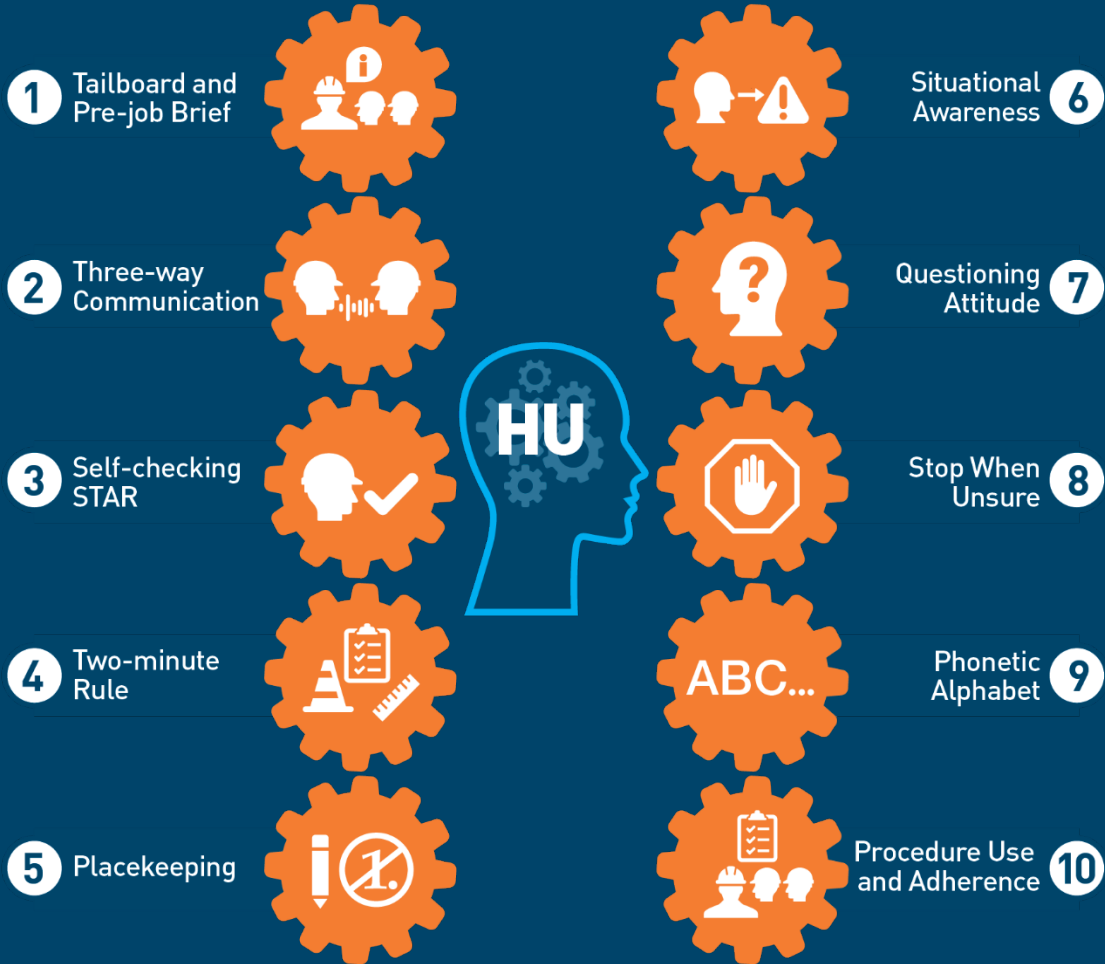




HUMAN PERFORMANCE TOOLS

SAFETY WEEK, JANUARY 2024



Human Performance Tools

What you need to know
to lead Safety Week activities
to build a safer organization

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FAQs FOR ACTIVITY FACILITATORS



PG&E will host its first 2024 Safety Week in January. This week is dedicated to strengthening our safety culture across the Enterprise. As leaders in your functional areas, you are tasked with leading 15-minute daily activities with your teams. Learn more about Safety Week and your responsibilities below.

Why are we having Safety Week?

