its 12-month objectives build toward its 3-year objectives.<sup>30</sup>

### 3.2.1 Observation

Four of HWT's 12-month objectives are repeated as 3-year objectives. HWT stated that it "will continue to review and assess [objectives] in subsequent iterations of its safety culture assessment."<sup>31</sup> As in the 2022 SCA findings, it is unclear how HWT's 12-month objectives build toward its 3-year objectives.

### 3.2.2 Goal of Recommendation

The goal of this recommendation is to improve HWT's safety culture objectives such that they illustrate HWT's long-term vision for safety culture and the milestones it expects to achieve on the way.

### 3.2.3 Verification Method

In its 2024 SCA safety culture objectives, HWT must provide 3-year safety culture objectives that are directly supported by 12-month objectives. HWT must not include 12-month objectives as 3-year objectives.

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<sup>30</sup> See Section 5 for HWT's safety culture objectives.

<sup>31</sup> See Section 5 for HWT's safety culture objectives, lessons learned, and progress on 2022 recommendations.



## 4 Conclusion

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This report provides the findings and recommendations from HWT’s 2023 SCA, its third under Public Utilities Code section 8389(d)(4). Following the publication of this report, HWT may agree to implement its findings to demonstrate “good standing” per Public Utilities Code section 8389(e)(2).

This process is intended to be complementary to, and not a replacement for, ongoing work to improve safety culture at HWT. Energy Safety seeks to develop a longitudinal view of safety culture across electrical corporations to identify best practices and relative gaps, along with an understanding of HWT’s relative strengths and opportunities in designing and implementing a strong safety culture. As stated above, Energy Safety ultimately seeks to assess safety culture outcomes over time and incorporate continuous learning into the SCA process.



# 5 Safety Culture Objectives, Lessons Learned, and 2022 Recommendations

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## 5. Safety Culture Objectives, Lessons Learned, and 2022 Recommendations

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OFFICE OF ENERGY  
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# **HORIZONWEST** **TRANSMISSION.**

## **Safety Culture Objectives and Lessons Learned Report** July 2023

# **Horizon West Transmission, LLC**





HWT

2023 Safety Culture Assessment

## Section 1. Safety Culture Objectives, Lessons Learned, and 2022 Recommendations

The electrical corporation provided a description of its 12 month and 3-year safety culture objectives along with a summary of lessons learned, and a report on the implementation of recommendations from the previous year's SCA report. All responses submitted by the electrical corporation are presented as submitted, without revision. Responses exceeding the character limit are truncated.

### 1.1 Objectives for the Next 12 Months

#### A1. Objective 1

Zero Employee Safety and Health Incidents

#### B1. Progress Metrics (if applicable)

Number of OSHA Recordable Injuries  
Annual training for employees

#### C1. 12-Month Target

0  
100%

#### D1. Description of Objective

Ensures employees understand the components of Safety and current metrics.

Zero safety incidents puts the focus on employing enterprise guiding principles for pre-work planning, situational awareness safe work habits, and post-job reviews with the goal that all injuries are preventable.

Zero incidents translates to reduced risk in operations thus reducing risk to public and fire risk.

#### A2. Objective 2

Zero Motor Vehicle Safety Incidents

#### B2. Progress Metrics (if applicable)

Number of preventable accidents  
  
Employee Review of Smith Driving Video(s)

#### C2. 12-Month Target

0  
100%

#### D2. Description of Objective

Employees practice active safe driving behaviors which directly translates to reduce risk to public and reduction in likelihood of a vehicle accident instigating a fire.

### A3. Objective 3

100% Contractor Safety Training

### C3. 12-Month Target

100% trained

### A4. Objective 4

Near-miss awareness campaign

### C4. 12-Month Target

100% trained

Develop initial protocols for local storage of near-miss reports and lessons learned

### A5. Objective 5

Enhanced Safety training

### C5. 12-Month Target

Operational personnel trained on use of on-site suppression resources

Staff trained on CPR and related emergency response techniques

### B3. Progress Metrics (if applicable)

All contractors to receive site training

### D3. Description of Objective

Ensures contractors are familiar with the stations, that the contractors understand the fire related requirements, and are prepared for the planned work and contingencies.

This activity supports risk reduction of utility equipment instigated fire or contractor work instigating a fire both of which could pose a risk to employees and the public.

### B4. Progress Metrics (if applicable)

Employees to receive near miss identification and reporting training

### D4. Description of Objective

Formalizing near-miss documentation will improve tracking of lessons learned and further support risk reduction efforts. In addition, this activity fosters organizational culture that supports open discussion of potential near-miss events which could pose a risk to employee and the public due to fire risk.

### B5. Progress Metrics (if applicable)

Conduct Fire Safety Training  
CPR Training

### D5. Description of Objective

Ensures operational staff have enhanced fire safety training and training on use of on-site suppression resources.

Staff also trained on providing CPR, use of AED, and responding to emergency situations.

These trainings ensure that staff have the ability to respond quickly to an emergency situation and provide aid if able.

## A6. Objective 6

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Ensure Safe Behavior at Job Site

### C6. 12-Month Target

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0 Safety Incidents or near misses

100% Reporting of near misses

## A7. Objective 7

---

Safety Share Moment

### C7. 12-Month Target

---

Start every meeting with more than 3 persons with a short safety share or observation

## B6. Progress Metrics (if applicable)

---

Safety tailboards reinforce hazard awareness and recognition training by requiring on-site field personnel to do job-specific identification of hazards and discussion of mitigating actions.

Identification of fire risks related to job specific tasks is part of the daily safety briefings and fire weather is considered as part of work planning activities e.g. high-heat day work limitations

Safety objectives in each field employee's annual performance goals to ensure adherence to the safety program

### D6. Description of Objective

---

Ensure employees are employing hazard awareness techniques to reduce risk to themselves, and the public, including the risk of a utility equipment instigated ignition. In addition, employees are equipped with multiple human performance related tools (e.g. STAR (Stop Think Act Review) technique, 2-minute review) to ensure they are actively identifying hazards and mitigating actions to prevent errors that have a potential to cause equipment instigated ignition.

Near misses are reported and reviewed as opportunities for improving hazard awareness and safety protocols with corrective actions implemented as needed. These actions translate to reducing the likelihood of a fire incident occurring by improving safety protocols which are designed to limit the occurrence of such events.

## B7. Progress Metrics (if applicable)

---

Perform a safety share at meetings

### D7. Description of Objective

---

Safety moments provide an opportunity for employees to recognize a safety observation or concern that might be of particular import. This moment serves as an additional reminder to keep safety at the forefront of all workplace activity



## A8. Objective 8

Increase Safety Shares  
Across Corporate  
Enterprise

### C8. 12-Month Target

Attendance and participation in monthly safety meetings hosted by TBC and other affiliates across corporate enterprise

## A9. Objective 9

Annual Fire Drill

### C9. 12-Month Target

Annual fire drill completed

## B8. Progress Metrics (if applicable)

Participate in monthly safety shares across corporate enterprise to draw on experiences and knowledge of affiliates

### D8. Description of Objective

Participation in monthly safety meetings hosted in a round-robin style by TBC and other operating affiliates across the corporate enterprise increases employee exposure to and knowledge of:

- safety processes and procedures;
- utilization of new techniques, PPE and equipment; and
- situational awareness/response.

This serves to increase knowledge basis of employees and enhance awareness of the value and importance of safe work practices which directly impact the reduction of risk to employee and public health and safety.

## B9. Progress Metrics (if applicable)

Complete annual fire drill

### D9. Description of Objective

Ensures operational staff have conducted the annual fire drill which ensures that personnel understand how to execute fire safety procedures and process in the event an ignition or fire occurs. This fire drill also includes execution of emergency response protocols as described in the company's 2022 Wildfire Mitigation Plan.

## Section 1. Safety Culture Objectives, Lessons Learned, and 2022 Recommendations

The electrical corporation provided a description of its 12 month and 3-year safety culture objectives along with a summary of lessons learned, and a report on the implementation of recommendations from the previous year's SCA report. All responses submitted by the electrical corporation are presented as submitted, without revision. Responses exceeding the character limit are truncated.

