

January 30, 2024

To: 2023 Safety Culture Assessments (SCAs) (#2023-SCAs)

**Subject: Pacific Gas and Electric Company's 2023 Management Self-Assessment  
Supporting Documentation: Part Two of Two**

Dear Safety Culture Assessment Stakeholders:

Attached please find the supporting documentation submitted by Pacific Gas and Electric Company (PG&E) as part of its 2023 management self-assessment, a component of its 2023 Safety Culture Assessment. PG&E submitted this documentation in multiple formats. Energy Safety has combined all documentation into PDF format. Below is an index pertaining to the attached documentation.

The documentation is divided into two PDFs. This is the second of two parts.

Sincerely,



Vick Kapur  
Senior Director, Safety Process and Culture

## Index

PG&E submitted the following supporting documentation with its management self-assessment with a summary plan for 2024, safety culture objectives, lessons learned, and progress on 2022 recommendations on July 7, 2023. The index below provides documentation file names and length in pages.

### Part Two

#### Documentation Supporting 2022 Recommendations:

##### Recommendation 1:

- Recommendation 1\_SVP Wildfire Emerg Ops Job Desc (3 pages)
- Recommendation 1\_CS0 Roles and Resp (1 page)
- Recommendation 1\_Daily Safety Update (1 page)
- Recommendation 1\_Director Safety Job Desc (4 pages)
- Recommendation 1\_EHS 2023 Plan on a Page (2 pages)
- Recommendation 1\_Sr Dir Roles and Responsibilities (1 page)
- Recommendation 1\_TIP Example (1 page)

##### Recommendation 2:

- Recommendation 2\_Leader D (7 pages)

##### Recommendation 3:

- Recommendation 3\_DOR Structure (2 pages)
- Recommendation 3\_Field Visit Attendance Officers and Directors (4 pages)
- Recommendation 3\_Safety Communication Pla (1 page)

##### Recommendation 4:

- Recommendation 4\_SIF Capacity Model (18 pages)

##### Recommendation 5:

- Recommendation 5\_Wildfire Training (3 pages)

##### Recommendation 7:

- Recommendation 7\_Personal Security and Safety Initiative (1 page)
- Recommendation 7\_Mitigate Risk Exposure Posed by Interactions with the Public (2 pages)

# Documentation Supporting 2022 Recommendations

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## Senior Vice President, Wildfire Emergency & Operations

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### Position Summary

The SVP, Wildfire Emergency & Operations of Pacific Gas and Electric Company is responsible for oversight of wildfire operations and associated mitigations. The SVP will develop consistent processes and work standards through the implementation of the Lean Operating System for sustainable wildfire and emergency response preparedness operations. The SVP partners with leaders in Operations and other parts of the business to develop and recommend a strategic direction for emergency preparedness, emergency response and public partnerships. The SVP will work closely with public safety agencies during emergencies including wildfire response efforts. The SVP will ensure that senior leaders have greater visibility and prioritization of wildfire mitigations and overall emergencies affecting our organization and customers. The SVP will ensure compliance with all company and regulatory safety policies and practices.

### Reporting Relationship

This position reports to the Executive Vice President, Operations and Chief Operating Officer of Pacific Gas and Electric Company.

### Responsibilities

The SVP's responsibilities include:

- Overseeing wildfire operations and associated mitigations
- Be consulted and participate in strategic discussions related to all-hazards including the threat from wildfires
- Communicating and implementing wildfire and emergency response preparedness management strategies
- Identifying all-hazards that pose a potential threat to PG&E's business
- Risk assessment associated with wildfire and emergency response preparedness activities
- Assisting in integrating wildfire and emergency response preparedness management into the overall business strategy
- Developing an in-depth understanding of the internal and external drivers of change and developing strategies to sustained success
- PSPS planning, preparation, engagement, and execution
- Serving as the external lead with investors, credit agencies, regulators and legislators related to wildfire operations and mitigations
- Overseeing emergency strategy, planning, and management across PG&E
- Overseeing robust emergency management strategies to provide timely response to our customers and external stakeholders mitigating risks and managing events
- Serving as a liaison to external entities, such as State Office of Emergency (OES), California Governor's Office of Emergency Services (CalOES), California Utilities Emergency Association (CUEA), and Western Energy Institute (WEI)
- Overseeing the reporting function for outage communications and response performance associated with emergency response and recovery for PG&E

# Senior Vice President, Wildfire & Emergency Operations

## Qualifications

### Minimum:

- Bachelor's Degree in Risk, Safety Management, Engineering or related discipline
- Experience, 15 years

### Desired:

- Minimum of 15 years of progressive management experience in managing heavily regulated operations
- Advanced degree desirable
- Experience in the energy/utility industry or other comparable high-risk industry with a reputation of best-in-class performance, creating and implementing policy, programs and regulations
- Ability to work with regulatory agencies and internal clients
- Demonstrated ability to gain functional area support and lead enterprise initiatives effectively
- Previous experience with the C-Suite and reporting to Boards is desirable, in a risk management, operations, finance, legal or compliance function
- 10+ years experience in highly regulated industry
- 10+ years management experience
- Knowledge of risk management principles

## Leadership Qualities

PG&E expects its leaders to conduct themselves with the highest ethics and integrity and to embody specific leadership qualities.

### *Strategic Mindset*

- Seeing ahead to future possibilities and translating them into breakthrough strategies.
- Operating effectively, even when things are not certain or the way forward is not clear

### *A Leader in the Community and Industry*

- Effectively building formal and informal relationship networks inside and outside the organization
- Anticipating and balancing the needs of multiple stakeholder

### *Demonstrates Safety Leadership*

- A safety champion in words and deeds with respect to both employee and public safety
- Maintaining an environment of open dialog and free of retaliation

### *Influences and Inspires*

- Using various communications that convey a clear understanding of the needs of different audiences
- Maneuvering comfortably through complex policy, process, and people-related dynamics.

### *Optimizes Team Performance*

- Building strong-identity teams that apply their diverse skills and perspectives to achieve common goals.
- Creating a climate where people are developed and motivated to do their best to help the organization

### *Values Diversity and Creates Inclusion*

- Recognizing the value that different perspectives and cultures bring to an organization.

### *Fiscally Responsible*

- Interpreting and applying understanding of key financial indicators to make better business decisions

## Senior Vice President, Wildfire & Emergency Operations

- Planning and prioritizing work to meet commitments aligned with organizational goals

### *Leads Ethically and in Compliance*

- Sponsoring and sustaining a high integrity speak-up corporate culture which prioritizes ethics, safety and compliance
- Building on necessary level of industry, company and subject-matter expertise, including laws and regulations

### *Provides a high level of customer service*

- Building strong customer relationships and delivering customer-centric solutions.

Pacific Gas and Electric Company is an Affirmative Action and Equal Employment Opportunity Employer that actively pursues and hires a diverse workforce. All qualified applicants will receive consideration for employment without regard to race, color, national origin, ancestry, sex, age, religion, physical or mental disability status, medical condition, protected veteran status, marital status, pregnancy, sexual orientation, gender, gender identity, gender expression, genetic information or any other factor that is not related to the job.

## Chief Safety Officer Roles & Responsibilities

- Leads PG&E's efforts to eliminate fatalities and serious injuries and to decrease other safety incidents by creating, driving, and implementing best-in-class solutions, tools, practices, and systems.
- Conducts trend analysis and documents compliance with PG&E's Safety Excellence Management System, including development, implementation of Safety Standards and Policies and accountability for outcomes of H&S issues
- Develops, maintains, and enhances Occupational Health including Safety Programs, Injury and Leave Management, Ergonomics, and Industrial Hygiene
- Develops strategies and programs that ensure effective implementation of Enterprise Training, Department of Transportation and Enterprise Corrective Action Programs compliance programs, supporting the company's current and future operations.
- Implements a multi-year comprehensive and best-in-class Occupational and Contractor Safety plan to enable a wholistic, enterprise-wide safety culture.
- Manages the companywide budget for this functional area (a staff of approximately 450 team members), the training parameters and customer and agency interface as required by the business.
- Monitors, interprets and analyzes business impact of H&S laws, standards or regulatory initiatives that impact the Business Unit in the geographic areas in which it does business.
- Supervises, coaches, and mentors the professional development of H&S professionals
  
- Implements programs to support culture change and safety mindset
  
- Emphasize and drive a safety and health culture company-wide: coordinate appropriate messaging around safety and health in company communications to ensure that it is "front of mind." Drive a proactive safety and health culture that focuses on leading indicators, exposure mitigation, error reduction, employee engagement, and incident prevention.

This is your daily snapshot of PG&E safety performance and recently reported safety incidents. Visit the [EHS Dashboard](#) for more details. For any questions, suggestions, or concerns, contact [SafetyReports@pge.com](mailto:SafetyReports@pge.com) or submit a [CAP](#). For metric definitions, visit our [Safety Metrics](#) page. Access additional details for [Serious Incident Alerts](#) and [PGE-COVID-19-Current-Worksite-Notifications](#). Access additional details for [Leading Indicators](#).



Days Since Last Vehicle Rollover

**10**

**Daily Safety Update**

Everyone and Everything is Always Safe

Days Since Last SIF Actual

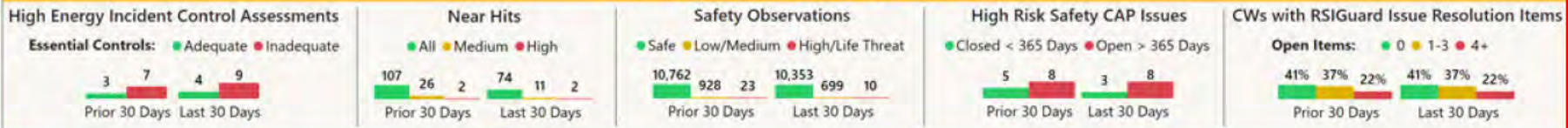
**72**

Last Updated: 6:00 pm on 6/28/2023

### Safety Message

**MID-YEAR SAFETY WEEK: Be tenacious in identifying energy hazards during your pre-job safety briefings. Think through how the job could go wrong and put essential controls in place to allow your team to fail safely. Be nimble and adjust plans when needed to stay safe. Learn from mistakes when they happen. What essential controls can ensure that you fail safely when a mistake happens**

### Leading Indicators - Month over Month



SIF Actuals Fatal				SIF Actuals Non-Fatal				DART Cases (Restricted Duty & LWD)						Recordables				PIMVIs (Minor & Serious)							
Period	Count	EOY Target	On-Track?	Period	Count	EOY Target	On-Track?	Year	YTD Count	YTD Rate	EOY Target	On-Track?	Rolling 12 Month Rate	Trend	Year	YTD Count	YTD Rate	Rolling 12 Month Rate	Year	YTD Count	YTD Rate	EOY Target	On-Track?	Rolling 12 Month Rate	Trend
YTD 2023	2	0	✗	YTD 2023	2	2	✓	2023	83	0.62	0.64	✓	0.62	↓	2023	196	1.47	1.56	2023	189	2.71	2.53	✗	2.70	↑
EOY 2022	3			EOY 2022	4			2022	77	0.60			0.85		2022	189	1.47	1.79	2022	150	2.24			2.51	

↑ Rate is higher than last year   
 ▬ Rate is the same as last year   
 ↓ Rate is lower than last year   
 ✗ Count/Rate is higher than Target   
 ✓ Count/Rate is at or below Target

SIF = Serious Injury or Fatality | DART = Days Away, Restricted, Transferred | LWD = Lost Work Day | Recordable = Work related injury beyond first aid | [S]PMVI = [Serious] Preventable Motor Vehicle Incident | CW = Coworker  
 Region 1 = North Coast | Region 2 = North Valley and Sierra | Region 3 = Bay Area | Region 4 = South Bay and Central Coast | Region 5 = Central Valley

### New and Escalated Incidents

New/Escalated	Incident Type	Region	Organization	Incident Description
New	PMVI	Region 5	Power Gen Org	CW backed into parked PG&E vehicle.
New	PMVI	Region 1	Vegetation Management	CW was attempting to backup and make a u-turn when CW's vehicle backed into a code box for the customer's gate.
Escalated	Recordable	Region 3	Gas Engineering	CW developed pain in their right palm that extends up to their right hand, arm, and shoulder while mousing.



# Director, Safety – Central Coast Region

## Department Overview

The Corporate Safety function is responsible for setting the company's workforce and public safety strategy, governing standards, and expectations for safety implementation across the enterprise, ensuring adherence to those standards, and supporting the operational organizations' safety execution.