At PG&E, we are strong and unrelenting advocates for the safety of our coworkers, contractors, and the public. We recognize that health and safety risks are inherent to our business, and we must proactively plan, control, and manage these hazards to deliver industry-leading safety performance.

Safety Week reminds us of our safety responsibilities and provides tangible, actionable ways in which coworkers can increase their safety on the job. It helps us embody our stands that “everyone and everything is always safe” and “catastrophic wildfires shall stop.”

Our goal is to inspire everyone across the Enterprise to own their safety by always protecting themselves and each other, moving from safety compliance to safety commitment.

What are my Safety Week responsibilities?

Each day of Safety Week, you will lead a 15-minute activity with your team. Daily activities (outlined below) will center on two Human Performance tools contained in the SIF Prevention Field Guide.

For each activity, you will show your team a short video from a PG&E leader on the day’s assigned Human Performance tools, guide them through an interactive exercise and facilitate a few short discussion questions. We ask that you capture and share any feedback you receive on the effectiveness of the activities so we can improve future Safety Weeks (details on how to share feedback are included in the below activity guides).

How should I prepare for Safety Week?

Please review the activity guides (available below) for each day and confirm you have all the supporting resources listed at the top of each day’s guide. Please print the guides or download the mobile-friendly PDF versions on your PG&E cell phone to ensure you have them handy while leading the activities. Please confirm you have access to the five videos that will kick off each Safety Week activity, as well as a way to show these videos to your teams (e.g., PG&E laptop or iPad).

If you manage a remote team, a large group or a team that works 4-10s, please see the questions below for additional instructions.

We invite you to view Safety Week as an opportunity to reflect on safety with your team. We empower you to review key safety messages throughout the week in addition to the daily activities outlined below.

When should I conduct the daily activity during Safety Week?

We recommend conducting Safety Week activities in the morning when coworkers are most engaged (e.g., during the Safety Moment before beginning work). You can discuss with your leader if these activities should be part of your DOR, tailboards or a different part of the day that works best for your team.

How should I facilitate these activities if my team is partially or fully remote?

Safety Week activities can be conducted virtually over a Microsoft Teams meeting. For a partially remote team, you can conduct an in-person meeting with the option of allowing remote team members to join via Teams, similar to how hybrid teams conduct DORs.

Please encourage any remote team members to turn their camera on to promote active participation.

I manage a medium or large team. Does this change how I facilitate Safety Week activities?

The optimal size for a Safety Week activity group is 5-8 people so everyone has the opportunity to speak up and participate in the exercise. If you manage a larger team, we encourage you to break your team into smaller groups for these activities. Make sure everyone tasked with leading an activity has the materials and activity guides they need in advance to lead these additional groups. Discuss with your leader how to best divide your team for these activities. Safety Week is a time for coworkers to take greater ownership of safety, and this can be an opportunity to engage coworkers who rarely lead.

Although dividing into smaller groups may work well for some teams, we recognize this will not be feasible in all circumstances. If your team needs to participate in the activities as a larger group, do your best to engage the entire group and modify the activity as needed (e.g., asking participants to type responses into the chat function during a remote Teams meeting, rather than speaking one at a time).

Safety Week includes five days of activities, but my team works 4-10s instead of 5-8s. How should I lead these activities?

Choose one day to lead two activities and three days to lead one. To maximize engagement on the day with two activities, we encourage you to space them out during the day (e.g., hosting one in the morning and one in the afternoon).

If I have other ideas or materials I want to incorporate into an activity, or I want to skip something that doesn't feel pertinent to my team, may I deviate from the provided activity guides?

Yes! The activity guides are just that: guides. Your ownership and personalization of the activities provided for Safety Week are critical to engaging your team. The most important parts of the materials are the Key Messages and Purpose. If you modify activities to increase your team's engagement, be sure to still cover these items.

What happens if I can't or don't deliver on an activity?

Whenever possible, facilitate each activity with your entire team. Safety Week provides our coworkers with a crucial opportunity to improve their safety and speak up within PG&E. However, we recognize the realities of the workday may make participation in daily activities difficult for some, so use your best judgment. The goal of Safety Week is to engage with every coworker.