### 1.2 Objectives for the Next 3 Years

#### A1. Objective 1

Zero Motor Vehicle Safety Incidents

#### B1. Progress Metrics (if applicable)

Number of preventable accidents

Employee Review of Smith Driving Video(s)

#### C1. 3-Year Target

0

100%

#### D1. Description of Objective

HWT is adding review of Smith videos to its annual training curriculum in 2023. Employees practice safe driving which directly translates to reduce risk to public and reduction in likelihood of a vehicle accident instigating a fire.

#### A2. Objective 2

Standardize process on current collection of safety observations/assessments

Enhanced focus on safety observations/assessments

#### B2. Progress Metrics (if applicable)

Collect metrics on peer and supervisor safety observations/assessments

#### C2. 3-Year Target

100% collection of peer and supervisor safety observations/assessments

#### D2. Description of Objective

Completion of this objective will allow HWT to better track the consistency of peer and supervisor safety observations/ assessments, document areas of improvement as needed, and support development of potential new training elements, as needed. (Response continue on next page.)

## A2. Objective 2

### D2. Description of Objective (Continued)

This objective will ensure that current safety protocols which are designed to reduce risk of a safety event occurring (or near-miss), are being followed and are effective; and will support improvements to safety training as needed.

## A3. Objective 3

---

Creation of Periodic Fire Season  
Safety Stand Down

### C3. 3-Year Target

---

Hold periodic pre-fire season stand  
down

## A4. Objective 4

---

Increase Coordination of Fire Safety  
Knowledge/Program with Affiliates

### C4. 3-Year Target

---

Hold annual fire safety/prevention round table  
meeting

## B3. Progress Metrics (if applicable)

---

Attendance to Fire Safety Stand Down

### D3. Description of Objective

---

Safety stand down will be opportunity to meet before the start of the fire season to focus on fire prevention, assess any needed training or update thereto, review any planned projects which may impact fire safety, assess or schedule assessment of fire prevention and suppression equipment

## B4. Progress Metrics (if applicable)

---

Regular sharing of fire prevention and related risk reduction techniques and experience amongst affiliates

### D4. Description of Objective

---

Creation of annual fire safety/prevention meeting with affiliates will provide an opportunity to share fire prevention practices and schema with entities that have differing risk profiles and operational experience which will aid in the expanding knowledge base of employees in fire prevention and risk reduction techniques, procedures and equipment

## A5. Objective 5

---

Create Safety Survey

### C5. 3-Year Target

---

Complete an employee safety survey

## A6. Objective 6

---

Employee Engagement Survey (Safety Dimension)

### C6. 3-Year Target

---

Maintain or improve current score

## B5. Progress Metrics (if applicable)

---

Participation in safety survey

### D5. Description of Objective

---

An employee safety survey will be conducted to assess employee perception of safety culture at the company. The result will be utilized to assess enterprise messaging, leadership performance on safety and employee buy-in of safety culture norms.

## B6. Progress Metrics (if applicable)

---

Responses to Employee Engagement - Safety Dimension

### D6. Description of Objective

---

Survey is taken approximately every 2 years and measure the percentage of employees that agree with statements such as: "Employee safety is a top concern of my immediate supervisor", "I have the tools and training to do my job safely", and "I feel safe and secure in the workplace".

## Section 1. Safety Culture Objectives, Lessons Learned, and 2022 Recommendations

*The electrical corporation provided a description of its 12 month and 3-year safety culture objectives along with a summary of lessons learned, and a report on the implementation of recommendations from the previous year's SCA report. All responses submitted by the electrical corporation are presented as submitted, without revision. Responses exceeding the character limit are truncated.*

### 1.3 Lessons Learned

#### A1. Major Theme/ Lesson Learned 1

---

Guiding Principles: All injuries are preventable, Every day safety is my responsibility, Leadership is accountable for preventing injuries, and See something, Say something, Do something

#### B1. Actions Taken

---

Business Unit Guiding Principles that are discussed at least monthly. Guiding Principles are also discussed at each safety post-event call. These Guiding Principles are reflected in corporate safety messaging as found in supporting documentation and the activities highlighted in the following section on cultivating a culture of continuous improvement

#### A2. Major Theme/ Lesson Learned 2

---

Cultivate a Culture of Continuous improvement, openness, and trust

#### B2. Actions Taken

---

Enterprise level safety communications that are shared continue to be a value add to reinforcing Safety Culture:

- Weekly Safety Beacon
- Monthly Safety Connect
- Summer Safety Series
- Edge Bulletins (as applicable)
- Leadership Workshop (bi-annual)
- Post Event Leadership Calls (as needed)
- Monthly SSIP Call/Safety Share
- Stand-up/Stand-down (as needed)

Monthly meeting to review safety improvement plans with leadership – Sub Zero Safety Improvement Program

(Response continued on the next page.)

## **A2. Major Theme/Lesson Learned 2**

---

### **B2. Actions Taken (Continued)**

Safety messaging at start of meetings has been effective in relaying real-time safety information such as inclement weather, heat warnings, danger traffic situations etc.

Staff and embedded contractor resources are empowered to raise potential safety concerns and have them addressed, in line with our culture of "see something, say something, do something".

## **A3. Major Theme/ Lesson Learned 3**

Strive for Sub-zero Injuries

### **B3. Actions Taken**

---

Actions Taken:

- Business Unit Safety team issued Safety Coin to each employee as a physical reminder that situation awareness and pre-planning are key to working safely
- Team leaders participation in enterprise-wide safety meetings to share in lessons learned from reported injuries and near misses and corrective actions
- Health and Safety Teams channel continues to be utilized by employees to share safety/health information and news, identify potential safety hazards and fixes
- There are monthly safety themes which are discussed at enterprise wide safety meetings which focus on reducing risk of injury by focusing on safe habits and behaviors. The monthly themes represent focus areas for the organization, and can be adjusted based on ongoing internal or industry risk trends.
- Details of events (near misses and injuries), investigative activities, and lessons learned are distributed to the entire organization through our edge bulletin program. Edge bulletins regarding near miss and actual events are routinely reviewed and discussed during monthly safety meetings.
- Increased safety culture signage posted around job sites to reinforce a safety conscious mindset

## Section 1. Safety Culture Objectives, Lessons Learned, and 2022 Recommendations

*The electrical corporation provided a description of its 12 month and 3-year safety culture objectives along with a summary of lessons learned, and a report on the implementation of recommendations from the previous year's SCA report. All responses submitted by the electrical corporation are presented as submitted, without revision. Responses exceeding the character limit are truncated.*

### 1.4 2022 Recommendations

#### A1. Recommendation 1

---

Instead of aiming for zero near-miss events, HWT should establish targets and undertake actions that will increase hazard and near-miss reporting. HWT leadership and frontline supervisors should encourage workers to report hazards and near misses.

#### B1. Actions Taken

---

Zero Today is based on a philosophy that all injuries are preventable. As such the focus is on challenging both leadership and staff to think proactively about safety. This translates into pre-work planning, utilizing human performance tools, situational awareness tools, a question attitude, commitment to safe work habits, amongst other things with the objective of reducing the likelihood of a near-miss event or the occurrence of an actual event. The successful completion of pre-work safety tasks directly relates to driving near-miss events and actual events to zero. Additionally, reporting of near miss events is beneficial to the process because it provides opportunities for improvement of pre-, during, and post-work safety protocols to ensure that near miss events are not repeated. In its response to the 2022 Safety Culture Assessment, HWT neglected to expand on the corporate tool called Safety Activity Management (SAM). As noted in the Section 1.1, the SAM platform is available to HWT personnel to enter events and observations. This tool can be utilized to report near misses, unsafe conditions and unsafe acts. HWT also refers to supporting document titled "Corporate Safety Kickoff Message" which notes that reporting unsafe conditions and near misses is a safety expectation. HWT refers also to supporting document titled "AIAP Poster" which notes the review of near misses as "missed opportunities to predict and prevent" in furthering the goal of achieving zero injuries.