The Regional Safety Director is responsible for supporting the implementation of the company-wide health and safety strategy in the region. This includes supporting the region's occupational and contractor health and safety programs and initiatives, integrated health and productivity strategies/programs, and working with all departments to ensure effective implementation. This provides each region a clear path to escalate issues, request and receive assistance, and obtain hands-on, day-to-day support, guidance, and help in improving safety performance. He/she will work closely with both internal and external constituents, including regulators, to identify and implement best-in-class Safety & Health programs. He/she will ensure that the business has in place programs necessary for compliance with the letter and spirit of internal standards and external regulations and that these programs effectively involve important external stakeholders.

This position is also responsible for evolving and planning Safety & Health policies and programs to meet the company's future needs as we develop and expand our operational infrastructure. He/she will monitor and report on key performance metrics around Safety & Health, audit the implementation of Safety & Health policies and programs and track compliance with external regulations and internal standards. There is a critical importance of leading a safety culture where employees take accountability for their role in maintaining a safe work environment and preserving public safety and where the company introduces best practices and supports a speak up culture.

## Position Summary

Responsible for monitoring and improving safety performance across the Central Coast Region and the Electric Operations function. Drive implementation, oversight & operation of electric operations and regional safety which includes electric transmission and distribution and gas safety function. Assists with addressing significant local and regional safety challenges. Will work closely with other regions to establish & disseminate safe practices for both field & regional office workers, aspiring to help create an incident free operation. Act as a strategic partner to the regional officer identifying trends and insights in safety leadership, safety performance, and culture. Be able to challenge conventions, question norms, raise important issues effectively and translate analysis into tangible initiatives and long-term progress. Be able to discern what matters from what does not. There's an importance of being a visible presence in the field and collaborating across functions.

## Reporting Relationship

This position will report directly to the Vice President, Chief Safety Officer and will have a dotted line relationship into the regional operations leader.

## Location

This position is hybrid, working from your remote office and your assigned location based on business need. The Central Coast region is headquartered in Morgan Hill, which is the assigned work location for this role.

### **Job Responsibilities**

- Develops and implements the cultural and process change strategies necessary to ensure successful deployment and progress on the multi-year comprehensive and best-in-class safety program.
- Articulates and delivers on key programs to influence positive culture change.
- Coordinates appropriate messaging around safety in organizational communications to ensure that safety is 'front of mind'.
- Be the "go to" person for the region to escalate issues, ask questions, and obtain support on day-to-day tactical matters.
- Drives proactive focus on leading indicators, error reduction, employee engagement, and incident prevention.
- Ensures a fundamental integration of human performance improvement concepts in the Field Safety organization.
- Leads and drives continuous improvement and safety performance particularly for assigned region and Electric Operations organization. Actively pursues and shares best practices by benchmarking with other regions, utilities as well as other industries. Utilizes leading and lagging key performance metrics and provides regular summaries of safety performance to leadership.
- Partners with peer organizations on the development of a comprehensive audit and assessment strategy that addresses employee, contractor, and public safety.
- Partners with peer organizations on the development and implementation of safety consultation and compliance functions.
- Leads risk assessments, incident investigations, audits, and training, as needed.
- Communicates audit and performance results to leaders. Collaborates and leads identification of issues and risks and provides effective risk mitigation strategies.
- Oversees and supports the incident investigation process (e.g., SIF potential events and work procedure errors) and causal evaluation analysis. Review corrective actions and follow-up on needed improvements.
- Manages and leads staff to accomplish results through effective recruitment & selection, training & development, performance management and rewards & recognition.
- Leads risk assessments, incident investigations, audits and training.

### **Leadership Qualities**

PG&E expects its leaders to conduct themselves with the highest ethics and integrity and to embody specific leadership qualities.

#### **Strategic Mindset**

Seeing ahead to future possibilities and translating them into breakthrough strategies.  
Operating effectively, even when things are not certain, or the way forward is not clear.

#### **A Leader in the Community and Industry**

Effectively building formal and informal relationship networks inside and outside the organization.  
Anticipating and balancing the needs of multiple stakeholders.

#### **Demonstrates Safety Leadership**

A safety champion in words and deeds with respect to both employee and public safety.  
Maintaining an environment of open dialog and free of retaliation.

**Influences and Inspires**

Using various communications that convey a clear understanding of the needs of different audiences. Maneuvering comfortably through complex policy, process, and people-related dynamics.

**Optimizes Team Performance**

Building strong-identity teams that apply their diverse skills and perspectives to achieve common goals. Creating a climate where people are developed and motivated to do their best to help the organization.

**Values Diversity and Creates Inclusion**

Recognizing the value that different perspectives and cultures bring to an organization.

**Fiscally Responsible**

Interpreting and applying understanding of key financial indicators to make better business decisions. Planning and prioritizing work to meet commitments aligned with organizational goals.

**Leads Ethically and in a Compliant Manner**

Sponsoring and sustaining a high integrity speak-up corporate culture which prioritizes ethics, safety and compliance.

Building on necessary level of industry, company, and subject-matter expertise, including laws and regulations.

**Provides a High Level of Customer Service**

Building strong customer relationships and delivering customer-centric solutions.

**Background Qualifications**

Minimum:

- Bachelor's Degree in safety engineering, safety management, or related discipline, or equivalent experience.
- 10 years of safety, utility, or job-related experience.
- At least four years of supervisory experience.
- 4 years of experience in the utility, construction, mining, oil & gas, or other high-risk industry
- Proficient in OSHA compliance.

Desired:

- Masters in safety engineering, safety management, or a related discipline, or equivalent experience.
- Experience working with labor unions.
- At least four years in a regional position.
- Certified Utility Safety Professional certification.
- Certified Safety Professional (CSP) certification, or similar.
- Knowledge of relevant federal, state, and local safety regulations and laws (e.g., DOT, OSHA).
- Ability to paint a compelling picture of the vision and strategy that motivates others to action.
- Energetic, results oriented, possessing a track record of achieving measured superior performance improvements.
- Knowledge of safety policies, best practices, methodologies, and key prevention activities necessary to keep workers safe in a high-risk environment.
- Knowledge of Root Cause Analysis (RCAs) methodologies.
- Ability to deliver training on key safety topics.

## **Profile**

- Expertise in building and maintaining safety excellence and safety culture in construction or other high SIF-risk environments (utility, EPC, oil & gas, chemicals and/or other heavy industrials).
- Knowledge of electrical and gas safety requirements & standards.
- Knowledge of safety management systems and processes.
- Experience in building and establishing a business function, proven history of successful leadership & group oversight.
- Track-record of data-driven decision making; familiarity with data analytics and continuous improvement practices.
- Organized, structured, able to multi-task and meet tight deadlines.
- Ability to positively interact with and influence people from different cultures, backgrounds, and disciplines. At ease interacting with executives and hourly employees.



# Enterprise Health & Safety

## Functional Plan on a Page

### Key Functional Targets (Annual)

Level	KPI	2022 Actual	2023 Target
L1.5	[1] Commitment Delivery Index	N/A	100%
L1.5	[2] DART Rate	0.67	0.64
L1.5	[3] Public SIF Incidents (asset failure)	6	1
L1.5	[4] Third Party Safety Incidents (non-asset failure)	14	TBD
L1.5	[5] Budget Attainment	N/A	0%
L1.5	[6] Lean Maturity	N/A	75%
L1.5	[7] Waste Elimination	N/A	>-2%
L1.5	[8] Woman & Minority Leader Fill Rate	N/A	TBD
L1.5	[9] DEIB Adoption	N/A	75%
L1.5	[10] Joy at Work	N/A	70%
L2	[11] SIF-Potential Rate	0.11	Tracking only
L2	[12] Count of Off-Track KRI	1	0
L2	[13] OSHA Rate	1.59	Tracking only
L2	[14] High/Life Threat Finding Rate	1.2	Tracking only
L2	[15] Personal Safety Incidents	Tracking Only	
L2	[16] CAP Health Index (in dev)	TBD	

### True North Strategy (TNS) Targets L1 KPIs

Level	KPI	2022 Actual	2023 target	2024 target	2025 target	2026 target
L1	[A] SIF-Actual Non-Fatal Rate	0.007	.003	.002	0	0
L1	[B] PMVI Rate	2.58	2.53	2.48	2.43	2.38

SQCDM	TNS	Key Work Plan Activities to Achieve Annual Targets		Owner	Date	KPIs
S	✓	<b>Ergonomics</b>	Complete 5 Industrial Ergo solutions for high-risk tasks related to material handling and meter work which account for 40% of DART		Q4	[2]
		<b>Public Safety</b>	Ensure delivery of public SIF target through oversight and reporting of key drivers (e.g. veg management, ungrounding, gas dig in) Improve public awareness on wires down, electric service drops, hydro and canal. Coordinate through Public Safety Specialists.		Q3	[3]
		<b>Human Performance Tools</b>	Develop Human Performance tools for the enterprise with learnings from DCPD		Q2	[3]
S D M	✓	<b>Process Safety</b>	Revise SIF investigation standard to (1) approach similar incidents as common cause, (2) require contractors to perform investigations		Q4	[A]
			Develop standardized SIF Response process including timelines for communications, investigations, etc.		Q2	[A] [7]
			Revise SIF RCE process - cross-functional Officer review of RCE, simplify the executive summary		Q3	[A]
			Improve effectiveness of ECAP program based on DCPD's independent program assessment		Q3	[A]
S Q	✓	<b>Work Force Safety</b>	Clarify Keys to Life standards, simplifying work methods, define essential controls, evaluate training, refresher and validation program starting with top 5 Keys to Life (Pre-job safety briefing, electrical safety testing and grounding, hazardous environment/line of fire, PPE, safe driving) including clarify written standards and procedures and improve employee training to build employee knowledge and skills.		Q4	[A]
			Revise Safety Observation Program to focus on KTL and essential controls		Q4	[A]
			Leverage serious incident precursors to inform risk-based safety observation strategy (Urbint) with a focus on trends and observation quality focused on Vegetation Management		Q4	[A]
			Complete PSEMS Manual. Execute on LRQA gap assessment and develop a multi-year implementation roadmap.		Q2	[A]
			Implement SIF capacity model		Q4	[A]
			Improve Contractor Safety Plan Onboarding Review and Approval Process to meet or come under the 2023 contractor SIF Rate target.		Q4	[A]
			Perform Contractor Safety Quality Assurance Review for top 12 high-risk contractors which drive 50% of SIF incidents in 2022		Q1	[A]
			Establish and implement a standard for Contractor Leadership and Engagement Forum		Q2	[A]
			Improve Contractor Post Job Evaluation Process (IA High Risk Finding)		Q2	[A]
			Create and implement a Contractor Safe Driving standard and validation program		Q1	[A]



# Enterprise Health & Safety

## Functional Plan on a Page

SQCDM	TNS	Key Work Plan Activities to Achieve Annual Targets		Owner	Date	KPIs		
S Q C D M	✓	Transportation Safety	Integrate 360 app information (links) into driver scorecard and provide greater visibility into telematics (target 5% of PMVIs)		Q3	[B]		
			Targeted Smith Driving Training for new and transferred coworkers within 90 days (target 62% of PMVIs)				Q2	[B]
			Strategic and targeted deployment of engineering controls: Nauto for Lone Workers (27% of PMVIs), Truce for Rentals (22% of PMVIs), Brigade for Trouble Trucks (17% of PMVIs), Garmin devices. Evaluate range of essential controls				Q4	[B]
			Conduct common cause evaluation and Failure Modes Effects Analysis to identify common causes of PMVIs as well as other potential causes				Q1	[B]
			Benchmark Vehicle Safety Programs (utility industry and non utility Fleets)				Q3	[B]
			Require contractors to provide written 2023 Vehicle Safety and Roll-over Prevention Plans				Q2	[A] [B]
			Mature Hazardous roads programs resulting in decline of PMVI incidents.				Q4	[B]
			Reduce bad weather driving by staging equipment at specific locations during storm responses (existing process)				Q1	[B]
		Lean Maturity	Incorporate problem solving template into incident investigation process. Safety & Risk ELT to engage in at least one skip-level operating review per week to observe and provide feedback and coaching		Q4	[6]		
S Q	✓	Fatigue Management	Align on Fatigue Management policy in partnership with IBEW and ESC		Q4	[2]		
S D	✓	Personal Safety	Establish cross-functional team to develop best practice for personal safety including: Police officer assigned to crews in high-risk areas (starting in Oakland). Deploy two-way radios. More effective communication on incidents. Layering Police Department hazard data on Maps+ In-person situational awareness training. Develop a standard to double up resources. Create community of practice for Field Service teams with other service providers. Support legislative action to make assaulting a utility worker a felony Develop life system with connection to LiveSafe and geofencing		Q2	[15]		
S D	✓	Safety Mindset	Develop roadmap considering elements such as culture of villages, safety barometer and DCPD learnings. Ensure linkage with Role of the Supervisor and Leadership Development Program. Roll-out safety culture monitoring program		Q4	[A]		
			Create a culture of safety ownership - address middle management layer that may be focused on delivery over safety with culpability and accountability	M. Hayes	Q3	[A]		
			Develop Stop Work Authority Policy		Q2	[A]		
			Establish enterprise grassroots safety program		Q3	[A]		
S Q	✓	S&R Coworker Development	Establish professional development plans for Safety & Risk coworkers		Q2	All		
S M	✓	Union Engagement Forum	Continued engagement with union partners on safety initiatives	M. Hayes	Q4	All		
		Technology	Develop a single Safety App for Daily Safety update, incident reporting, MVIR/360 app, PJB, JHAs, Safety Observations, KTL standards	M. Hayes	Q4	All		
C	✓	Budget Attainment	Deliver 2023 plan on-budget for EIE, non-EIE, and Cap by bringing visibility to financial performance to all Safety & Risk ELT foster stewardship and incorporating financial performance into monthly operating reviews.	M. Hayes	Q4	[5]		
M	✓	DEIB	Develop and implement a DEIB action plan informed by the "Team Belonging" Survey		Q4	[9]		
M	✓	Safety Recognition	Develop and implement a standard for recognizing coworkers for role modeling virtues and safety mindset		Q1	[A] [10]		
M	✓	Communications	Develop EH&S strategic communications plan		Q4	All		