Who should I contact if I have questions?

Please submit questions to AMessageFromSafetyExcellence@pge.com.


TALKING POINTS FOR DORs



PG&E will host its bi-annual Safety Week in January. Leaders must lead by example and make time for Safety Week activities. You can use these talking points in a DOR ahead of Safety Week to provide context and answer questions regarding preparation, structure, etc.

 **Updated 12/11: Exact Safety Week dates focused on Human Performance Tools are to be determined.**

- At PG&E our stands are that “everyone and everything is always safe” and “catastrophic wildfires shall stop.” We are hosting Safety Week as part of our ongoing effort to meet this commitment.

 **Each day of Safety Week, I will guide you through a 15-minute activity focused on two of the ten Human Performance Tools:**

- This will be a time for us to demonstrate to each other our safety commitments and have a discussion.
- The commitment to safety we make across the organization this week is significant.
- I want each of you to engage fully with each activity.
- These short activities will help us become more safety focused.

 **Done right, Safety Week will help each of us own our role in protecting ourselves and our coworkers.**

- While we will never be able to eliminate accidents, we rely on our essential controls to build capacity and safely recover when accidents occur. Human performance tools help reduce human error.
- When used effectively, these tools ensure essential controls remain in place and do not break down.

 **If you have any questions about Safety Week, let me know.**

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DAILY ACTIVITY GUIDES



During Safety Week, coworkers will engage with **PG&E's commitment to a more robust safety culture** and **learn how to apply the ten Human Performance (HU) tools** as safety best practices in the workplace.

During the five days of Safety Week, leaders will guide their teams through daily activities, with a new theme and activity each day. This toolkit provides an overview of each day's activity, including key messages, resources, and activities that leaders will reference throughout the week. The estimated preparation time for each activity is 5 minutes, and no more than 15 minutes to facilitate it. [Find all the information you need about Safety Week on the SharePoint page.](#)

Safety Week Goals:

- Inspire coworkers to take ownership of their role in protecting themselves and each other, moving from safety compliance to safety commitment.
- Strengthen our connection to safety and each other by encouraging open, two-way conversations with coworkers and committing to their safety.
- Share best practices for implementing HU tools into daily work to reduce human error and ensure essential controls are not missing, disabled, or inadequate.

Breakdown of Safety Week Activities:

- Video: 5 minutes
- Activity: 8 minutes
- Feedback Collection: 2 minutes

Optional Drawing Entry:

Post a photo of you and your team participating in a Safety Week activity on the [Share My Day Gallery](#) each day of the week, and use the daily hashtag included in the activity guides. Email a screenshot of your post to AMessageFromSafetyExcellence@pge.com to be entered in a daily random drawing for two teams to win \$200 for a team lunch. Every participating coworker is eligible to enter once a day during Safety Week. Drawings for the day before will be held the following morning, starting on day two of Safety Week.

DAY 1: Questioning Attitude, Tailboards, Pre-Job Brief & Energy Wheel

Opening Video

Kick off the day's activity by playing the daily video for your team.

Activity Resources

- [Pre-Job Safety Briefing Standard Template and Energy Wheel](#)
- [Lone worker standard](#)
- [Lone worker decision tree](#)
- [Serious Injury & Fatality Prevention Field Guide](#)

Key Messages

A questioning attitude promotes facts over assumptions/opinions and encourages thinking about safety before acting. It is a fundamental part of our Start When Safe Pre-Job Briefing Check and encourages gathering facts before work to ensure essential controls are established. This allows coworkers to safely build capacity and recover when accidents occur.

A tailboard or pre-job brief is a meeting of coworkers, crew leads and, in some cases, supervisors conducted before starting work to discuss the tasks, hazards, energy wheel and relevant safety precautions. This is when teams conduct their Start When Safe check.