Nevertheless, HWT intends to enhance awareness of its process for tracking near-misses and collecting lessons learned as part of its 12-month and 3-year objectives.

#### C1. Results

---

Recommendation was provided in March of 2023 as such results are not available. HWT is in the initial stages of developing awareness materials in order to formalize its process of tracking near-misses and collecting lessons learned.

## **A2. Recommendation 2**

---

HWT should review its safety culture objectives and ensure that its 12-month objectives build toward its 3-year objectives.

### **B2. Actions Taken**

---

HWT has reviewed and revised its 12 month objectives to better sync with 3 year objectives, specifically towards the goals of having a formal process for near miss reporting and review, and enhancing staff input and ownership in driving culture of safe operations.

### **C2. Results**

---

Recommendation was provided in March of 2023. HWT has made some changes to its current 12 month objectives to better align with its 3 year objectives and will continue to review and assess in subsequent iterations of its safety culture assessment.



## Section 2. Supporting Documents

*The electrical corporation submitted supporting documentation for the safety culture objectives and lessons learned\*. A list of the file names provided by the electrical corporation are provided below.*

### File 1

7 Saves Badge.pdf

### File 2

7saves-walk-the-line.pdf

### File 3

2022 Safety Coin.pdf

### File 4

2023 Business Plan.pdf

### File 5

2023 Monthly Safety Themes.pdf

### File 6

aiap-poster.pdf

### File 7

Being safe means being alert all the time.pdf

### File 8

Corporate Safety Kickoff Message 01.03.2023.pdf

### File 9

Dont let the heat get you down this summer.pdf

### File 10

Guiding Principles Graphic.pdf

*\*Public link with supporting documentation for the Safety Culture Objectives and Lessons Learned submitted by the electrical corporation: <<https://nscftp.nsc.org/public/folder/lqPFaLxRpkeShxJgsPuN4Q/HWT%20Attachments>> (assessed July 13, 2023).*

## Section 2. Supporting Documents (Continued)

### File 11

HWT Site Safety photos.pdf

### File 12

Mental health matters\_ Mind Your Safety.pdf

### File 13

NEET Ops Monthly Safety Meeting May 2023.pdf

### File 14

NEET Ops Monthly Safety Meeting May 2023.pdf

### File 15

Slips, trips and falls are no laughing matter.pdf

### File 16

Top 10 Off Normal Situations Job Aid.pdf

### File 17

Two Minute Review.pdf

# Supporting Document 1: 7 Saves Badge.pdf



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**7 SAVES =  
SAVING LIVES**

**CLIP IT! DRIVE IT!  
SWITCH IT! TAG IT!  
GROUND IT! COVER IT!  
GLOVE IT! DIG IT!**

FPL POWER DELIVERY  
**WALKING THE LINE**  
WORK SAFE. GO HOME. REPEAT.

FPL


# Supporting Document 3: 2022 Safety Coin.pdf

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# 2023 Business Plan

 <b>Safety and Health</b>		
<b>0</b> Contacts and flashes with safety violations	<b>0</b> Serious injuries	<b>0</b> ANSI fleet preventable vehicle accidents
<ul style="list-style-type: none"> <li>» Live our 5 Guiding Principles and make them daily habits</li> <li>» Act upon your role as a safety leader and embrace personal accountability</li> <li>» Prevent safety incidents by recognizing off-normal conditions, mitigating hazards, and stopping to conduct two-minute reviews</li> <li>» Drive safety and health improvements by embracing and sustaining our Star/OSHA Voluntary Protection Programs</li> <li>» Prevent injuries and vehicle incidents through the use of technology and tools</li> <li>» Improve the safety behaviors and performance of our multiple injury employees</li> </ul>		
<b>Vision: Continue our journey to ZERO Today!</b>		



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# Living our Guiding Principles through the 2023 monthly themes

<b>Q1</b>	<b>January</b>	<b>February</b>	<b>March</b>
	All Injuries are Preventable	Everyday Safety is MY Responsibility	Develop a Safety Mindset
<b>Q2</b>	<b>April</b>	<b>May</b>	<b>June</b>
	Personal Accountability	Leadership is Accountable	Everything is Off Normal
<b>Q3</b>	<b>July</b>	<b>August</b>	<b>September</b>
	See Something Say Something Do Something	Don't Let Complacency In	Human Performance
<b>Q4</b>	<b>October</b>	<b>November</b>	<b>December</b>
	Good Safety Habits are Contagious	Finish Strong	Reflection & Gratitude

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# All Injuries Are Preventable

## What we mean:

We believe that every injury or near-miss event at work, at home or at play is preventable.

The reality is that collectively, **we have a great deal of control over the circumstances around us.**



## What we don't mean

Events we cannot control include being hit by an asteroid, a zombie apocalypse and alien encounters.

## It's not an accident!

Using the word **accident** may imply that it was not preventable and this can divert the focus away from accountability and prevention.

**Look at injury and near-miss events as collective missed opportunities to predict and prevent!**



Remember to ask "What could go wrong?" and help achieve our goal of ZERO Today! each and every day.



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Being safe means being alert – all the time

Being safe means being alert – all the time



NATIONAL  
**SAFETY**  
MONTH

June 26, 2023

**The big picture:** Even in familiar surroundings, we need to constantly be looking for dangers around us throughout our day. Keeping an eye out for hazards can help you identify and avoid them before an injury occurs. Looking at the world through this safety lens can help you protect yourself and those around you.

**Scavenger hunt:** [The Safety Scavenger Hunt](#) will launch tomorrow as part of June's National Safety Month. Beginning on Tuesday, June 27, this travel-themed game will run for three consecutive days with a total of 12 safety questions and/or challenges.

Join the adventure to learn about *ZeroToday!* at work, at home and at play. Each participant will be entered into the daily prize drawings, as well as grand prizes, which will be randomly selected. For scavenger hunt support, email [IT](#).

**NEW WEBINAR DATE:** July 18, 11 a.m. ET. Rescheduled from June 28.

### **Serious Injury and Fatality Prevention**

Even as injury rates decrease, serious injuries and fatality rates can often stay the same. Join John Horne of Nutrien to discuss this paradox and what you can do to focus on preventing life-altering injuries. [Register now](#).

### **Watch where you're going**

Distracted walking is on the rise for people of all ages – with so many things competing for our attention, safety needs to be a priority.

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- Check emails and send texts before you start walking.
- Duck into a doorway or move off to the side to make a call, send a text or answer emails.
- Never cross the street while using an electronic device and make sure you can hear traffic and sounds around you.
- Scan ahead for cracks on the ground, spills or changes in elevation.

### **Protect the children in your life**

- Many child injuries and deaths happen at home. Parents or guardians should be on the lookout for potential sources of injury.
- Supervise children around any type of water, including in the bathroom, kitchen, swimming pools and hot tubs.
- Make sure children stay far away from heat or flames, including in the kitchen, near a fireplace or at a barbeque grill.
- Store toxic substances safely – check for substances under the kitchen sink, in the medicine cabinet, in the garage or garden shed, in a purse or other places where medications are stored.
- Watch for potential fall hazards, including on stairs, slippery floors, from high windows or from tipping furniture.

### **Watch out for hazards you can't see**

Not all hazards are obvious or visible, but they can be just as dangerous as traditional risks. Be sure to take care of yourself so you can keep others safe.

- Avoid repetitive motions that can cause your body pain and get checked out right away if you are hurting – take breaks when using your computer, phone or gaming systems.
- Use the 20-20-20 rule for screen time – for every 20 minutes spent looking at a screen, look at something 20 feet away for 20 seconds to give your eyes and brain some rest.
- Use the 20-20-20 rule for sitting – for every 20 minutes spent sitting, take 20 seconds or more to get up, walk 20 feet away to get a water break, look out a window, stretch your body or chat with someone.