## Senior Director Safety Operations – Roles and Responsibilities

- Develops and implements cultural and process change strategies to ensure successful implementation of a multiyear, comprehensive and best-in-class Safety program that effectively addresses employee and contractor safety considerations related to the company's operations.
- Leads and drives continuous improvement and development of company-wide safety programs, including behavioral, motor vehicle, contractor safety, human performance, and serious injury and fatality programs. Ensures programs enable the business to comply with internal standards and external regulations. Collaborates and partners closely across the enterprise to identify and drive best practices specific to distinct business operations.
- Strategically plans the evolution and direction of Safety programs to anticipate and support future business growth and anticipated changes in regulation.
- Ensures best-in-class standards are fully imbedded in all of Company's operations from the design of infrastructure and equipment through the generation, transmission and final distribution of both gas and electric power to all customers. Plans, develops, and coordinates the Safety components of personnel, materials, equipment, processes and the work environment to achieve Safety effectiveness.
- Drives safety auditing and observation to track and assess performance against regulations and standards. Monitors safety performance on key performance metrics (e.g. OSHA Recordable Rate, Lost Workday Case Rate, Motor Vehicle Incident Rate, Total Lost Workdays); reports results to leadership team in daily, weekly, and monthly cycles. Communicates and collaborates with business leaders around audit findings and performance results; leads efforts to identify issues and risks within business operations. Ensures safety training meets Cal-OSHA and other external regulations, as well as internal standards.
- Collaborates and partners with relevant corporate wide programs such as the Enterprise Corrective Actions Program, Enterprise Risk Programs, and Enterprise Safety Excellence Management System [M1]. Collaborates and partners with the Workforce Health department to promote Wellness and to ensure alignment with absence management programs.
- Benchmarks safety performance against other utilities. Develops strong working relationships to collaborate and exchange best practices with other utilities and other relevant businesses.
- Provides oversight and direction in matters involving regulatory compliance inspections and/or investigations conducted by State or other regulatory agencies focused on safety and health issues. Develops and gains consensus for the resolutions resulting from these inspections and regulations.
- Emphasizes and drives a company-wide safety culture, coordinates appropriate messaging around safety in communications to ensure safety is "front of mind." Drives a proactive safety and health culture that focuses on leading indicators, error reduction, employee engagement and incident prevention.
- Leads, develops and motivates an effective team that drives engagement around the Safety value, programs and standards, and whose work supports and reflects the diversity of our communities

TIP Example- Transportation Safety

Line Item No.	ACTION	OWNER	START DATE	END DATE	% DONE	STATUS	Expected Effect (units or %)
1	<b>TRUCE - Mobile Device Blocking - Strategic and Targeted Deployment</b>		1/3/23	8/31/23	80%	On Plan	-1.08%
1.1	Confirm funding and order number for expansion (2023-2025) (1000 Current + 1000 New)		1/3/23	3/31/23	100%	Completed - On time	
1.1.1	Engage Sourcing on extension or new PO		2/1/23	3/31/23	100%	Completed - On time	
1.1.2	Issue PO		2/1/23	3/31/23	100%	Completed - On time	
1.2	Confirm scope for expansion		2/1/23	5/31/23	100%	Completed - On time	
1.2.1	Engage EH&S Data Analytics Team on identifying participants		2/1/23	3/15/23	100%	Completed - On time	
1.2.2	Engage executives and functional area leaders on participant selection		3/15/23	4/15/23	100%	Completed - On time	
1.3	Inform Union of expansion (1000 New)		4/15/23	4/30/23	100%	Completed - On time	
1.4	Engage Vendor on Project Plan		4/1/23	4/30/23	100%	Completed - On time	
1.5	Engage Communications on Comms Plan		3/1/23	5/31/23	100%	Completed - On time	
1.6	Inform final list of users (1000 New)		5/1/23	5/15/23	100%	Completed - On time	
1.7	Training list of users (1000 New)		6/1/23	6/30/23	100%	Completed - On time	
1.8	Launch program (1000 New)		7/1/23	8/31/23	64%	On Plan	





Leadership and Employee Development presents

# LEADING AT PG&E



## PROGRAM GUIDE

# LEADING AT PG&E PROGRAM OUTCOMES

Upon the completion of this two-part program, participants will be able to:

1. Describe their role as a leader to influence PG&E's Purpose, Virtues and Stands through their behaviors.
2. Explain the True North Strategy and how it drives our business decisions.
3. Recognize that diversity exists, and the importance inclusive behavior has on successful leadership and achieving PG&E's business priorities.
4. Analyze coaching styles to determine which techniques will be most effective with people of diverse styles and needs.
5. Describe the importance of Joy at Work as it relates to productivity, quality of work and being successful.
6. Improve their ability to manage their time and decrease their stress
7. Examine the relationship between Safety Culture (PSEMS) and the leader's traits and behaviors.
8. Understand PG&E's business model and how we fund our work.
9. Apply the Lean Management System to meet our TNS Goals.
10. Make criteria-based decisions and identify ways to prevent problems from occurring.



# Leadership Development Core Curriculum with Graduation Upon Completion.



## CORE Curriculum:

### Leadership at PG&E (6 Days)

#### Leading with Purpose (3 days)

- PVS – Expectations of a leader to uphold (Coaching with empathy, building trust, ownership / accountability)
- DEIB – Explore the ways we are different, provide fair treatment, access, opportunity, and advancement for all, leverage the power of our employees' individual uniqueness
- Time Management/Delegation/Prioritization (Getting Things Done)

#### Leading Our Business (3 Days)

- Safety – Traits of a Safety Culture, PSEMS, Keys to Life, Duty to Act
- Financial Acumen/Budgeting – How PG&E makes money (our business model), Capital vs. Expense, understanding your budget
- LEAN – Rationale for using LEAN, how to implement 5 plays into daily work, leading with a LEAN mindset
- Decisions Making/Problem Prevention

#### Breakthrough Intensive (3 Days)

#### LEAN 401 (Half Day)

#### Safety Leadership for Leaders (If applicable) (2 Days)

- Explain the foundational concepts of safety leadership: safety, culture, and leader
- 10 key attributes and behaviors of an effective safety leader
- Safety Connections to create safety dialogue
- Physical Hazard Inspections
- Job Safety Briefings

#### Leading Represented Co-Workers (if applicable) (2 Days)

- Creating and sustaining a positive work environment
- Labor Relations Specialists support resolve business situations
- Contract management
- Mandatory subjects of bargaining and permissible discussions with employee
- Identify what can and cannot be grieved
- Resolving a grievance at the first step including benefits to your team and PG&E
- Investigate poor performance with a coaching mindset

#### Graduation

# COURSES



## 1. LEADING WITH PURPOSE (CORE-4010) 3 DAYS

Leading with Purpose examines what Joy At Work means to each individual participant and how each leader's actions and behaviors contribute to their team's joy at work. Guest speakers will cover key aspects of PVS and DEIB. In addition, our leaders learn to increase their effectiveness through improved coaching, delegation, and prioritization of their work. *(This course must be taken before Leading our Business and is required of all leaders to graduate).*



## 2. LEADING OUR BUSINESS (CORE-4020) 3 DAYS

Leading our Business provides insight into our company's history, the changing marketplace, and the tools we'll use to lead us into the future. Expectations are set for leading DORs, managing safety, and finances. The final day is spent on decision making and problem prevention, all in support of Lean. Guest speakers present from both the Lean and Finance teams. *(This course must be taken after Leading with Purpose and is required of all leaders to graduate).*



## 3. BREAKTHROUGH INTENSIVE (CORE-3070 WEB) 3 DAYS

Breakthrough Intensives Participants become grounded in Gap International's consulting methodology, applying the concepts directly to themselves and their business issues. In doing so, they transform their thinking and behavior, thereby impacting every aspect of PG&E. New thinking opens up, participants have breakthroughs in communication, and are aligned with PG&E's Purpose, Virtues, and Stands, developing an interdependent way of working together for this new future of PG&E. *(This course is required of all leaders to graduate).*

# COURSES



## **4. LEAN 401 (CORE-9031VL) ½ DAY**

This course is specifically designed for people leaders who would like to learn about the 4 Lean Plays and how to use them in their everyday work. Participants learn how to design visual management boards, lead daily operating reviews, conduct problem solving and design standard work. Hands-on exercises allow participants to apply key learnings and templates and tools are provided.



## **5. SAFETY LEADERSHIP FOR LEADERS (CORE-9213) 2 DAYS**

Safety Leadership for Leaders explores PG&E's Safety Excellence Management System (PSEMS) and the ten key attributes and behaviors of an effective safety leader. Leaders learn to identify and control exposures for their teams and how to conduct effective job safety briefings to properly plan for and communicate any exposures to improve safety. (This course is required of all leaders who supervise Crew Leads in high SIF jobs).



## **6. LEADING REPRESENTED COWORKERS (CORE-1313) 2 DAYS**

Leading Represented Coworkers supports leaders in creating and sustaining a positive work environment with their represented workforce. Leaders review the respective Collective Bargaining Agreements and how to effectively navigate and manage to the contract. Participants interact and engage with the Labor Relations team to better understand their role in the Investigations process and their ability to resolve a grievance at the first step. Activities build confidence and understanding of the various contracts with the labor unions. (This course is required of all leaders who supervise represented coworkers to graduate).  
Pre-work required.

# 2023 Class Schedule

Leading with Purpose (CORE-4010)	Leading our Business (CORE-4020)	Safety Leadership for Leaders (CORE-9213)	Leading Represented Coworkers (CORE-1313)	BreakThrough Intensives (CORE-3070WEB)
05/02 – 05/04	06/06 – 06/08	04/04 – 04/05	04/19 – 04/20	08/29 – 08/31
05/16 – 05/18	06/27 – 06/29	05/09 – 05/10	05/03 – 05/04	09/12 – 09/14
06/13 – 06/15	07/11 – 07/13	06/21 – 06/22	05/31 – 06/01	10/10 – 10/12
07/18 – 07/20	08/08 – 08/10	07/26 – 07/27	06/14 – 06/15	10/24 – 10/26
08/15 – 08/17	09/19 – 09/21	08/23 – 08/24	06/28 – 06/29	
09/26 – 09/28	10/24 – 10/26	09/13 – 09/14	07/12 – 07/13	
10/10 – 10/12	11/07 – 11/09	10/17 – 10/18	07/26 – 07/27	
11/14 – 11/16	12/05 – 12/07	11/01 – 11/02	09/06 – 09/07	
12/12 – 12/14	Jan 2024	11/29 – 11/30	09/20 – 09/21	
		12/13 – 12/14	10/04 – 10/05	
			10/18 – 10/19	
			11/01 – 11/02	
			11/29 – 11/30	

# FREQUENTLY ASKED QUESTIONS

## **How do I enroll?**

You can enroll in these courses through PG&E@WorkForMe/My Learning. You'll find the course code numbers and schedule on the preceding page.

## **Do I need to attend the classes in any particular order?**

You can enroll in these classes in any order. However, you must attend Leading with Purpose before Leading our Business.

## **Who should attend Safety Leadership for leaders?**

Only Supervisors with Co-Workers in high SIF potential jobs.

## **Do I need to attend Safety Leadership for leaders if I've already attended?**

Yes, this class has been revised to include additional critical information.

## **Who should attend Leading Represented Coworkers?**

Any leader who leads represented Coworkers.

## **Do I need to attend Leading Represented Coworkers if I've already attended Leading Represented Employees?**

Yes, this course has been revised and expanded to include additional content.

## **Can Managers or Superintendents attend this year?**

Yes, a small number of seats are reserved for Managers and above who wish to attend.