FACILITATING DAY 1

Purpose	Ensure all coworkers engage in open and honest communication prior to starting work to ensure everyone understands their tasks, related hazards and safety precautions.
Engagement Steps	<p>As a team:</p> <ol style="list-style-type: none"> 1. Watch the video and discuss how the themes apply to your work. 2. Review the Tailboard template and discuss which sections you find the most important in your daily work. 3. Think back to a recent safety briefing and discuss any potential hazards that were proactively mitigated. Consider what you would do as a lone worker. 4. With a partner, discuss what environment you feel most supported in when embodying a questioning attitude. What factors help you feel safe enough to speak up before beginning work? 5. Discuss the below questions and input your team's answers into this Microsoft Form: <ul style="list-style-type: none"> • What did you take away from this activity? How will you apply what you learned to your work? • What outcome or change would you like to see following Safety Week? • What actions can leadership take to better support coworkers in the field/office? • What actions can coworkers in the field/office take to better support leadership? 6. Optional drawing entry: Post on the Share My Day Gallery and include the hashtag #SafetyFirst. Email a photo of your post to AMessageFromSafetyExcellence@pge.com

DAY 2: Two-Minute Rule & Situational Awareness

Opening Video

Kick off the day's activity by playing the daily video for your team.

Activity Resources

- [Watch the incident captured on Ring](#)
- [Read more about the incident.](#)

Key Messages

Two-Minute Rule: When the job scope changes, take at least two minutes to reassess any hazards. Your goal should be to improve your situational awareness of any new STKY hazards that may be present and verify that all coworkers demonstrate and understand the upcoming task(s).

Situational Awareness is a person's knowledge and understanding of the task conditions and hazards compared to the actual conditions and hazards, which informs their decisions and actions.

FACILITATING DAY 2

Purpose	Demonstrate the importance of situational awareness and the two-minute rule to identify and ensure essential controls are in place before starting work.
Engagement Steps	<p>As a team, engage in the following activities including:</p> <ol style="list-style-type: none"> 1. Watch the video and discuss how the themes apply to your work. 2. Watch this video with your team and discuss how you can apply the two-minute rule and situational awareness to mitigate motor vehicle hazards. 3. With a partner, discuss a time when you used situational awareness during the workday and what hazards you mitigated. 4. Discuss the below questions and input your team's answers into this Microsoft Form: <ul style="list-style-type: none"> • What hazards did you identify in the video? • Please describe a situation where you demonstrated situational awareness and applied the two-minute rule. • What did you take away from this activity? 5. Optional drawing entry: Post on the Share My Day Gallery and include the hashtag #TwoMinuteRule. Email a photo of your post to AMessageFromSafetyExcellence@pge.com

DAY 3: Placekeeping & Self-Checking STAR

Opening Video

Kick off the day's activity by playing the daily video for your team.

Activity Resources

- [Human Performance Tools Standard](#)
- [Human Performance Tools Tailboard](#)
- [Intro to Human Performance Training SAFE-6604WBT](#)

Key Messages

Placekeeping involves physically marking completed steps in a procedure or guiding document. Managing a detailed, technical procedure with frequent branching or multiple decision points can place the facility, equipment and/or process in jeopardy if the user inadvertently misses a step or performs a series of steps in an incorrect sequence. If a user is interrupted or delayed, placekeeping will help them return to the last step performed.

Self-Checking STAR (Stop, Think, Act, Review) encourage us to focus on a specific component of situational awareness, think about what might happen, understand the expected outcome before acting, and verify the results after acting. These tools must be used by everyone performing PG&E work.

FACILITATING DAY 3

Purpose	Identify the significance of utilizing placekeeping and self-checking tools in the field or office.
Engagement Steps	<p>As a team, engage in the following activities, including:</p> <ol style="list-style-type: none"> 1. Watch the video and discuss how the themes apply to your work. 2. With a partner, discuss what areas of work placekeeping is used as an essential tool to ensure accuracy and chronological steps aren't missed? 3. Discuss as a team what steps you can take to create a safe environment where coworkers feel empowered to pause work and apply STAR tools. 4. Discuss the below questions and input your team's answers into this Microsoft Form: <ul style="list-style-type: none"> • Provide an example of how you will stop work and apply STAR tools in future work. • How will you encourage coworkers to placekeep while working through a procedure? 5. Optional drawing entry: Post on the Share My Day Gallery and include the hashtag #STAR. Email a photo of your post to AMessageFromSafetyExcellence@pge.com

DAY 4: Stop When Unsure & Procedure Use and Adherence

Opening Video

Kick off the day's activity by playing the daily video for your team.