### **Stay safe on the roads**

Our roads pose some of the biggest risks we face each day, whether we're driving, riding or simply walking across the street. Use these tips to make sure you and everyone else on our roads gets to where they're going safely.

- Obey the speed limit and drive for the conditions, including reducing your speed in poor weather and work zones.
- Never drive impaired, whether it's from alcohol, fatigue, stress or mental distress.

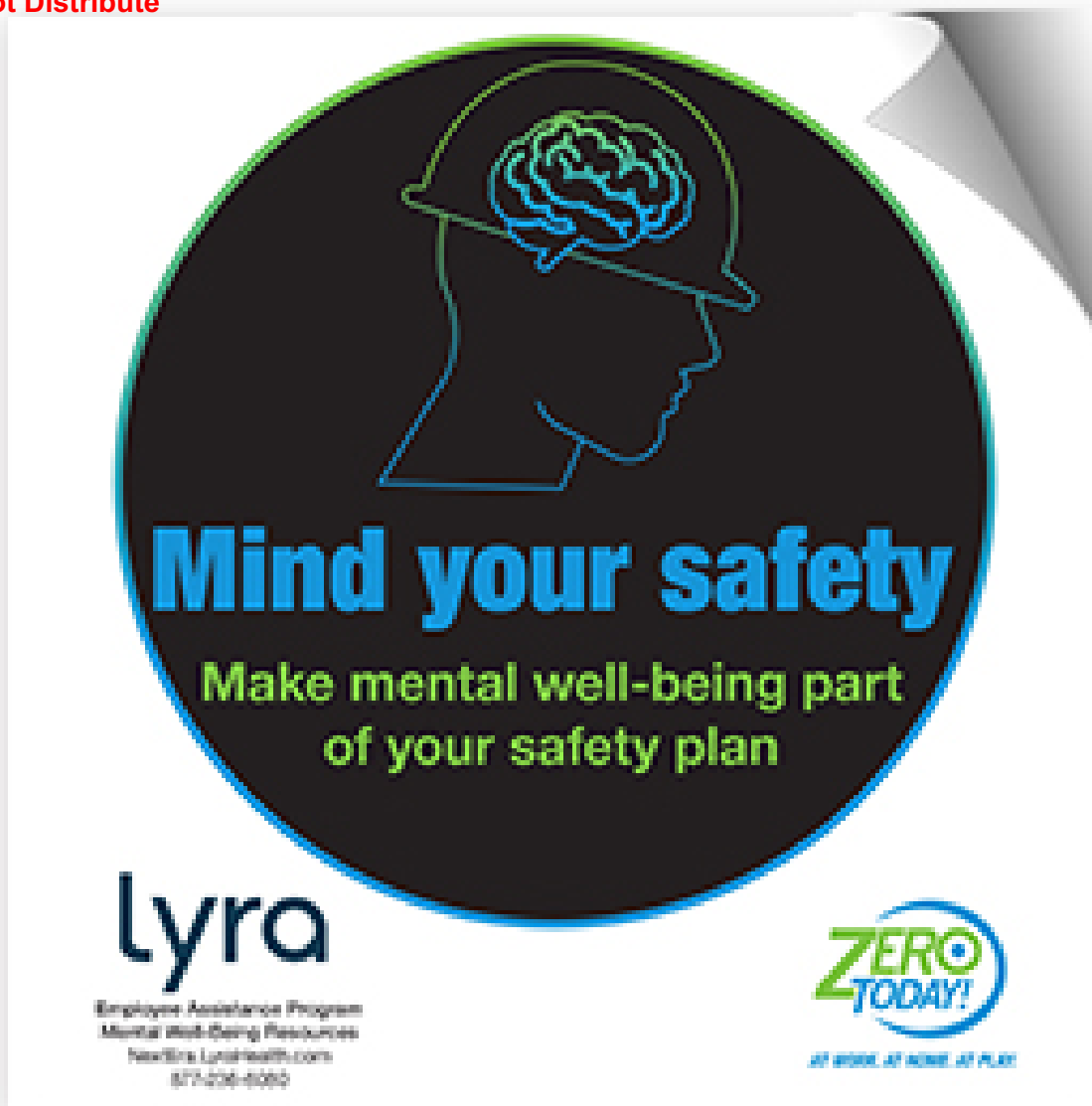
- Avoid all forms of distraction behind the wheel, from calls and texts to vehicle screens and snacks
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- Have every occupant buckle up appropriately, in every seat and on every drive.
  - Wear the proper helmet when riding on bicycles, scooters and motorcycles.

### **Take safety with you**

Wherever you are, consider the hazards unique to the location. A fun outing could turn stressful quickly if you are injured.

- Going to a ballgame – watch for foul balls.
- Heading to a concert – consider ear plugs, and check for cables that may run along floors.
- Visiting somewhere new – designate a meeting place in case you get separated.
- Whether in your home or visiting others, be aware that seemingly harmless electronic devices (remote controls, keyless entry devices, toys, watches and more) may contain coin lithium batteries or “button batteries” that can cause serious injury or death if swallowed.

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## Take action

All month, the Health and Well-Being team is hosting safety-themed programs and events. Register for Safety Month events.

Mental well-being: As part of your safety plan, here are a few ways you can avoid hazards:

- Prioritize your mental health and maintain healthy routines.
- Reach out to others when needed.
- Aim for seven to nine hours of sleep each day.
- Avoid alcohol, caffeine and screens before bed, to ensure good sleep.

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- Profane, defamatory, hateful, harassing, threatening or obscene.

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Post



Good Afternoon!

- HR4U
- IT4U
- CORPORATE PORTAL
- LEARNING MANAGEMENT SYSTEM (LMS)

COLLABORATION TOOLS

BUSINESS DIRECTORIES

COMPANY NEWS

CORPORATE COMPLIANCE

ORG CHART

QUICK REFERENCES

Enter keyword to search

SEARCH

## Commit to working ZEROToday! all of 2023



January 3, 2023

**The big picture:** Let's renew our focus on working 2023 ZEROToday! with no accidents and injuries. We want everyone to go home safe to their families the same way they came to work.

**Taking a closer look:** When it comes to safety, it's important to not only focus on the physical aspect of health and safety, but to also focus on and take care of your mental health. Working safely includes both mind and body, and your mental well-being plays an equally important role in your overall safety. Because of its importance, this year, we will be incorporating a focus on mental well-being into our safety communications.

Below are the safety expectations for everyone:

- Help model and mentor safe behavior.
- Don't walk distracted – be mindful and present in the moment (texting, reading, etc.).
- Hold onto the handrails or take the elevator.
- If your hands are full, take the elevator.
- Exercise caution and obey all traffic signs in the company parking lot when driving (most speed limits are 15 MPH) or walking.
- Offer peer-to-peer coaching (help others be safe).
- If you see an unsafe condition, either correct it, or take temporary measures to make it safe (obstruct the condition, mark the condition, etc.) and then contact facilities.
- Report unsafe conditions and near misses via **Safety Activity Management (SAM)**.
- Ask "What could go wrong?" before you start any tasks and stop if unsure.
- Ask for help or seek support when you need it - Lyra (our EAP) is available 24/7/365.
- Check with your business unit for guidance on specific tasks.

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Don't let the heat get you down this summer

Don't let the heat get you down this summer



NATIONAL  
**SAFETY**  
MONTH

June 19, 2023

**The big picture:** We are halfway through National Safety Month and this week we are focusing on ways to prevent heat-related illnesses. The risks of heat-related illness can occur in any weather, indoors and out, and supervisors and workers alike need to watch for early warning signs. From heat cramps and exhaustion to heat stroke, be prepared to stay safe in extreme heat.

The National Safety Council has a webinar at 11 a.m. ET, on June 21, A Panel Discussion on Working in Extreme Heat. [Register now.](#)

The human body is normally able to regulate its temperature through sweating until it is exposed to more heat than it can handle. Heat-related illnesses can escalate rapidly, and even lead to death.