## **Where are the classes held?**

Classes will be held at the San Ramon Valley Conference Center. We're looking into holding some sessions for Leading Represented Coworkers outside of SRVCC. This will be noted in My Learning.

## **VL or in person?**

LEAN and Breakthrough Intensives will be conducted virtually, all others are in-person.

## **Is there a contact for booking overnight stays in San Ramon?**

Yes, please call the SRVCC at 925-866-7500 to book any overnight stays.

## **What's required for graduation?**

All Supervisors need to attend Leading with Purpose, Leading our Business, LEAN-401, and Breakthrough Intensives. Safety Leadership and Leading Represented Coworkers as explained above.

## **What's the attendance policy?**

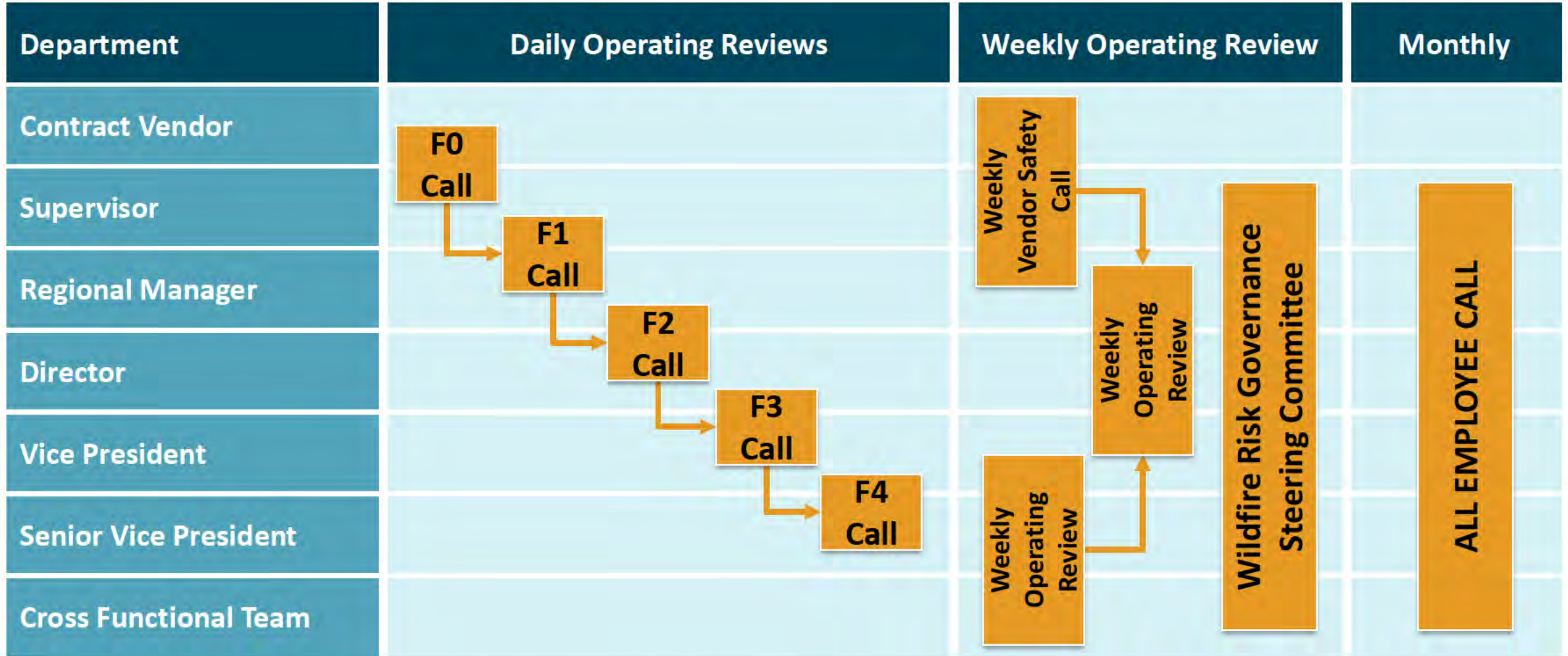
If you are unable to attend each course in its entirety, you'll need to notify your Vice President and repeat the entire course.





# Communicating with Co-Workers and Contractors

PG&E's lean operating system is designed to drive more effective and responsive decision-making, reduce obstacles and deliver better outcomes for customers.

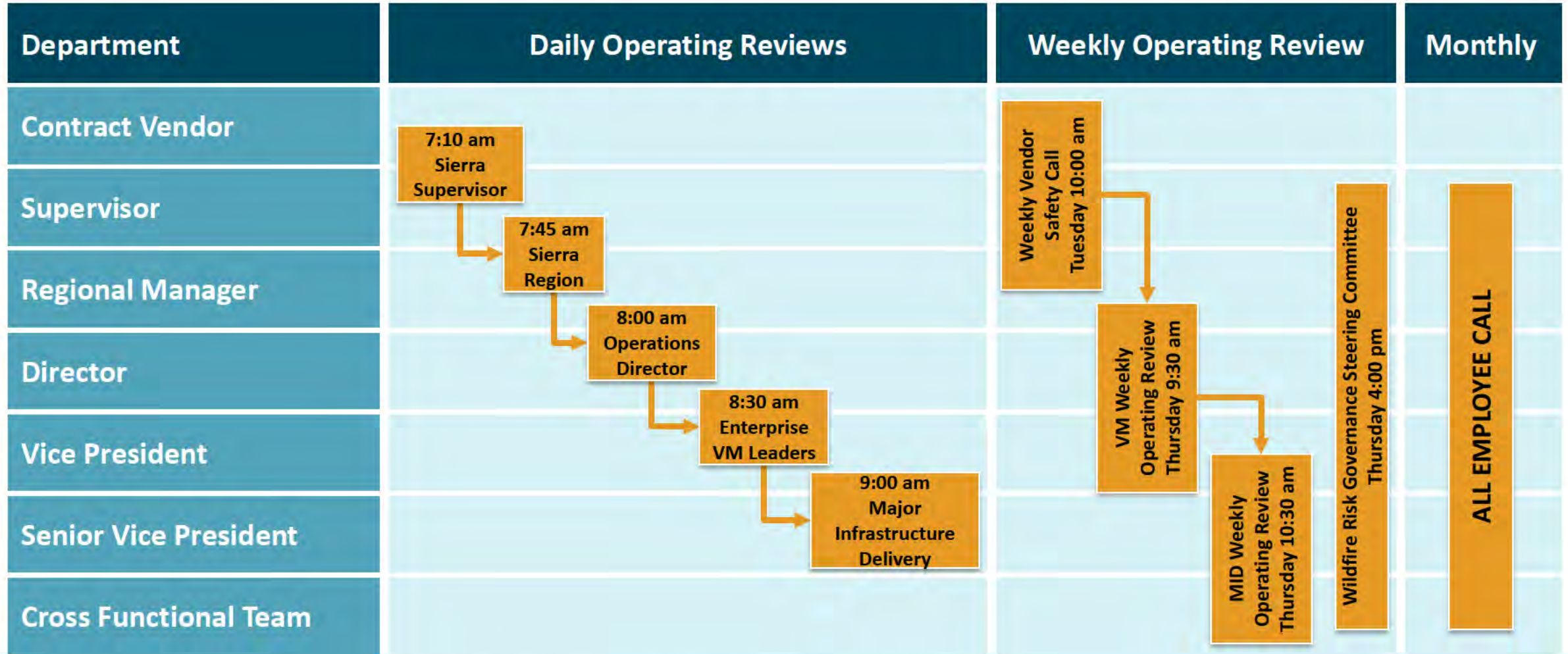






# Communicating with Co-Workers and Contractors

## Example DOR Structure



Date	Wildfire Mitigation Subject Area Visited	Attendee Name	Attendee Title
6/9/2023	Down Conductor Detection (DCD)	Mark Quinlan	SVP, Wildfire & Emergency Operations
		Joe Bentley	SVP, Electric Engineering Director, Enhanced Powerline Safety Settings
6/8/2023	Vegetation Management - Areas of Concern / Focus Tree Inspection	[REDACTED]	Director, VM Execution South & Transmission
6/8/2023	Vegetation Management - Transmission Pole Clearing	[REDACTED]	Director, VM Execution South & Transmission
6/7/2023	Undergrounding	Mark Quinlan	SVP, Wildfire & Emergency Operations
		Jamie Martin	VP, Undergrounding Sr Director, Underground Regional Delivery Sr Director, Wildfire Risk Management
6/7/2023	Vegetation Management - Distribution Inspection Procedure Training	Sumeet Singh	EVP, Operations & Chief Operating Officer
		Mark Quinlan	SVP, Wildfire & Emergency Operations Sr Director, Enterprise Vegetation Management Sr Director, Wildfire Risk Management
5/19/2023	Plan Delivery Center	[REDACTED]	Sr Director, Strategy & Process Excellence
		Jason Regan	VP, System Inspections
5/19/2023	Corrective Notifications (Tags) Command Center	[REDACTED]	Sr Director, WMP Tag Commitment Delivery
		Jason Regan	Director, Distribution Programs VP, System Inspections
5/19/2023	New Business Command Center	[REDACTED]	Sr Director, Service Planning & Design
5/18/2023	Vegetation Management - Pre-Inspection	Mark Quinlan	SVP, Wildfire & Emergency Operations
5/18/2023	Vegetation Management - Quality Control	Mark Quinlan	SVP, Wildfire & Emergency Operations
3/31/2023	Undergrounding Command Center	[REDACTED]	Board of Directors Member
		Peter Kenny	SVP, Major Infrastructure Delivery
		Jason Glickman	EVP, Engineering, Planning & Strategy
		Joe Bentley	SVP, Electric Engineering
		Jason Regan	VP, System Inspections
		Jamie Martin	VP, Undergrounding
3/31/2023	Corrective Notifications (Tags) Command Center	Martin Wyspianski	VP, Electric Engineering, Asset & Regulatory Sr Director, Enterprise Risk / Operational Risk
		[REDACTED]	Board of Directors Member
		Jason Regan	Sr Director, WMP Tag Commitment Delivery
		Joe Bentley	VP, System Inspections SVP, Electric Engineering
		[REDACTED]	Board of Directors Member
		Jason Regan	VP, System Inspections
3/31/2023	System Inspections Command Center	Peter Kenny	SVP, Major Infrastructure Delivery
		Jason Glickman	EVP, Engineering, Planning & Strategy
		Joe Bentley	SVP, Electric Engineering
		Martin Wyspianski	VP, Electric Engineering, Asset & Regulatory Sr Director, Enterprise Risk / Operational Risk
		[REDACTED]	Director, Asset Knowledge Management
		[REDACTED]	Board of Directors Member
3/30/2023	Vegetation Management - Routine Inspection	Sumeet Singh	EVP, Operations & Chief Operating Officer
		Stephen Cairns	VP, Chief Audit Officer
		Peter Kenny	SVP, Major Infrastructure Delivery
		Mike Seitz	VP, Vegetation Management
		[REDACTED]	Sr Director, MID Quality Management
		Meredith Allen	VP, Regulatory Relations Sr Director, Enterprise Risk / Operational Risk
3/30/2023	Vegetation Management - Distribution Pole Clearing	[REDACTED]	Director, IT Vegetation Business Technology
		[REDACTED]	Director, VM Execution South & Transmission
		[REDACTED]	Director, VM Execution Bay Area & North Coast
		Mike Seitz	VP, Vegetation Management
		[REDACTED]	Board of Directors Member
		[REDACTED]	Director, VM Business & Technical Services Director, VM Execution Sierra & North Valley
3/30/2023	Vegetation Management - Distribution Pole Clearing	Sumeet Singh	EVP, Operations & Chief Operating Officer
		Stephen Cairns	VP, Chief Audit Officer
		Peter Kenny	SVP, Major Infrastructure Delivery
		[REDACTED]	Sr Director, MID Quality Management
		Meredith Allen	VP, Regulatory Relations
		[REDACTED]	Sr Director, Enterprise Risk / Operational Risk
3/29/2023	System Inspections - Distribution Aerial Inspection	[REDACTED]	Board of Directors Member
		Sumeet Singh	EVP, Operations & Chief Operating Officer
		Peter Kenny	SVP, Major Infrastructure Delivery
		Jason Glickman	EVP, Engineering, Planning & Strategy
		Mark Quinlan	SVP, Wildfire & Emergency Operations
		[REDACTED]	Sr Director, MID Quality Management
		Janisse Quinones	SVP, Electric Operations
		Joe Bentley	SVP, Electric Engineering
		Jason Regan	VP, System Inspections
		Martin Wyspianski	VP, Electric Engineering, Asset & Regulatory
		Meredith Allen	VP, Regulatory Relations
Russ Prentice	VP, Enterprise and Operational Risk		
[REDACTED]	Sr Director, Enterprise Risk / Operational Risk		
[REDACTED]	Sr Director, Electric Asset Strategy		