Activity Resources

- [Stop Work Policy](#)
- [Patti Poppe's Stop Work Video](#)

Key Messages

Stop When Unsure: When you're unsure of how to proceed safely with work, stop and get help from someone who knows. This will make error and serious injury less likely. Use the "Stop Work to pause work, Start When Safe check" and use a questioning attitude to gather and verify facts before resuming work to remove uncertainty and mitigate risk.

Procedure Use and Adherence: Understanding the purpose and strategy of approved procedures promotes a safe, reliable outcome and following them helps us execute the task at hand. That said, following procedures without question does not guarantee safety because they are not all-encompassing and foolproof. Coworkers should follow procedures while remembering the impact of actions. Maintain your questioning attitude and situational awareness using the "Start When Safe check" and stop work prompts to ensure that when a flaw in a procedure is identified, essential controls are in place to allow you to recover safely. This activity should be led by the local supervisor with the assistance of a local field safety specialist, when available.

FACILITATING DAY 4

Purpose	Ensure coworkers speak up and verify that hazards are identified, mitigated and essential controls are in place.
Engagement Steps	<p>As a team, engage in the following activities, including:</p> <ol style="list-style-type: none"> 1. Watch the video and discuss how the themes apply to your work. 2. Watch this Stop Work Safety Connections video and discuss as a team a time when you were unsure during work and stopped the job to clarify the project scope. 3. Partner with a coworker and share a time when you identified a missing or incorrect detail in a procedure. Discuss the impact the procedure had on your task and how you flagged this error to your team. 4. Discuss the below questions and input your team's answers into this Microsoft Form: <ul style="list-style-type: none"> • How can we encourage each team member to speak up when confronted with uncertainty? • What is the best way to communicate procedures to your team? 5. Optional drawing entry: Post on the Share My Day Gallery and include the hashtag #Stop. Email a photo of your post to AMessageFromSafetyExcellence@pge.com

DAY 5: Phonetic Alphabet & Three-Way Communication

Opening Video

Kick off the day's activity by playing the daily video for your team.

Activity Resources

- [Phonetic Alphabet](#)
- [Phonetic Alpha Card 2x3.5](#)

Key Messages

The Phonetic Alphabet helps us avoid confusing similar sounding words. Use Three-Way Communication and Stop When Unsure to maximize the effectiveness of this tool.

Three-Way Communication ensures understanding between two or more coworkers, particularly in situations where they are not face-to-face and need to use phones or radios to communicate. Three-Way Communication depends on the repeat-back process, where one coworker acknowledges and repeats back what the other coworker just said.

FACILITATING DAY 5

Purpose	Ensure exchange of information and steps are received, understood and confirmed for accuracy.
Engagement Steps	<p>As a team, engage in the following activities, including:</p> <ol style="list-style-type: none"> 1. Watch the video and discuss how the themes apply to your work. 2. Recite the phonetic alphabet as a team and share a time at work when it was necessary to use this tool. 3. Prompt each coworker to share a time when they used three-way communication to pause a task, reevaluate the scope, and confirm their understanding of information, direction, and/or procedure (e.g., validate roles/responsibilities, task process, etc.). 4. Discuss the below questions and input your team's answers into this Microsoft Form: <ul style="list-style-type: none"> • What did you take away from this activity? • How do you think Safety Week went? • What would you like to see included in June's Safety Week? 5. Optional drawing entry: Post on the Share My Day Gallery and include the hashtag #3COMMS. Email a photo of your post to AMessageFromSafetyExcellence@pge.com
Personal Safety Commitment Template	<p>I commit to achieving our safety stand. Safety is <MY DEFINITION>. My 2024 Personal Safety Goal is to <ACTION>. I will achieve this by <HOW>. My leader can support me by <ACTION>.</p>