In 2021, the National Oceanic and Atmospheric Administration reported 201 people died and 67 were injured in the U.S. from weather-related excessive heat, according to [Injury Facts.](#)

We all need to take extra precautions in the heat, but the people most at risk include:

- People who work in the heat.
- Infants and young children, especially if left in hot cars.
- People 65 and older.
- People who are ill, have chronic health conditions or are on certain medications.
- People who are overweight.

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If you are going through a heat wave in your community, please check in on neighbors who are elderly, house bound or otherwise may be reluctant to ask for help. You can offer to host them in the air-conditioned comfort of your living room on hot days, drive them to a local cooling center or call relatives or city services to arrange for them to stay cool.

The best way to avoid a heat-related illness is to limit exposure outdoors during hot days. According to the Centers for Disease Control and Prevention:

- Stay in air conditioning, which is the best way to cool off.
- Drink fluids, even if you don't feel thirsty, and avoid alcohol.
- Wear loose, lightweight clothing and a hat.
- Replace salt lost from sweating by drinking a sports drink.
- Avoid spending time outdoors during the hottest part of the day, from 11 a.m. to 3 p.m.
- Wear sunscreen: sunburn affects the body's ability to cool itself.
- Pace yourself when you run or otherwise exert your body.
- Eat light meals.

If your job requires you to work outside in hot weather, you and your supervisors can take precautions to minimize the risk of heat-related illnesses. The National Institute for Occupational Safety and Health recommends:

- Working shorter shifts until workers have adjusted to the heat.
- Staying hydrated and drinking before you get thirsty.
- Watching out for co-workers exhibiting signs of heat exhaustion or heat stroke.
- Taking time to rest and cool down.

It's important to listen to your body. If you're involved in physical activity in the heat, changes in how you feel may be an indicator of heat stress. Stop and take a break if you experience the following:

- Thirst.
- Fatigue.
- Sore or painful muscles or cramps.
- Pulse higher than usual for the activity.
- Dizziness and/or headache.
- Low abdominal pain.
- Nausea.

Knowing the symptoms and proper response to heat-related illnesses can save a life.

**Scavenger hunt:** The Safety Scavenger Hunt will launch as part of June's National Safety Month. Beginning on Tuesday, June 27, this travel-themed game will run for three consecutive days with a total of 12 safety questions and/or challenges.

Join the adventure to learn about *ZeroToday!* at work, at home and at play. Each participant will be entered into the daily prize drawings, as well as grand prizes, which will be randomly



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**Mind your safety**

Make mental well-being part  
of your safety plan

**Lyra**  
Employee Assistance Program  
Mental Well-Being Resources  
Headline: LyraHealth.com  
877-226-6000

**ZERO  
TODAY!**  
AT WORK. AT HOME. AT PLAY.

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All month, the Health and Well-Being team is hosting safety-themed programs and events. Register for Safety Month events.

Mental well-being: As part of your safety plan, be aware of how heat exposure can affect your mental health.

- Depression and anxiety.
- Fatigue.
- Impaired memory and poor judgment.
- Increase of injuries.

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- In violation of the Code of Conduct; or
- Profane, defamatory, hateful, harassing, threatening or obscene.

There are no comments for this post.

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Post

# POWER DELIVERY GUIDING PRINCIPLES

1

All injuries are preventable

2

Every day safety is  
MY responsibility

3

Leadership is accountable  
for preventing injuries

4

See something, Say  
something, Do something

5

Live the 7 Saves



AT WORK. AT HOME. AT PLAY.



# Supporting Document 11: HWT Site Safety photos.pdf

## SUNCREST DYNAMIC REACTIVE POWER SUPPORT PROJECT

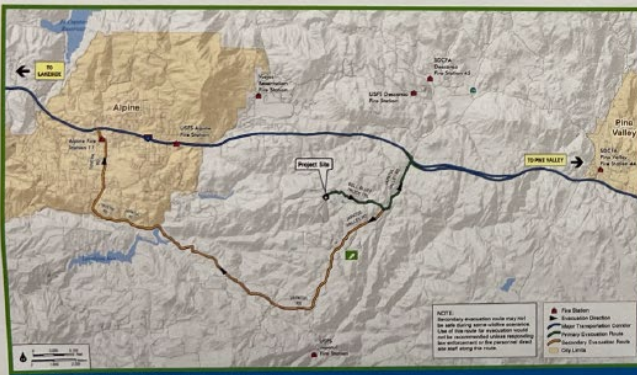


# FIRE RULES



### 1. Required Fire Prevention Tools

Near Work Areas	All Vehicles	Vehicles equipped with fire prevention equipment	Trucks	When using chemicals, oil/fuels, greases, oil, fog, fog oil, vegetation treatments, fuels, and explosives
<ul style="list-style-type: none"> <li>45-inch round point shovel</li> <li>Pulaski</li> <li>5-gallon "Instar" Backpack Hand Pump Water Extinguisher</li> <li>Minimum 10 pound SA-ABC Dry Chemical Fire Extinguisher</li> </ul>	<ul style="list-style-type: none"> <li>45-inch round point shovel</li> <li>5-gallon "Instar" Backpack Hand Pump Water Extinguisher</li> <li>10 pound SA-ABC Dry Chemical Fire Extinguisher</li> <li>First aid kit</li> </ul>	<ul style="list-style-type: none"> <li>45-inch round point shovel</li> <li>5-gallon "Instar" Backpack Hand Pump Water Extinguisher or 5 gallons of water</li> <li>10 pound ABC multi-purpose extinguisher</li> <li>First aid kit</li> </ul>	<ul style="list-style-type: none"> <li>45 inch round point shovel</li> <li>5-gallon "Instar" Backpack Hand Pump Water Extinguisher</li> <li>10 pound SA-ABC Dry Chemical Fire Extinguisher</li> <li>First aid kit</li> <li>50 feet of 1 1/2 inch fast response hose w/ fog nozzle (greater than 1 1/2 inch suit)</li> </ul>	<ul style="list-style-type: none"> <li>Water tenders equipped with hoses, shovels, Pulaskis, and axes shall easily accessible to personnel.</li> </ul>



### 2. Evacuation Procedures

- Designated Meeting Area:**
  - Primary: In the event of an evacuation, convene at the Designated Primary Assembly Area (Primary Access Driveway/Main Corridor, or as otherwise designated).
  - Secondary: (Should a fire or other emergency prevent the Designated Primary Assembly Area, convene at the Designated Secondary Assembly Area (Secondary Access Driveway) or at a location directed by the Site Safety Officer/ Site Supervisor.
- Evacuation Routes:**
  - Primary Evacuation Route:** Exit west via Ball Ball Truck Trail and turn south east onto Alpine Valley Road, which intersects with I-8.
  - Secondary Evacuation Route:** Exit south via Jupiter Valley Road, turn east on Jupiter Road, and north on Turner Point, which connects with I-8.

### 3. Housekeeping

- NO SMOKING:**
  - Smoking is not permitted on the project site.
- EQUIPMENT:**
  - Keep equipment in good working order.
  - Maintain motors and tools and keep free of excessive dust and grease.
  - Equip internal combustion engines with spark arrestors that are in good working order.
  - Maintain all saw and log trucks that be maintained in good working order.
  - Inspect electrical wiring and appliances regularly.
  - Do not overload circuits or rely on extension cords where other upgrades would be safer.
  - Turn off and unplug electrical equipment when not in use.
- VEGETATION MANAGEMENT:**
  - Ensure all parking areas and fuel or oil storage areas are cleared of grass and brush by a distance of 30 feet prior to use.
  - Ensure parking areas and small stationary engine sites are clear of all extraneous flammable materials.
  - No stowing or parking of vehicles over unattended and dry vegetation.
  - LIGHT trucks and cars shall be used only on roads where the roadway is cleared of vegetation.
- HAZARDS:**
  - Label All Containers (Non Hazardous and Hazardous materials) as to contents.
  - Keep work areas free of combustible materials.
  - Use and store flammable and combustible materials in areas away from ignition sources, including native vegetation.
  - Properly store chemicals such that incompatible (i.e., chemically reactive) substances are separated appropriately.
  - Inform your Site Safety Officer when combustibles are being stored in the open air.
  - Dispose of combustible wastes according to laws and regulations.
  - Repair and repair fuel and petroleum leaks immediately.
  - Keep evacuation routes free of obstructions.