<p>3/29/2023 System Inspections - Quality Control</p>	<p>[REDACTED] Sumeet Singh Peter Kenny Jason Glickman Mark Quinlan [REDACTED] Janisse Quinones Joe Bentley Jason Regan Martin Wyspianski Meredith Allen Russ Prentice [REDACTED]</p>	<p>Director, SI Contract Execution Board of Directors Member EVP, Operations &amp; Chief Operating Officer SVP, Major Infrastructure Delivery EVP, Engineering, Planning &amp; Strategy SVP, Wildfire &amp; Emergency Operations Sr Director, MID Quality Management SVP, Electric Operations SVP, Electric Engineering VP, System Inspections VP, Electric Engineering, Asset &amp; Regulatory VP, Regulatory Relations VP, Enterprise and Operational Risk Sr Director, Enterprise Risk / Operational Risk Sr Director, Electric Asset Strategy Director, SI Contract Execution</p>
<p>3/29/2023 System Inspections - Transmission Ground</p>	<p>[REDACTED] Sumeet Singh Peter Kenny Jason Glickman Mark Quinlan [REDACTED] Janisse Quinones Joe Bentley Jason Regan Martin Wyspianski Meredith Allen Russ Prentice [REDACTED]</p>	<p>Board of Directors Member EVP, Operations &amp; Chief Operating Officer SVP, Major Infrastructure Delivery EVP, Engineering, Planning &amp; Strategy SVP, Wildfire &amp; Emergency Operations Sr Director, MID Quality Management SVP, Electric Operations SVP, Electric Engineering VP, System Inspections VP, Electric Engineering, Asset &amp; Regulatory VP, Regulatory Relations VP, Enterprise and Operational Risk Sr Director, Enterprise Risk / Operational Risk Sr Director, Electric Asset Strategy Director, SI Contract Execution</p>
<p>3/29/2023 System Inspections - Distribution Aerial Inspection Desktop Review</p>	<p>[REDACTED] Sumeet Singh Peter Kenny Mark Quinlan [REDACTED] Janisse Quinones Jason Regan Martin Wyspianski Meredith Allen Russ Prentice [REDACTED]</p>	<p>Board of Directors Member EVP, Operations &amp; Chief Operating Officer SVP, Major Infrastructure Delivery SVP, Wildfire &amp; Emergency Operations Sr Director, MID Quality Management SVP, Electric Operations VP, System Inspections VP, Electric Engineering, Asset &amp; Regulatory VP, Regulatory Relations VP, Enterprise and Operational Risk Sr Director, Enterprise Risk / Operational Risk Sr Director, Electric Asset Strategy Director, SI Contract Execution</p>
<p>2/2/2023 Customer Care Command Center</p>	<p>Sumeet Singh Jason Glickman Joe Bentley Russ Prentice [REDACTED]</p>	<p>EVP, Operations &amp; Chief Operating Officer EVP, Engineering, Planning &amp; Strategy SVP, Electric Engineering VP, Enterprise and Operational Risk Sr Director, Enterprise Risk / Operational Risk Director, Customer &amp; Communications Business Operations</p>
<p>2/2/2023 Wildfire Risk Command Center</p>	<p>Sumeet Singh Jason Glickman Joe Bentley Russ Prentice [REDACTED]</p>	<p>EVP, Operations &amp; Chief Operating Officer EVP, Engineering, Planning &amp; Strategy SVP, Electric Engineering VP, Enterprise and Operational Risk Sr Director, Enterprise Risk / Operational Risk Sr Director, Wildfire Risk Management</p>
<p>2/2/2023 Plan Delivery Center</p>	<p>Sumeet Singh Jason Glickman Joe Bentley Russ Prentice [REDACTED]</p>	<p>EVP, Operations &amp; Chief Operating Officer EVP, Engineering, Planning &amp; Strategy SVP, Electric Engineering VP, Enterprise and Operational Risk Sr Director, Enterprise Risk / Operational Risk Sr Director, Strategy &amp; Process Excellence</p>
<p>2/1/2023 Vegetation Management - Quality Verification</p>	<p>Peter Kenny [REDACTED]</p>	<p>SVP, Major Infrastructure Delivery Sr Director, MID Quality Management</p>
<p>2/1/2023 Undergrounding</p>	<p>Peter Kenny Jamie Martin [REDACTED]</p>	<p>SVP, Major Infrastructure Delivery VP, Undergrounding Director, Risk Management &amp; Analytics Sr Director, Underground Regional Delivery</p>
<p>11/10/2022 Vegetation Management Command Center</p>	<p>Sumeet Singh [REDACTED] Peter Kenny Mike Seitz [REDACTED] Jason Regan [REDACTED]</p>	<p>EVP, Operations &amp; Chief Operating Officer Sr Director, Wildfire Risk Management SVP, Major Infrastructure Delivery VP, Vegetation Management Sr Director, MID Quality Management VP, System Inspections Director, IT Vegetation Business Technology</p>
<p>11/9/2022 Vegetation Management - Quality Verification</p>	<p>[REDACTED] Peter Kenny</p>	<p>Sr Director, Wildfire Risk Management SVP, Major Infrastructure Delivery</p>

	Mike Seitz [REDACTED] Martin Wyspianski [REDACTED]	VP, Vegetation Management Sr Director, MID Quality Management VP, Electric Engineering, Asset & Regulatory Director, Risk Management & Analytics
11/9/2022 Vegetation Management - OneVM	Peter Kenny Mike Seitz [REDACTED]	Sr Director, Wildfire Risk Management SVP, Major Infrastructure Delivery VP, Vegetation Management Director, IT Vegetation Business Technology Director, Risk Management & Analytics
11/9/2022 Vegetation Management - Pole Clearing	Peter Kenny Mike Seitz [REDACTED]	Sr Director, Wildfire Risk Management SVP, Major Infrastructure Delivery VP, Vegetation Management Director, VM Business & Technical Services Director, Risk Management & Analytics
11/8/2022 Undergrounding	Sumeet Singh [REDACTED] Jamie Martin [REDACTED] Martin Wyspianski Mark Quinlan Joe Bentley	EVP, Operations & Chief Operating Officer Sr Director, Wildfire Risk Management VP, Undergrounding Director, Risk Management & Analytics VP, Electric Engineering, Asset & Regulatory SVP, Wildfire & Emergency Operations SVP, Electric Engineering
9/30/2022 Down Conductor Detection (DCD)	Sumeet Singh Jason Glickman Janisse Quinones Mark Quinlan Martin Wyspianski Joe Bentley Jason Regan Ajay Waghay Peter Kenny [REDACTED]	EVP, Operations & Chief Operating Officer EVP, Engineering, Planning & Strategy SVP, Electric Operations SVP, Wildfire & Emergency Operations VP, Electric Engineering, Asset & Regulatory SVP, Electric Engineering VP, System Inspections SVP IT and Chief Information Officer SVP, Major Infrastructure Delivery Director, Enhanced Powerline Safety Settings
9/29/2022 Vegetation Management - Hazard Tree Identification	Sumeet Singh Adam Wright Peter Kenny Mike Seitz Jason Glickman Jason Regan [REDACTED]	EVP, Operations & Chief Operating Officer EVP, Operations & Chief Operating Officer (former) SVP, Major Infrastructure Delivery VP, Vegetation Management EVP, Engineering, Planning & Strategy VP, System Inspections Sr Director, IT Electric Operations, GIS, and CWSP Sr Director, Enterprise Vegetation Management
9/28/2022 Enhanced Powerline Safety Settings	Sumeet Singh Jason Glickman Mark Quinlan Martin Wyspianski [REDACTED]	EVP, Operations & Chief Operating Officer EVP, Engineering, Planning & Strategy SVP, Wildfire & Emergency Operations VP, Electric Engineering, Asset & Regulatory Sr Director, Distribution Field Ops North Valley & Sierra
9/28/2022 Vacaville Grid Control Center and Emergency Operations Center	Sumeet Singh Jason Glickman Mark Quinlan Martin Wyspianski [REDACTED] Chris Patterson [REDACTED]	EVP, Operations & Chief Operating Officer EVP, Engineering, Planning & Strategy SVP, Wildfire & Emergency Operations VP, Electric Engineering, Asset & Regulatory Sr Director, Distribution Field Ops North Valley & Sierra VP, State Government Relations Director, Public Safety Power Shutoff (PSPS)
8/12/2022 System Inspections - Distribution Ground and Quality Verification	Sumeet Singh Jason Regan [REDACTED] [REDACTED] Peter Kenny [REDACTED]	EVP, Operations & Chief Operating Officer VP, System Inspections Sr Director, MID Quality Management Sr Director, Wildfire Risk Management Director, Risk Management & Analytics Sr Director, Electric Asset Strategy SVP, Major Infrastructure Delivery Director, Electric Safety & Quality Management Director, System Inspections & Execution
8/11/2022 Vegetation Management - OneVM	Sumeet Singh Peter Kenny Mike Seitz [REDACTED] Joe Bentley [REDACTED]	EVP, Operations & Chief Operating Officer SVP, Major Infrastructure Delivery VP, Vegetation Management Sr Director, MID Quality Management SVP, Electric Engineering Director, Risk Management & Analytics Sr Director, Enterprise Risk / Operational Risk Sr Director, IT Electric Operations, GIS, and CWSP Director, IT Vegetation Business Technology Director, Service Planning & Design External Estimating
8/11/2022 Vegetation Management - Skills Assessment	Sumeet Singh Peter Kenny Mike Seitz [REDACTED]	EVP, Operations & Chief Operating Officer SVP, Major Infrastructure Delivery VP, Vegetation Management Sr Director, MID Quality Management Director, Risk Management & Analytics Director, VM Construction Management
8/10/2022 Rocklin Distribution Control Center	Sumeet Singh	EVP, Operations & Chief Operating Officer

	Adam Wright [REDACTED]	EVP, Operations & Chief Operating Officer (former) Sr Director, Wildfire Risk Management Sr Director, Enterprise Risk / Operational Risk Director, Distribution Control Center
8/10/2022 Caldor Fire Rebuild	Sumeet Singh Adam Wright [REDACTED] Jamie Martin [REDACTED]	EVP, Operations & Chief Operating Officer EVP, Operations & Chief Operating Officer (former) Sr Director, Wildfire Risk Management Sr Director, Enterprise Risk / Operational Risk VP, Undergrounding Director, Risk Management & Analytics Sr Director, Underground Regional Delivery
6/24/2022 High Fire Risk Areas (HFRA's)	Sumeet Singh Jason Regan [REDACTED]	EVP, Operations & Chief Operating Officer VP, System Inspections Director, Risk Management & Analytics Director, Public Safety Power Shutoff (PSPS)
6/23/2022 Fire Ignition Site	Sumeet Singh Jason Regan Mark Quinlan [REDACTED]	EVP, Operations & Chief Operating Officer VP, System Inspections SVP, Wildfire & Emergency Operations Director, Risk Management & Analytics Sr Director, Enterprise Risk / Operational Risk
6/23/2022 System Inspections	Sumeet Singh Jason Regan Mark Quinlan [REDACTED]	EVP, Operations & Chief Operating Officer VP, System Inspections SVP, Wildfire & Emergency Operations Director, Risk Management & Analytics Sr Director, Enterprise Risk / Operational Risk Director, System Inspections Quality Control
6/22/2022 Vegetation Management - Pole Clearing	Sumeet Singh [REDACTED] Jason Regan Mike Seitz Joe Bentley [REDACTED]	EVP, Operations & Chief Operating Officer Director, Risk Management & Analytics VP, System Inspections VP, Vegetation Management SVP, Electric Engineering Director, VM Business & Technical Services
6/22/2022 Utility Defensible Space (UDS)	Sumeet Singh [REDACTED] Jason Regan Mike Seitz Joe Bentley	EVP, Operations & Chief Operating Officer Director, Risk Management & Analytics VP, System Inspections VP, Vegetation Management SVP, Electric Engineering
6/22/2022 Vegetation Management - Quality Verification	Sumeet Singh [REDACTED] Jason Regan Mike Seitz Joe Bentley [REDACTED]	EVP, Operations & Chief Operating Officer Director, Risk Management & Analytics VP, System Inspections VP, Vegetation Management SVP, Electric Engineering Director, Vegetation Portfolio Management

# Safety Communication Plan



## 2023 EHS Communications Calendar

DRAFT FOR DISCUSSION

### Ongoing Communications

- Serious Incident Alerts (SIAs)
- Serious Injury or Fatality (SIF) Final Communications
- Seasonal Safety Tailboards (Daily Digest and Snapshot)
- Enterprise Safety Communications Network (Monthly)
- Frontline Safety Emergent Topics and Incidental Communications (e.g., Rollover Campaign, Tailboards, EDC)
- EHS Snapshot (Weekly) Safety topics: 1. Transportation, 2. Coworker & Contractor, 3. Culture, 4. CAP, 5. Training
- Chief Safety Officer Video Series
- Enterprise Initiatives
- LinkedIn CSO Field Visit
- Daily Safety Message
- Fatality Anniversary Memorial Messaging