### 4. Communications and Emergency Contacts

- All crews must have a cell phone, satellite phone, or other means in order to assure communication in the event of an emergency.
  - Test communication equipment and pathways each day prior to starting construction activities.
- EMERGENCY NOTIFICATION PROCEDURES:**
- IN THE EVENT OF A FIRE:**
- First call: 91-1-1
  - Call your Primary Site Contacts:
    - Equipment Fire Site Safety Officer - Keith Keenan - 619-882-0310
    - Dispatcher: 24/7 Duty Coverage - 619-829-4372
    - Mission West Local Operations - Inland Zapata - 765-353-8517
    - Mission West Local Operations - Alex Hobbes - 361-381-4115
    - Other Fire Contacts:
      - ENRCA Station 43 (Non-emergency) - 619-448-4721
      - CAL Fire Dispatch Center (Non-emergency) - 619-396-3109
- Please refer to the Construction Fire Prevention Plan for other emergency-related contacts near the site.
- All fires and medical emergencies will be immediately reported to SCL/FACAL, FIRE and the LPUIC.

Knowing the project's fire safety requirements are your responsibility.

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# Power Delivery

## Safety is our No. 1 Value

VISION	MISSION	STRATEGY
Achieve an injury-free lifestyle	Become the national leader in safety	Apply our guiding principles to everything we do

### GUIDING PRINCIPLES

All injuries are preventable	Every day safety is MY responsibility	Leadership is accountable for preventing injuries	See something, Say something, Do something	Live the 7 Saves
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### STRATEGIC OBJECTIVES

- Be personally accountable for your safety and the safety of others
- Focus daily on the 7 Saves, safety rules, and adhere to safe work practices
- Apply fundamentals of physical work duties, body position, and ergonomics to eliminate injuries
- Use situational awareness with every task you do
- Prevent injuries and vehicle incidents through increased use of the latest technology, hazard recognition and Human Performance Excellence tools
- Enhance tools, processes, and equipment to engineer out injuries
- Improve safety through ongoing participation in OSHA Voluntary Protection Program/Star Program



**HORIZONWEST  
TRANSMISSION**



**= SVC.CA22**



**⚠ DANGER**

**HIGH VOLTAGE**

**ENTRY BY AUTHORIZED  
PERSONNEL ONLY**



**⚠ PELIGRO**

**ALTA TENSION**

**SOLO PERSONAL  
AUTORIZADO**

**SAFETY  
INSTRUCTIONS**  
Before entry  
1. De-energize and

**INSTRUCCIONES  
DE SEGURIDAD**  
Antes de entrar  
1. Desenergice y asegure

Proprietary and Confidential

**SAFETY  
INSTRUCTIONS**

**Before entry**

1. De-energize and isolate equipment
2. Lockout and tagout the equipment
3. Confirm that the equipment is dead
4. Apply grounding (respect discharge time as applicable)
5. Work permit issued

Add portable groundings as applicable before work

**When leaving**

1. Remove portable groundings
2. Lock gate/door
3. Return work permit

**Ref. document:**  
Interlocking diagram  
(available in plant documentation)

ALU-20150301-001

**INSTRUCCIONES  
DE SEGURIDAD**

**Antes de ingresar**

1. Desenergizar y aislar el equipo
2. Bloquear y señalizar el equipo
3. Verificar que el equipo está desenergizado
4. Poner a tierra (respetar el tiempo de descarga según corresponda)
5. Elaborar el permiso de trabajo

Conectar las puestas a tierra portátiles, según corresponda, antes de realizar el trabajo

**Al salir**

1. Retirar las puestas a tierra portátiles
2. Cerrar las puertas de acceso
3. Devolver el permiso de trabajo

**Documento de Ref.:** Diagrama de Enclavamiento (disponible en la documentación de la planta)

ALU-20150302-001



**Supporting Document 12: Mental health matters\_ Mind Your Safety.pdf**

## Mental health matters: Mind Your Safety



June 2, 2023

June is National Safety Month and the company is providing [weekly information](#) on topics promoted by the National Safety Council to help keep everyone safe, every day of the year.

**What's new:** As part of NextEra Energy's commitment to educating employees on mental well-being, the corporate safety and Health and Well-Being teams partnered to launch a new campaign, "**Mind Your Safety,**" promoting the importance of mental well-being in our safety plans. You will see new posters, tips and messaging throughout our facilities.

**Why it matters:** We must recognize the connection between physical safety and mental well-being. Having a healthy mindset encourages safe behaviors. Minding your safety can help us to achieve ZeroToday!

**Take action:** Throughout the month of June, the Health and Well-Being team is hosting safety-themed programs and events. Learn more and [register](#) for Safety Month events.

**Learn more about our Employee Assistance Program (EAP) provider, Lyra:**

- For 24/7 access to care, visit [Redacted for privacy](#) or call Lyra at [Redacted for privacy](#)
- Visit [HR4U](#) for access to all of our mental well-being resources.

If you have any questions or comments visit [HR4U](#) or call the HR4U Contact Center at [Redacted for privacy](#) ([Redacted for privacy](#)).



**Mind your safety**  
Make mental well-being part  
of your safety plan

**Lyra**  
Employee Assistance Program  
Mental Well-Being Resources  
New York: [LyraHealth.com](http://LyraHealth.com)  
877-226-6000

**ZERO TODAY!**  
AT WORK. AT HOME. AT PLAY.

2



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- Not in line with our Corporate Values;
- In violation of the Code of Conduct; or
- Profane, defamatory, hateful, harassing, threatening or obscene.

There are no comments for this post.

Add a comment

Post

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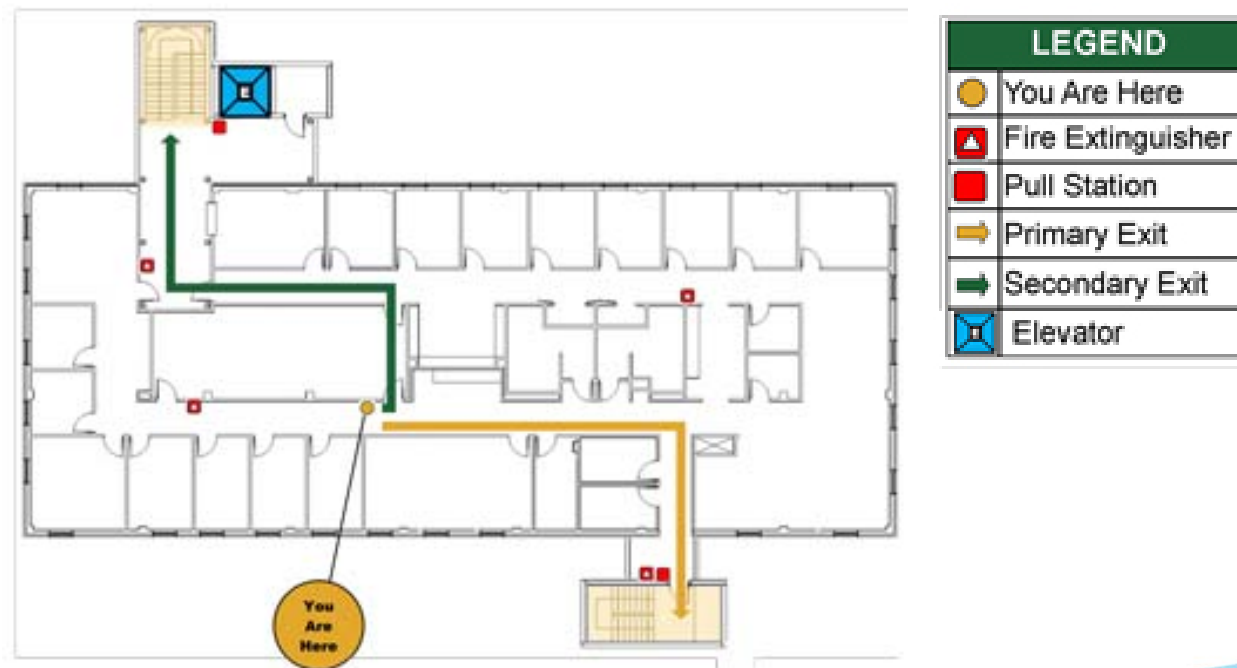
# NEET Ops Monthly Safety Meeting