### Occupational Health

- Alert Meter
- Fatigue Management Standard
- Ergo Systems (Predictive Analysis)
- Office Ergo New/Replaced Technology
- Injury Management (Clinic Services)

### Transportation Safety

- Nautor\*\*
- Truce
- Brigade
- Smith Driving Training (Enterprise/Holistic Training Strategy)
- GeoTab/Sharp Cornering
- Compliance (Commercial Driver, Annual Compliance Reviews, DVIRs, etc.)
- Driver Scorecard

### Keys to Life (KTL)

- KTL #1 Pre-Job Safety Briefings
- KTL #2 Safe Driving
- KTL #3 Personal Protective Equipment (PPE)
- KTL #4 Electrical Safety Testing and Grounding
- KTL #10 Line of Fire/Hazardous Environment

### SIF Communications

- SIF Investigations
- SIF Capacity Model Implementation (Essential Controls)

### Contractor Safety

- Contractor Safety Qualification Assurance Reviews
- Improve Contractor Safety Plan Review and Approval Process (Project Safety Plan/Project-specific Safety Plan)

	Q1			Q2			Q3			Q4		
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Serious Incidents >50% likely to be classified as SIFs, communicated within 48 hours of occurrence (Serious Incident Alert, Daily Safety Message) Once SIF investigations are completed, provided by SIF Team (SIF Initial targeted email and SIF Final top story in the Digest)												
Spring (Daily Digest, Snapshot) Meetings Plan, host, engage participants on safety communication projects and related topics, discuss improvements, recommendations for safety technology requests, etc.												
Summer (Daily Digest, Snapshot) Heat Illness Fall (Daily Digest, Snapshot) Awareness (Frontline Daily Digest, Snapshot, Learning Sessions) Winter (Daily Digest, Snapshot) Holiday (Daily Digest, Snapshot)												
Safety Advisory, Safety Awareness, Daily Digest, etc.												
A Message from Matt SIF Capacity Model Transportation Safety Public Safety Coworker Safety Option 1 Psychological Safety Contractor Safety Process Safety/PSEMS 2024 Safety KPIs Holiday Safety & Year-end Safety Recognition												
E&C Week May 8-12 MY Safety Week Jun 26-30												
Mon Near HIT, Tues Driving/Ergo, Wed Public Safety/Psych Safety, Th Best Practices, Fri Safety Recognition (Daily S Update) Daily Digest												
Pilot UAT*, training, launch (targeted comm., Learning Sessions)												
Inform (Frontline leadership, A Message from Matt, Snapshot) Inform (Office leadership, A Message from Matt, Snapshot) Awareness (A Message from Matt, Snapshot) Awareness/Training (Office, Daily Digest, Snapshot, Learning Sessions & Training Guides, Support Focus Groups)												
Promote Premise Health Services, Daily Digest (Monthly)												
Alerts Resume (Geotab) RFI Process PLACHOLDER (on hold) awareness and benefits of PILOT 2, training/learning sessions, implementation/regressions												
Targeted Communications Awareness and benefits of expanded implementation, training/learning sessions, implementation, drop sessions Partner with Fleet Comms Lead (Targeted Communications) Awareness and benefits of implementation, training/learning sessions, implementation, drop sessions												
Awareness (Daily Digest, Snapshot) Awareness (Daily Digest, Snapshot)/Training (Learning Sessions)												
Safety Advisory, Daily Digest, Snapshot												
Awareness for coaching (Daily Digest, Snapshot) Awareness for coaching (Daily Digest, Snapshot) Awareness for coaching (Daily Digest, Snapshot)												
Awareness New/updated standards (Targeted, Snapshot, Daily Digest) 100-Days KTL Campaign (Leadership Guide, Daily Activities, Weekly Drop Sessions) Training Updated standards observation (Learning Sessions) Status Message Adhering to standards from observations data (A Message from Matt, Snapshot, CCSO video)												
Changes to GOV 6102P, SAFES 1100R01, GOV-6102, SAFES-1100S (Daily Digest, Snapshot) TBD												
Awareness progress and improvement (Daily Digest, Snapshot, ISN) Validate ongoing improvements (Daily Digest, Snapshot, ISN)												
Awareness of impact of improvements made (Daily Digest, Snapshot, ISN)												

\* Communications Team to engage Corporate Communications for executive sponsorship Enterprise visibility or external features  
 ▲ Keadjian to provide communication and design support  
 \*\* User Acceptance Testing \*\* Daily Safety Update

Responsible:  
 EHS Communications Team

# SIF Capacity & Learning Model

## Pre-Job Briefing Standard





# Safety and Security Orientation



## Earthquake

- Drop
- Cover
- Hold



## Fire

- Exits, escape routes, evacuation plan
- [Compliant fire extinguisher](#)



## Medical Emergency

- First aid/CPR
- 911/share location
- AED



## Security

- Active shooter—get out, hide out, take out
- Use badge—don't tailgate
- Lock computer when unattended
- Report Phishing emails



## Ergonomics

- 30/30
- [Proper ergo](#)
- RSI Guard



## COVID-19

- Handwashing/masking
- CAL-OSHA regulations, local county health orders
- [Visit COVID-19 website](#)
- HR Helpline  
415-973-4357



## Emergency Planning

- Update [emergency contacts](#) and [personal emergency preparedness plan](#)



## Psychological Safety

- Care for each other
- Look out for one another
- Create a safe space for all
- Welcome new ideas from everyone
- Practice self-care



On the road, off the phone.







# Leadership Introduction

## CAPACITY

Safety is not defined  
by the absence of  
accidents

Safety is the presence  
of **controls** that  
provide workers the  
**Capacity** to experience  
failures safely



# Capacity & Learning Model

## Energy Wheel

Identify what can seriously injure or kill

What's the worst thing that can happen during that task?

What type of failure would be catastrophic?

## Essential Controls

Build Capacity to safely recover from failure

What controls will keep me safe WHEN we fail to prevent?

## Learning

Blame fixes nothing and stifles speak-up open learning environments

Learn What failed, not Who

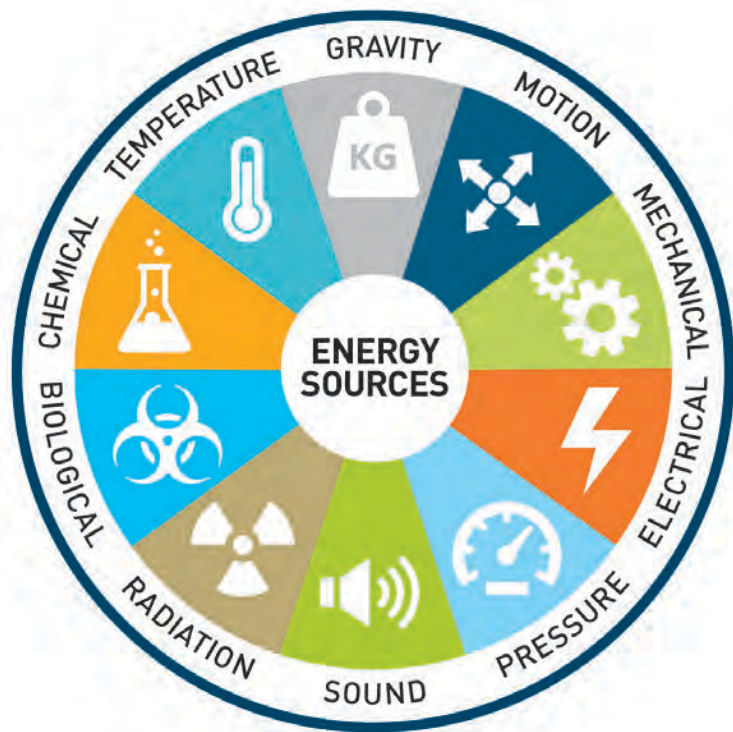
Fix and improve the work – Make the WORK safer





# Improving Lethal Hazard Recognition

## Identify What Can Kill Me



*“How does this wheel make any difference in what I already do?”*

When this energy-based hazard recognition tool is used hazard identification improves from 45% to 92%. **The 45% statistic more than doubles.**





# Essential Controls

## Identify What Keeps Me Alive - CAPACITY

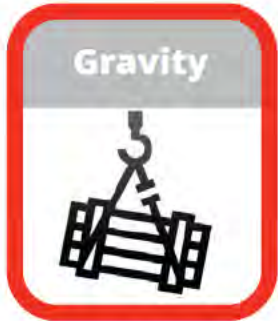
**Essential Controls** – Task-level controls that:

1. Directly target lethal sources of energy
2. Effectively *prevents* or *mitigates* exposure when implemented properly (Provides **Capacity** to recover from failure safely and ensures work is safe to start)
3. Not susceptible to human error during work unrelated to the installation of the control

**Examples:** LOTO, machine guarding, hard physical barriers, fall protection, rubber taco cover, and excavation plank cover, etc.

**Examples that are not Direct/Essential controls:** training, warning signs, rules, tailboard/JSSA, experience, situational awareness, stop-work authority, spotters

# What High Energy Looks Like



Suspended Load /  
Dropped Objects



Mobile Equipment/Traffic  
with Workers on Foot



Heavy Rotating  
Equipment



Steam



Explosion



Electrical Contact  
with High Energy  
Source



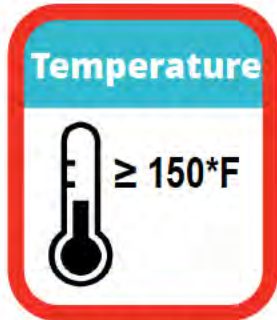
High Dose of Toxic  
Chemical or  
Radiation



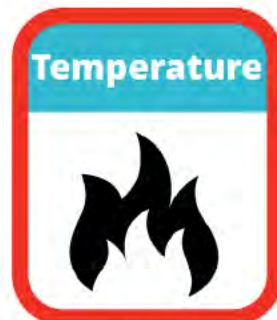
Fall from Elevation



ATV / OUV  
(occupant)



Surface  
Temperature



Fire with Sustained  
Fuel Source







Excavation  
or Trench







Arc Flash

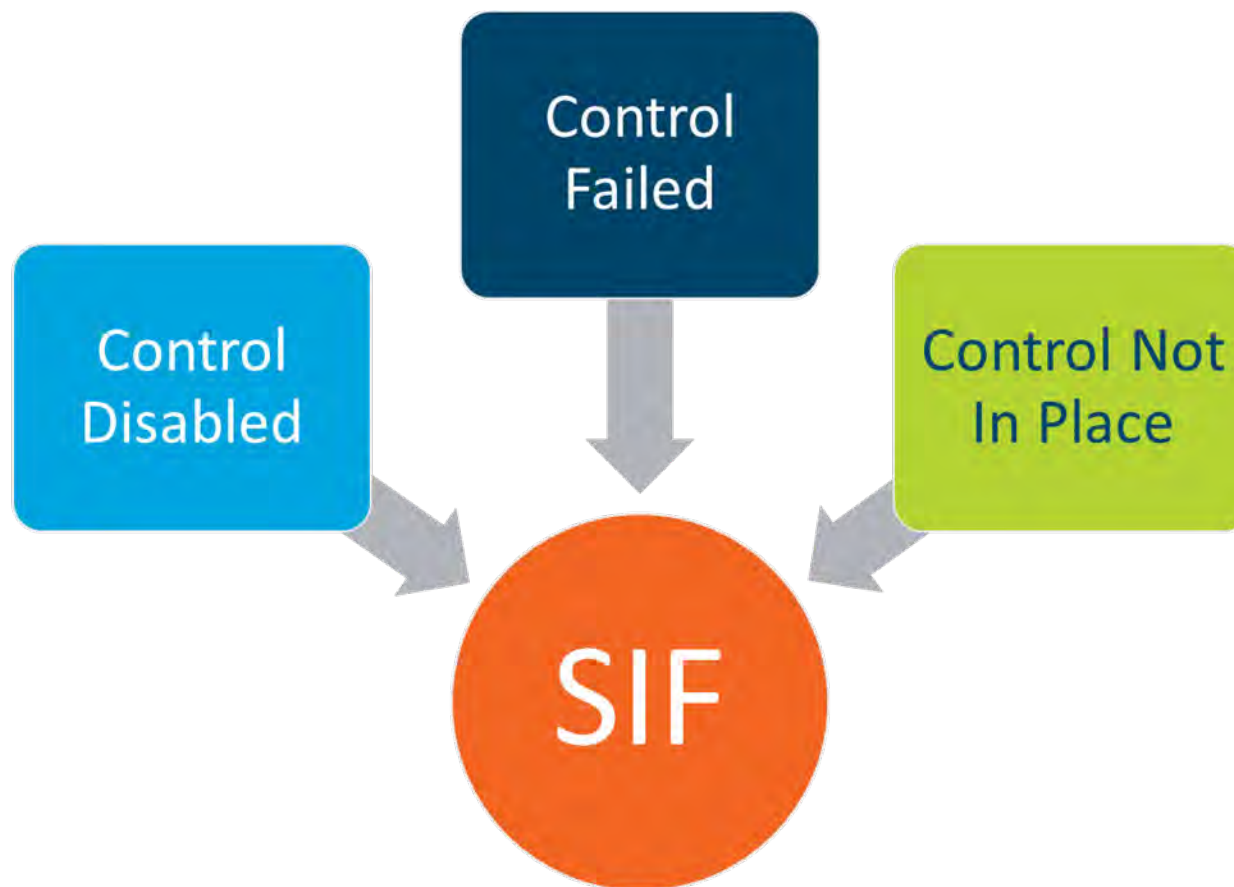


# What Essential Controls Keep us Alive

Examples of Gravity High-Energy 	Examples of Essential Controls 
 <p><b>Gravity</b></p> <p><b>Suspended Load / Dropped Objects</b></p>	<ul style="list-style-type: none"> <li>- Rated rigging equipment and attachment points</li> <li>- Load limiting devices</li> <li>- Hoist break</li> <li>- Tool tethers</li> <li>- Drop nets</li> <li>- Crawl speed on the hoist</li> <li>- Boom angle sensors/limiters</li> <li>- Double rigging/redundancy</li> <li>- Tag line retriever/Safe hand tool</li> <li>- Drop Zone Physical Barriers/Exclusion Zone</li> </ul>
 <p><b>Gravity</b></p> <p><b>Fall from Elevation</b></p>	<ul style="list-style-type: none"> <li>- Fall arrest system</li> <li>- Self-retracting lifeline</li> <li>- Work positioning device/restraint</li> <li>- Guard rails</li> <li>- Covers over holes/trench plates</li> <li>- Drop Zone Physical Barriers/Exclusion Zone</li> </ul>

Examples of Motion High-Energy 	Examples of Essential Controls 
 <p><b>Motion</b></p> <p><b>Mobile Equipment/Traffic with Workers on Foot</b></p>	<ul style="list-style-type: none"> <li>- Walkway/worker on foot physical barriers exclusion zone</li> <li>- Traffic control zone with physical barriers</li> <li>- Mobile equipment ignition lock-out Tag-out</li> </ul>
 <p><b>Motion</b></p> <p><b>ATV / OUV (occupant)</b></p>	<ul style="list-style-type: none"> <li>- Rollover protection system</li> <li>- Seat belt</li> <li>- DOT Helmet</li> <li>- Speed governor key</li> </ul>

## Why do SIFs Occur?

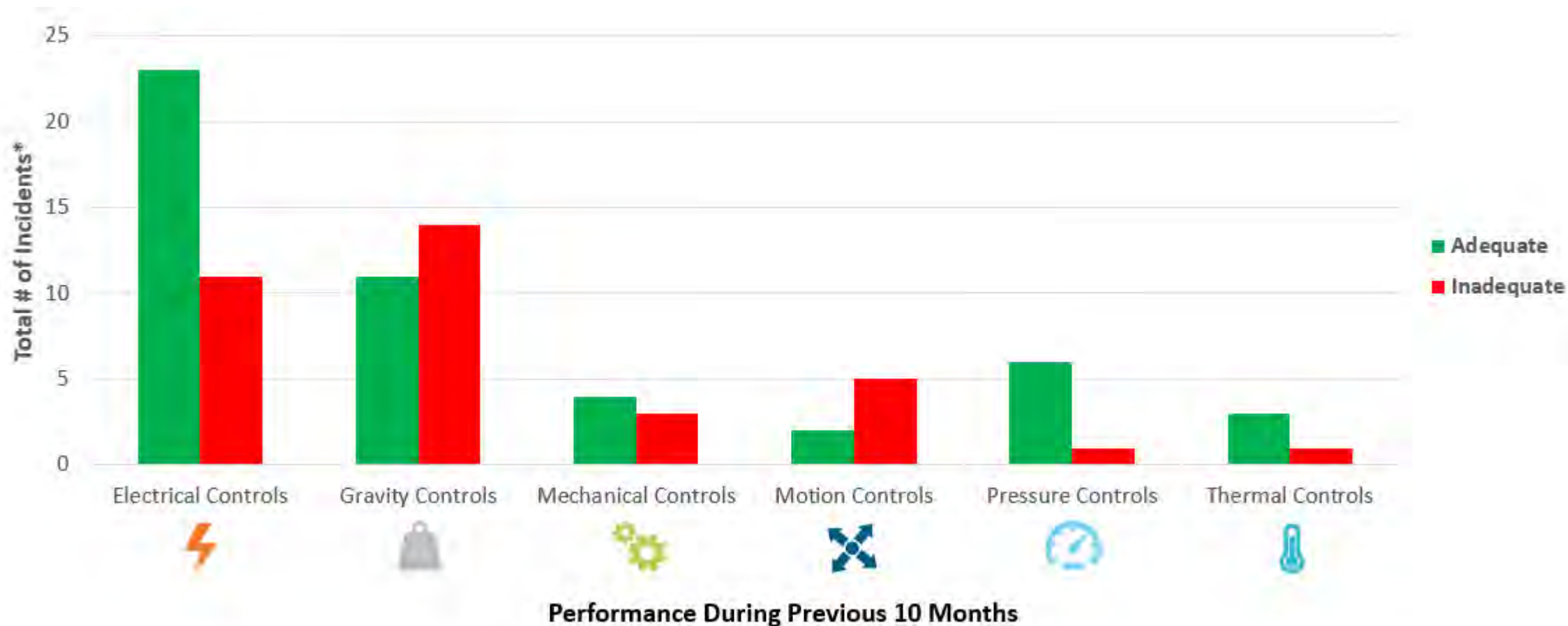






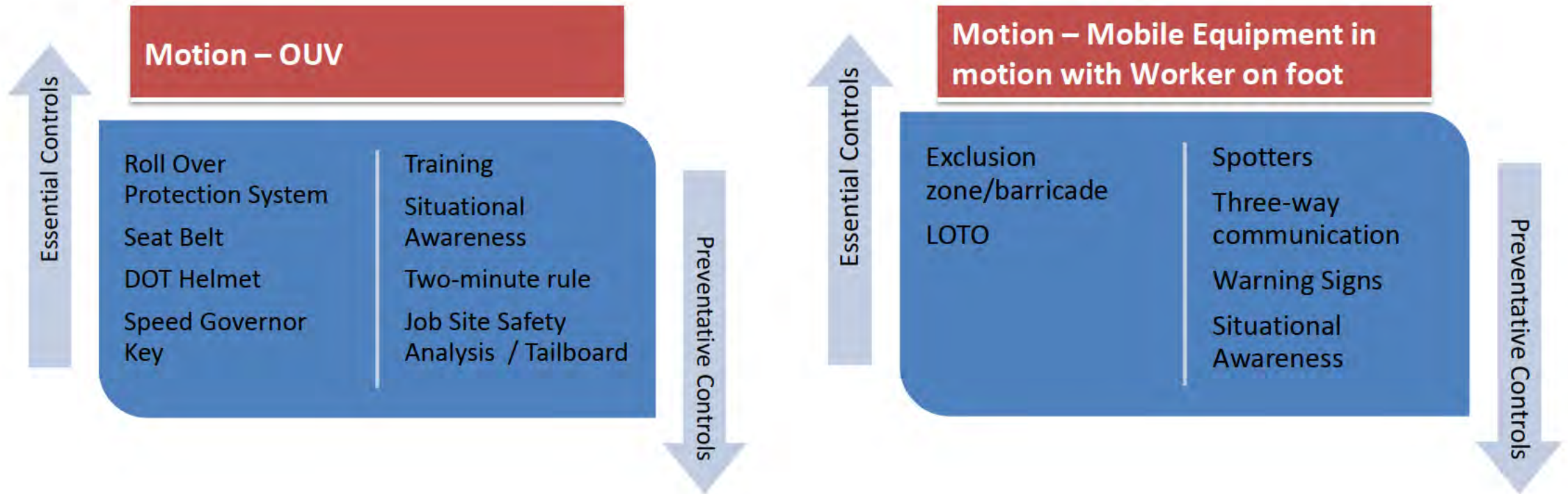
# What are the Trends with Controls

## High Energy Controls and Assessments (HECA)





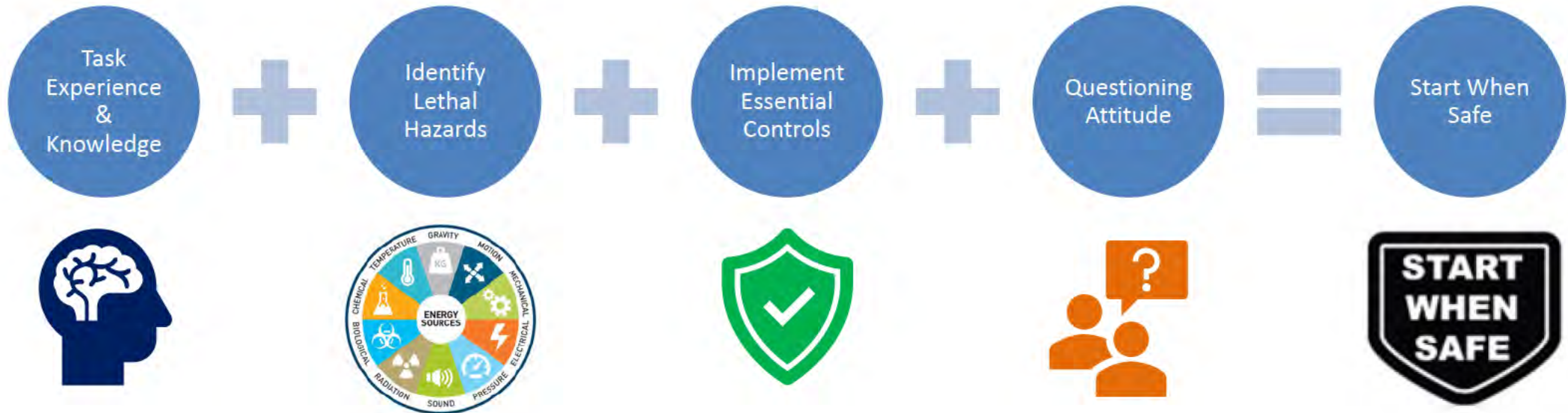
# Essential Controls vs Preventative Controls – NEED BOTH





# Prevention - Start When Safe

## How to Build CAPACITY



## What prompts a stop work?



### Automatically Stop Work when:

- 
 Essential Controls observed to be missing, or in threat of failing
- 
 New SIF Hazard identified
- 
 Change in crew's staffing



# Prevention - Start When Safe Model

"As workers, we can and will experience failures, but when we fail, we want to have the Capacity to do so in a safe, successful manner."



**! Essential Controls**

**NEVER START A JOB**  
if controls are not present

**No Controls → No Work!**

LIST ALL HAZARDOUS SOURCES OF ENERGY THAT CAN KILL YOU & THE ESSENTIAL CONTROLS		
<i>Gravity Motion Mechanical Electrical Pressure Sound Radiation Biological Chemical Temperature</i>		
<u>Lethal Sources of Energy Present</u>	Essential Controls	
	<u>Prevention</u> What controls will prevent the unwanted, lethally hazardous accident from occurring?	<u>Capacity</u> When prevention fails, what will protect the crew and provide a safe recovery? Are these controls enough? Do you need more?
	<b>Are these controls enough?</b>	



# Recap – Key Takeaways

## Build Capacity for Failure

Coach & mentor field workers on the use of the energy wheel in pre-job briefings to identify what on-site can seriously injure or kill

Focus on observing the presence adequate Essential Controls at job sites so that WHEN we fail to prevent, we have the Capacity to safely recover.

Monitor essential controls and stop work as soon as they are observed to be in threat of failing, disabled, or not in place

Respond to failures with a focus on learning what failed, not who. Fix and improve the work so that when it happens again, we will be better set up to safely recover

Share All near hits, stop work events and successes





# SAFE-1062S – Pre-Job Briefing Standard

## Key to life #1 “Pre-Job Briefings”

### New Enterprise wide Standard **SAFE-1062S**

- Describes the requirements for Pacific Gas and Electric Company (PG&E) employees to conduct pre-job safety briefings.
- The goal of the pre-job briefing is to make sure the supervisor or person-in-charge (PIC) and their coworkers understand the scope and responsibilities of the work to be performed by discussing the specific tasks, associated hazards, and ensuring the essential controls are in place to mitigate those hazards prior to engaging in work.