**Host: Trans Bay Cable**

**5/18/2023**

## Emergency Exit

- ▶ Take a moment to identify your location specific evacuation route and muster location



## Agenda

- ▶ Engagement Updates
- ▶ Engagement Shout-Out
- ▶ Switching Events
- ▶ T&S Safety Performance
- ▶ TBC Safety Share
- ▶ Pre-job Briefings
- ▶ Edge Bulletins
- ▶ Peer to Peer Mentoring
- ▶ Roundtable

### POWER DELIVERY GUIDING PRINCIPLES

1

All injuries are preventable

2

Every day safety is  
MY responsibility

3

Leadership is accountable  
for preventing injuries

4

See something, Say something,  
Do something

5

Live the 7 Saves



# Supporting Document 14: "NEET Ops Monthly Safety Meeting May 2023.pdf" [sic] File name of 14th document uploaded: Safety Activity Management (SAM) Launch page

## Health and Safety

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Distribute**



AT WORK. AT HOME. AT PLAY.

### Our Mission

To apply our safety guiding principles to everything we do, at work, at home, and at play.

## Safety Activity Management (SAM) Resources



Use our Safety Activity Management (SAM) system to enter events and observations.

For SAM help view the event guide to the right and helpful links below.

- Corporate Job Aid: SAM Observation Entries
- CS SAM Checklist: Observations
- Corporate Job Aid: SAM Events (Near Miss, Unsafe Conditions, Unsafe Acts) Entries
- CS SAM Checklist: Near Miss, Unsafe Condition, Unsafe Act

**ENTER EVENT/OBSERVATION**

SAM Safety Activity Management	Unsafe Condition	Unsafe Act	Near Miss	Injury or Vehicle Incident
 Event entry is used by employees to document and report work-related unsafe conditions, unsafe acts, and near miss events. Event entry is used by leaders to enter all work-related incidents, events, and vehicle incidents.	 A condition that would result in an injury or vehicle incident if not corrected.	 Behavior by one or more employees that could lead to an injury or vehicle incident.	 An event where all signs or vehicle incident was narrowly avoided through action or good luck.	 An event resulting in an injury or vehicle incident or another near-miss.
<b>Work-related</b> During working hours, on the job	<b>Report in SAM (voluntary)</b>			<b>Immediately report to leader, leader enters event in SAM</b>
<b>Not Work-related</b> Personal time, breaks, commuting	<b>Post story in the Safety Employee ShareNet or Yammer (voluntary)</b>			

Use this guide to determine event type and work-related or not work-related

## Slips, trips and falls are no laughing matter



# NATIONAL SAFETY MONTH

June 12, 2023

**The big picture:** Slips, trips and falls are definitely no laughing matter. In fact, following highway crashes, falls to a lower level are the second-leading cause of workplace fatalities, according to Injury Facts. Compared to falls to a lower level, falls on the same level tend to result in less severe, but more frequent injuries. With so much potential for harm, we should do everything possible to recognize fall hazards to prevent injuries from occurring.

**Why it matters:** Sometimes it is difficult to see hazards, especially when we are working in familiar conditions. It could be as simple as noticing a tear in the carpeting, a box sticking out into a walkway or a spill on the floor.

**What you can do:** While noticing something out of the ordinary is the first step, you must also know how to report a hazard in your organization. You can be the catalyst to make these changes happen – you just need to keep your eyes open, think about the bigger picture and let someone know about your concerns

### **Here are some other tips to help prevent falls to the same level:**

- Don't hurry or walk too fast.
- Watch where you are walking – even in familiar areas.
- Avoid distractions like cell phones or reading while walking.
- Wear proper footwear.
- Look for changes in elevation, for example, when crossing the street, watch for speed bumps or potholes; or in the office with chair mats, floor-based electrical outlets or going



up and down stairs.

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**Do Not Distribute** Don't obstruct your vision by carrying a large package – ask for help if needed.

- Clean up spills immediately.
- Pay attention to weather conditions.

### **Prevent falls from heights**

While not as common as falls to the same level, falls from heights are often deadlier. Fatal falls to a lower level typically involve injuries to the head or multiple body parts. Overall, about 47% of fatal falls to a lower level occur at heights of 20 feet or less, while 17% occur at heights of greater than 30 feet.

- Be sure a job hazard analysis has been conducted and a fall protection plan is in place before beginning your work.
- Wear the proper fall protection equipment for the job and be trained in how to use it.
- Make sure fall prevention systems are in place, such as guardrails.
- When using a ladder, maintain three points of contact at all times.
- Do not use ladders outdoors in windy or inclement weather, and if the weather turns while you are on the ladder, descend immediately.
- Place the base of the ladder on a firm, solid surface – never make your own “improvised” scaffolding.

### **Keep your space tidy**

Sometimes just a little housekeeping can help prevent falls.

- Keep papers and boxes off the floor and out of walkways.
- Make sure drawers are always kept closed so no one can run into them.
- Keep cords properly covered and out of walkways.
- Ensure proper lighting – if a bulb goes out, be sure to have it changed.
- Clean up any spills immediately.
- Never stand on a chair to reach for something high – get a ladder or step stool.
- Attend to damaged floor surfaces, carpets.

### **Fall-proof your home**

When it comes to falls, the choices you make are important, both at work and home. As a pedestrian, pay special attention on sidewalks and in busy public areas – never assume others are watching out for you. Help the older adults in your life fall-proof their homes, especially their bathrooms, to prevent injury. With a little preparation, we can reduce falls wherever we are.

### **Older adult fall prevention**

As our population ages, the prevalence of falls among older adults is increasing. According to the Centers for Disease Control and Prevention (CDC), more than one in four older adults

report a fall each year.