# SAFE-1062S Pre-Job Briefing Standard

A pre-job safety briefing must be performed prior to start of work each day, and:

- Must be documented and conducted in a safe location at or near the jobsite.
- Must include all coworkers (includes employees & contractors) and visitors at the jobsite.
- The individual conducting the pre-job briefing must ensure the crew understands the work, associated hazards and controls; asks for feedback and suggestions.
- New coworkers or visitors to the site throughout the day must be briefed on work and hazards of the job prior to entry of jobsite.
- Additional briefings must be done if:
  - The scope of work changes or new hazards are identified.
  - Site conditions change.
  - After a break or delay in work or leaving of site occurs.



## Recommendation 5

**Part 1. A description of how PG&E updated its training topics, presentations, and delivery methods to improve wildfire safety awareness among crews. (CAP # 126437433)**

**Part 2. Its 2023 training plan including the number of employees trained or training effectiveness measures. (CAP # 126437433)**

Part 1: A description of how PG&E updated its training topics, presentations, and delivery methods to improve wildfire safety awareness among crews.

Summary: PG&E actively engages with frontline personnel and supervisors through a combination of in-person and online trainings, as well as yard-by-yard road shows, and engagement/listening sessions depending on the role and responsibilities of the coworkers. These trainings are provided in-person and online, and are accompanied by post-training discussions and activities intended to reinforce the messages across the workforce. The intent of the training and delivery methods is to increase wildfire safety and awareness, reinforce safe behaviors, potential wildfire mitigations, and data gathering to support ignition investigations. As a result of the trainings and engagements, additional insight from field employees on equipment failure modes and/or processes which could be a wildfire concern are gathered, developed into additional training, and shared with relevant personnel. PG&E has also made wildfire mitigation a primary topic of its 2023 Ethics and Compliance training, which all PG&E coworkers participate in.

### Detail:

PG&E provides training to its frontline personnel on wildfire safety across three major categories:

- Training for frontline personnel whose role is intended to be a first responders to an ignition or fire.
- Training for frontline personnel who might encounter an active/inactive ignition while working in their primary role.
- Training for frontline personnel who support an emergency event that utilizes ICS/SEMS

The sections below will describe in more detail the training topics, presentations, and delivery methods PG&E uses to improve wildfire safety awareness among its crews.

### ***Coworkers First Responder Training***

PG&E utilizes Safety Infrastructure Protection Technicians which are responsible for the protection of PG&E infrastructure ahead of and during fires. These teams participate in annual training on wildland fires, in addition to the topics below. These teams participate in exercises with PG&E and external agency personnel which include fire and PSPS responses.

- SIPT Annual Training Conference with the following Topics - (All field personnel)
  - Asset Protections Lesson Learned in 2022
  - FRW Electric Operations Refresher
  - Fuel loading and assessment
  - IT Advances for Situational Awareness

- Tactical Communications for Difficult Customers
- Fleet and equipment update for asset protection
- Fire Scene Preservation
- SIPT safety briefings process and documentation
- Fire Season Spring Preparedness Training Topics: (All field personnel)
  - Asset protection during wildland fires
  - Retardant application on assets during wildland fires
  - PPE Safety Inspections
  - Engine and equipment inspection
  - Mobile attack
  - Hose lays
  - UTV annual checkoff drives
  - Traffic control review and refresher
  - Chainsaw safety review
  - Communications with Tait and Bendix/King Radios review
- Safety Leadership for Leads in the Field (54 SIPT Leads)
- EMT Skills/CPR Recertification (63 Leads, Techs, and Supervisors)
- National Wildfire Coordinating Group S-215. Fire Operations in the Wildland/Urban Interface (22 Leads and Techs)

### ***Coworkers That Might Encounter Ignition***

During the normal course of work, PG&E's front line crews may encounter active or inactive ignitions. The training below is intended to give PG&E crews the training to combat active ignitions or collect data associated with inactive ignitions to support PG&E's ignition investigation teams. These teams participate in exercises with PG&E and external agency personnel which include fire and PSPS responses.

#### ***Active Ignition Training:***

32 training sessions to 2,627 PG&E field personnel covering the following topics:

- Fire prevention awareness
- Wildfire reporting requirements
- Basic wildfire suppression and avoidance techniques
- Fire hand tool use
- Water buffalo use and maintenance
- Utility Standard TD-1464S Awareness Training

#### ***Inactive Ignition Training:***

Every year, members of the Ignition Analysis team conduct a yard-by-yard engagement session tour to teach potential first responders how to photograph and document ignition events, changes to some of the related field-based applications, when and how to collect evidence after an ignition event, and have a general discussion on wildfire risk topics. We have seen a lot of value in this roadshow, including gathering additional insight from field employees on equipment failure modes which could be a wildfire concern. This information is gathered and then developed into trainings and 5-minute meetings on the subjects and shared with all relevant coworkers.

**Coworkers that support an emergency event that utilizes ICS/SEMS**

PG&E’s Emergency Operations Center (EOC), Operations Emergency Center (OEC), and Regional Emergency Operations Centers (REC) all follow the Incident Command Center (ICS) / Standardized Emergency Management System (SEMS). A requirement to participate in these emergency events as a back-office or front-line supervisor is the completion of SEMS/ICS training, as well as specific hazard related training. A subset of these trainings is to respond to fires as well as Public Safety Power Shutoffs (PSPS). Individuals that would support these events participate in role-specific trainings intended to prevent or respond to ignition events. These teams participate in exercises with PG&E and external agency personnel which include fire and PSPS responses.

Part 2: Its 2023 training plan including the number of employees trained or training effectiveness measures.

Detail:

Trainings as of 6/26/2023:

	PSPS-0001 PSPS Restoration Process		PSPS-0001WBT PSPS Restoration Process		PSPS-0002WBT PSPS Execution for DCC Operators		PSPS-0320 PSPS Field Exercise		PSPS-0001 Restoration Process (both)	
2019	Completions	168	Completions	10	0 Comp./Dev. 2020	163	0 Comp./Dev. 2020	291	Completions	6704
2020	Completions	278	Completions	2452	Completions	163	Completions	291		
2021	0 Completions now fully WBT		Completions	1777	Completions	158	Completions	233		
2022	Completions	0	Completions	1806	Completions	134	Completions	103		
2023	Completions	0	Completions	213	Completions	14	Completions	144		
	<b>Total</b>	<b>446</b>	<b>Total</b>	<b>6258</b>	<b>Total</b>	<b>469</b>	<b>Total</b>	<b>771</b>		

- PSPS/Exercise Trainings as of 06/26/2023:  
 PSPS-0001WBT; PSPS Restoration for field personnel: profiled for 1647 with 213 completions  
 PSPS-0002WBT; PSPS Execution for DCC Operators: profiled for 123 with 14 completions  
 PSPS-0320; PSPS Division Field Level Exercises (ILT): 144 attendees (OEC/DCC) with 72% of exercises completed and recorded (13 of 18 Exercises). Project an additional 38 for an estimated personnel completion of ~182.

- PSPS Comms Huddle Training ~80 people targeted
- PSPS External Reporting Unit Leader Training ~8 people targeted
- PSPS Notification Specialist Training ~8 people targeted
- PSPS Portal Specialist Training ~8 people targeted
- PSPS Scoping Specialist Training ~8 people targeted
- PSPS Section 101 Training ~50 people targeted
- PSPS Distribution Asset Health Specialist Training ~8 people targeted
- PSPS Transmission Asset Health Specialist Training ~16 people targeted
- PSPS section chief/deputy training ~16 people targeted

## Personal Security and Safety Initiative

Description and approach: In October of 2022, a cross functional team was stood up to address coworker concerns regarding the increase in crime in the Bay Area, specifically Oakland. The team met with coworkers that reported to and worked in Oakland to gain their perspective and offer their solutions. The goal is to either implement or pilot solutions in Oakland and share them with the company.

The actions list below are currently in flight or have been implemented.

- **Live Action Personal Security training** to help our coworkers de-escalate situations and raise situational awareness. Coworkers are put through scenarios and coached on how they handled the situation.
- **Virtual Reality Training** is being developed to put trainees in threatening and criminal situations in a virtual environment.
- **Web Based Training** is currently offered and provides an overview of how to de-escalate hostile customer and public situations. Students view multiple scenarios related to situations they see in the field.
- **Law enforcement support.** We've partnered with Oakland Police Department to be present on jobs in areas at risk for high crime. A Corporate Security liaison dispatches and monitors their locations to allocate resources as needed. Police Officers are available for all three shifts.
- **Enhanced PPE Pilots** are being evaluated. These include providing pepper spray and ballistic vests.
- **Lobbying local and state legislators** to enact laws to better protect utility workers.
  - 4/23, State approved SB705 - CPUC funded campaign for a Utility Worker Safety Awareness Campaign (Similar to Cal Trans' – "Slow for the Cone Zone")
- **Pairing up coworkers in areas at risk for high crime** to avoid lone-worker exposure, including job schedulers reviewing work locations and time of day.
- **Shifting our work scheduling in areas at risk for high crime** to complete jobs earlier in the day.
- **Building a Community of Practice** by establishing relationships with other utilities such as EBMUD, Oakland's Public Works Department, Comcast and others in Oakland and the Bay Area who have crews in the fields.
- **Traffic Control Support and permitting** from Oakland DOT
- **Communications with frontline coworkers** to notify them of situations to avoid or be aware of.
  - Email and text messages are sent to coworkers headquartered in the area to make them aware of criminal activity.
  - Text threads have been developed to share immediate situations to avoid.
  - Piloting two-way radios in Electric and Gas Functional Areas to communicate with Oakland Police, Corporate Security, and local coworkers more efficiently on local high-risk activities.
  - Subscription based communications are being piloted to assist lone coworkers with hazardous situations.

#### Recommendation 4: Mitigate Risk Exposure Posed by Interactions with the Public

1. Corporate Security created and maintains a database to track hostile customers and/or specific properties where threats and other hostile acts are reported. That database replaced and consolidated information previously maintained by individual business functional areas. Corporate Security vets information before entry, updates it based on new information received, and periodically reviews entries to ensure they are still valid (e.g., has the customer moved). Entries are removed after five years if no new information is received. Over 500 hundred entries currently exist, with several more typically added each month. Field employees may check the database through LiveSafe before visiting specific locations. Instructions contained in database entries may range from how to contact a specific customer or enter a particular property to avoid conflict, to a warning not to attempt to enter a property without assistance of Corporate Security or law enforcement. Corporate Security regularly conducts employee training on use of the database, and receives inquiries every week from employees seeking additional information or assistance regarding specific customers or properties.
2. The embedding of Corporate Security personnel in PG&E's Vegetation Management (VM) Program has yielded positive results in interactions between VM personnel and members of the public. VM personnel, as well as embedded Corporate Security personnel, utilize the LiveSafe hostile customer database. Since 2022, Corporate Security personnel embedded in the VM Program have been involved in hundreds of encounters with hostile or highly uncooperative customers. Corporate Security personnel selected for the VM assistance role all have significant, demonstrated prior law enforcement experience dealing through negotiation, with extremely difficult, potentially violent persons. Almost every VM customer encounter in which Corporate Security has been involved, has resulted in needed vegetation work being successfully performed, and in many cases, customer hostility greatly mitigated or entirely eliminated. Recurring reasons for the hostility of many customers, and strategies for most effectively dealing with customer hostility in VM settings, have been noted by Corporate Security, and passed on to VM Program personnel for consideration as that program continues. Embedded Corporate Security personnel not only use "lessons learned" to inform their interactions with members of the public, but VM personnel have increasingly come to rely on the skills of embedded Corporate Security personnel to defuse actual or potential customer conflict. As such, demand for Corporate Security assistance to the VM program has steadily increased. By mid-July 2023, four Corporate Security investigators will be embedded full time in the VM program, with additional personnel likely to be added before the end of 2023.
3. Corporate Security conducts ongoing field employee training utilizing its Personal Safety For Field Employees instructional video. Produced in 2018, that video features vignettes of PG&E employee actors utilizing strategies to deal with a variety of hostile/aggressive customer encounters. All the vignettes remain relevant to situations employees regularly face in the field. In response to employee requests, Corporate Security is also currently working with a vendor to develop a new field safety training video series, to be delivered through virtual reality (V/R) headsets. This new V/R training, which will feature actors in PG&E-logo attire in real-life settings, is being developed specifically to address field employee requests to provide training

relevant to encounters with hostile non-customers, such as street criminals and violent mentally disturbed persons, threats faced by types of PG&E field workers. After research by Corporate Security, V/R training was selected as the medium which would provide both extremely realistic scenarios, and maximum flexibility to reach field employees across the enterprise. Scenario development was conducted in consultation with actual PG&E field employees. Scenario filming is scheduled to begin in September 2023, with initial field deployment expected by the end of 2023.