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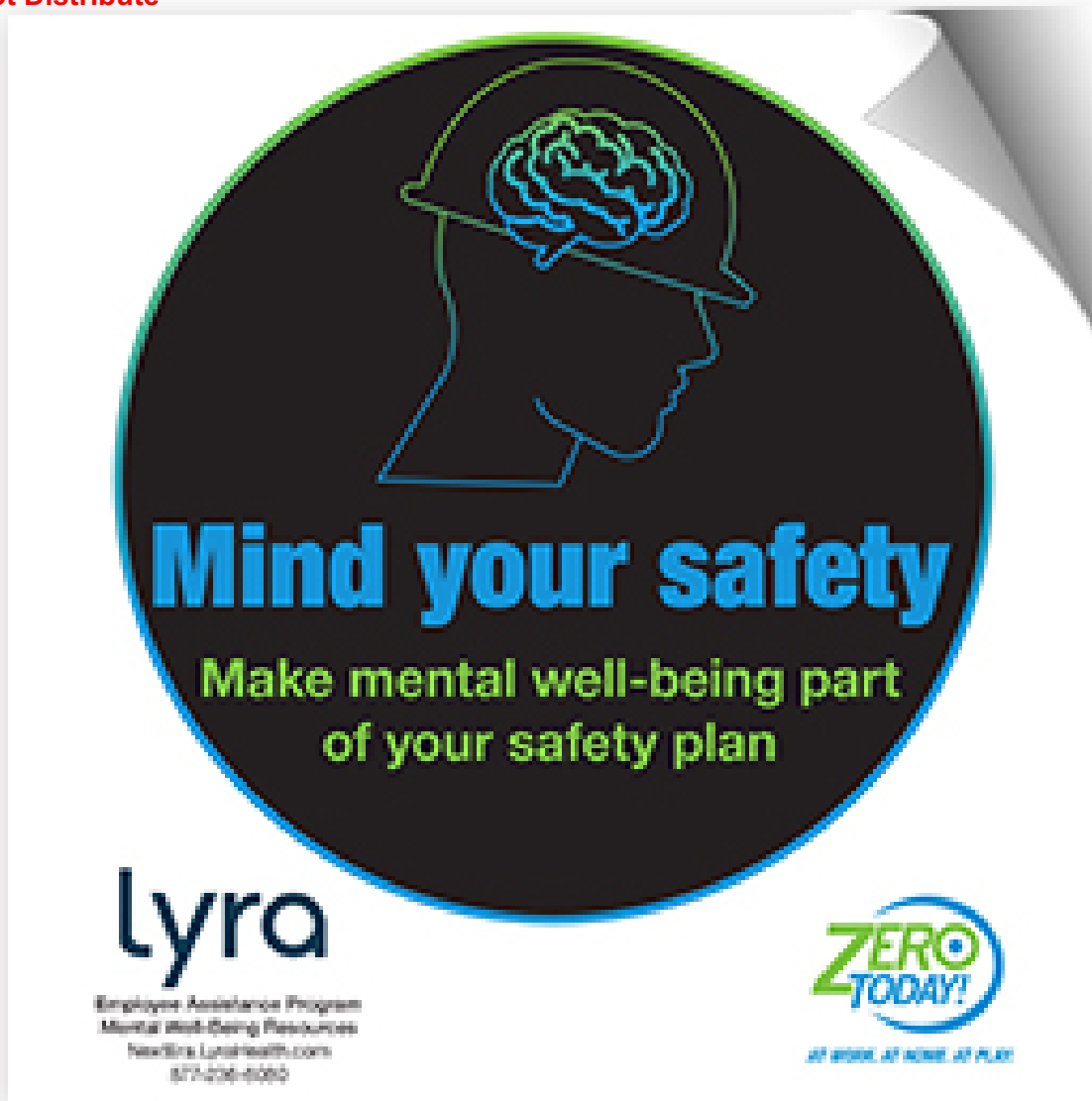
The following checklist serves as a good reminder for us all, but especially for the older adults in our lives.

**Remove common fall hazards:**

- Keep floors clean and clear of clutter.
- Maintain good lighting both indoors and on outdoor walkways.
- Secure electrical cords out of traffic areas.
- Use non-skid throw rugs in potentially slippery places, like bathrooms and front doors.
- Install handrails on stairways, including porches.
- Use a sturdy step stool when climbing or reaching for high places.
- Clean up all spills immediately.
- Wear sensible footwear.
- Never stand on a chair, table or surface on wheels.
- Arrange furniture to provide open pathways to walk through.
- Periodically, check the condition of outdoor walkways and steps and repair as necessary.
- Remove fallen leaves or snow from outdoor walkways.
- Be aware that alcohol or other drugs, including prescription and over-the-counter medicine, can affect your balance and increase risk of falling.
- Use non-skid mats or appliques in the bath and shower.
- Install grab bars in the tub, shower and near the toilet, and install railings on stairs.
- Provide adequate lighting in every room and stairway.
- Place nightlights in the kitchen, bathroom and hallways.
- Keep often-used items like clothing and food easily accessible to avoid using stools or ladders.
- Avoid using electronic devices while walking as they are a distraction.

**The Safety Scavenger Hunt** will launch the week of June 19. Beginning on Tuesday, June 20, this travel-themed game will run for three consecutive days with a total of 12 safety questions and/or challenges. Join the adventure to learn about *ZeroToday!* at work, at home and at play. Each participant will be entered into the daily prize drawings, as well as grand prizes, which will be randomly selected.

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Poster - Mind Your Safety

## Take action

All month, the Health and Well-Being team is hosting safety-themed programs and events. Register for Safety Month events.

Mental well-being: As part of your safety plan, here's what you can do:

- Focus on staying safe.
- Be mindful of your surroundings.
- Get plenty of rest to avoid fatigue.

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## Top 10 Off-Normal Situations



No.	Off-Normal Situation	Example	Action
1	<b>Working in restoration mode</b>	Time pressure with customers out of power	Do not rush Focus on one task at a time
		Customer interrupts repair to check on status of job	After a distraction, back up and refocus.
2	<b>Working/driving in adverse weather</b>	Driving in rain	Slow down, leave more space between vehicles, use headlights and wipers, apply Rain-X
		Working in heat	Hydrate and stretch
3	<b>Working with something new (crew member, apprentice, equipment, tool)</b>	Working with apprentice or someone new to your crew	Discuss previous experience/qualifications; Ask them for input in pre- and post-job briefing
		Working with new tool or piece of equipment	Read operating manual; do a two-minute review on how to properly use item; check for previous events associated with tool/equipment
4	<b>Outside event distractions (birthday, weekend, coming back to work, etc.)</b>	It's your/close family member's birthday	Choose to focus on work at work and birthday when you leave; communicate with crew members about potential distractions so we can all look out for one another
		You are returning from vacation	Do a two-minute review on returning to work
5	<b>Change in work plan or required clearance boundaries</b>	You are in the middle of a job and are reassigned to a different job	Clean up and secure your current work location; avoid self-imposed time pressure; do new tailboard on new job
		You are in the middle of a job and something did not go as planned	Re-tailboard with entire crew, discuss what happened
6	<b>Unexpected conditions in your environment (hole, slippery walkway, fence, dog, customer)</b>	Slippery walk surface	Identify in HAF, tape it off, set cones out
		Hole in walk path	Identify safest walk path in HAF, mark it by placing a cone
		Dog on property	Ask customer to secure it before going onto property
7	<b>Poor housekeeping</b>	Office desk is covered in papers and books, disorganized	Spend five minutes cleaning up before starting your next work task
		Truck is full of spare items and belly is not clear	Spend five minutes cleaning up before leaving yard; load vehicle in order of planned jobs to ensure material is easily accessible when needed
8	<b>Delays</b>	Time pressure from a delay in job	Do not rush Do a two-minute review prior to restarting job
9	<b>Improper PPE or material (or improperly used)</b>	You do not have right material to complete job	Stop and ask PL for correct material
		You see someone wearing regular sunglasses while working	Stop what they are doing and ask them to put on their safety glasses
10	<b>Insufficient MOT</b>	You are not able to park out of harm's way	Use safety cones and other vehicles as barriers; If you do not have enough, request MOT

The two-minute review allows us to enhance our situational awareness, identify potential hazards and have a questioning attitude

## Why is it Important?



Situational awareness



Site-specific conditions



Questioning attitude

**Conduct the two-minute review upon arriving to a new worksite, before starting a task, or when the scope of work changes**

## There is always time for a two-minute review

- When a potential safety hazard exists
- After extended breaks or unintentional interruptions
- Prior to interactions with risk potential equipment



TIME OUT



# A two-minute review helps identify potential hazards at the immediate worksite and its surrounding location

## How should it be done?

- Walk around the job site and adjacent areas
- Look for potential industrial and environmental hazards
- Identify conditions that could require additional PPE





# The two-minute review can identify self-imposed pressures and potential communication errors

## Never rush a job

- Time pressure
- Lack of Communications
- Work stress/fatigue



# Use the two-minute review to talk about unexpected hazards and conditions and what precautions to take

## How should it be done?

- Eliminate hazards; install appropriate defenses or develop contingencies before moving forward
- Verify expected results and share lessons learned
- Always leave the work area in a better condition than you found it



The logo for nsc features a stylized green icon of a grid or circuit board to the left of the lowercase letters 'nsc' in a bold, sans-serif font. The background of the entire page is a photograph of several high-voltage power line towers silhouetted against a sunset sky with orange and blue tones. A thick green curved bar is positioned at the bottom of the image, partially overlapping the towers.

**nsc**