

## Leadership Expectations – Covid-19 Safety

PG&E believes the best approach is to role model the desired behavior, celebrate the safe findings, and immediately address coworker(s) who are observed not following COVID-19 safety protocols.

Similar to observing the adherence of our safety protocols on the front-line and in our service territories, it is critical that our leaders encourage instances where our coworkers are following safe COVID-19 practices and quickly address instances where we are not meeting our commitments. This could be as simple as reminding coworkers to properly wear a face covering (i.e., covering the nose and mouth) or actually pausing during a safety tailboard to highlight this critical safety element. If additional coaching support is needed this reference document provides the guidance by our COVID PMO and COVID Policy Team (including Law and Labor Relations).

### **Expectation of Leaders**

Leaders who observe a coworker (whether directly supervised by the leader or not) violating COVID-19 Safety Rules must take immediate action to correct the behavior.

*COVID-19 Safety Rules as of December 15, 2021. All coworkers must:*

- *Complete the LiveSafe daily safety health check every workday before arriving at a PG&E facility or worksite. Supervisors continue to be responsible for verifying LiveSafe has been completed and a green checkmark has been received.*
- *Regardless of vaccination status, wear a face covering when indoors and not eating, outside when within six feet of others, and in shared vehicles.*
- *Stay home if you have COVID-related symptoms, had a positive test, or if someone you have been in close contact with is diagnosed with COVID or tested positive—and contact the HR Help Line at 415-973-4357, option 4.*

Note: While this reference document is specific to safety rules, there are also COVID-19 guidelines that all coworkers should follow (i.e., social distancing while eating). Leaders are encouraged to be knowledgeable of these guidelines and provide coaching to coworkers as appropriate. Visit the [COVID-19 employee website](#) for current company COVID-related policies and information.

The expectations contained within this reference document apply to union represented and non-represented coworkers. However, if needed, specific performance management levels and recommendations for non-represented coworkers should be evaluated by contacting the HR Help Line at 1-415-973-4357—Option 6.

## Leadership Expectations – Covid-19 Safety

### **Actions for Leaders who observe COVID-19 Safety Rules Violations**

Upon observation of a concern, direction should be provided to the coworker to immediately observe the specific Covid-19 safety rule. Should this direction not be immediately followed, either the coworker's immediate supervisor or observing leader (if necessary) should provide a direct work order to the coworker.

For a work direction to be considered a "direct work order," it must be specifically stated as such and the leader must articulate that the work direction being provided to the coworker is a "direct work order." Following are the **Direct Work Order Steps**:

1. If the coworker refuses to follow direction, the direct supervisor or other leader should re-state the direction as a "direct work order."
2. For example, "I am giving you a direct work order to wear a mask regardless of your vaccination status, PG&E's COVID regulation and many local health department orders require you to wear a face covering when indoors and not eating, outside when within six feet of others, and in shared vehicles. Do you agree to comply with this work order?"
3. If no, then leader should state, "Do you understand that this is a direct work order and failure to adhere to it will be considered insubordination and subject you to disciplinary action?"
4. If coworker does not provide a sufficient reason (such as a medical condition) as to why s/he is declining the direct work order, ask coworker to repeat the direct work order and that s/he understands that failure to comply with this direct work order, will subject him/her to disciplinary action. If the coworker does have a medical condition, they should be advised to go home and immediately contact the HR Help Line to initiate the reasonable accommodation process, which includes a certification from their health provider and alternatives to following the safety rule that protects the coworker, the workforce and the public.
5. If observing leader is not the coworker's regular supervisor, obtain the coworker's name, department, and work location.
6. If an investigation cannot be completed immediately, the coworker should be instructed to go home **without pay** until further notice and until the direct supervisor contacts them to return to work. The coworker must remain available during work hours and respond to their supervisor's call, returning to work when instructed.

Should a coworker not follow a "direct work order," the leader should contact Labor Relations by calling 415-973-4357--Select Option 4--Labor Relations or Option 6—Employee Relations for non-represented coworker.

### **Safety Discipline/COVID-19**

The Company Safety Principles utilize a behavior-based approach which focuses on the coworker's behavior (the coworker's actions which contributed to the incident) rather than the incident or rule violation in disciplinary decisions. While the significance (or impact) of an incident is important, it is the coworker's behavior which determines whether or not discipline will be issued.

**Whether represented by a union or not, discipline for a safety rule violation is appropriate when a coworker acts in a reckless or careless manner by failing to follow a safety rule related to Covid-19. Non-compliance with Covid-19 rules puts that person, their coworkers, their respective household/family members, and the public at risk.**

## Leadership Expectations – Covid-19 Safety

To determine if the violation, including insubordination, will result in discipline, a supervisor should conduct an investigative interview to determine the facts surrounding the violation.

If formal discipline is not warranted, the coworker should receive a non-disciplinary safety discussion. These safety discussions are the preferred approach to learn from an incident. Safety discussions are not considered as discipline or coaching and counseling under Positive Discipline or Performance Management.

While PG&E and IBEW Local 1245 have agreed to the process in Letter Agreement No. 13-05, the company will apply the same principles to all represented and non-represented coworkers. The link to LA No. 13-05 follows:

### Examples of Covid-19 Violations and Safety Discipline

All examples below assume there is **no active discipline** in any category and apply toward represented coworkers. Should the incident involve a coworker who is **not represented** by a union, the supervisor should contact Employee Relations as noted.

To evaluate the appropriate level for a coworker with active discipline, the supervisor should contact Labor Relations at 415-973-4357--Select Option 4--Labor Relations or for non-represented coworkers select Option 6—Employee Relations.

Scenario	Recommendation
<p>A leader observes a coworker not wearing a mask. The leader directs the coworker to do so and the coworker follows the instruction.</p> <p>The leader has not had to instruct this coworker on any prior occasion.</p>	<p>No further action is required by the leader in this case.</p>
<p>A Leader observes coworker not wearing a mask. The leader directs the coworker to do so and the coworker refuses to follows the instruction.</p> <p>A supervisor or leader has instructed the coworker to do so on two or more occasions and previously provided a safety discussion on following Covid-19 safety rules.</p>	<p>This coworker is acting recklessly by failing to use appropriate lifesaving PPE. Labor Relations recommendation would be at an Oral Reminder in the Work Performance category, but specific facts may increase the recommendation level.</p>

## Leadership Expectations – Covid-19 Safety

<b>Scenario</b>	<b>Recommendation</b>
<p>Coworker reports to work without completion of the LiveSafe App daily safety health check and refuses a direct work order to complete the LiveSafe App prior to beginning work.</p>	<p>This coworker is intentionally refusing to follow a safety rule and the direct work order of the supervisor. The coworker should be sent home without pay until an investigation can be completed.</p> <p>Following an investigation that determines just cause, Labor Relations recommendation would be a Written Reminder in Conduct category for the insubordination.</p> <p>Further, this coworker should be sent home until he/she completes the process. The issue itself would be addressed with at least a Safety Discussion if not additional discipline.</p>
<p>Coworker reports to work without completion of the LiveSafe App daily safety health check and refuses a direct work order to complete the LiveSafe App prior to beginning work.</p> <p>A supervisor or leader has instructed the coworker to do so on two or more occasions and previously provided a safety discussion on following Covid-19 safety rules.</p>	<p>This coworker is acting recklessly by failing to use appropriate lifesaving PPE. Labor Relations recommendation would be at an Oral Reminder in the Work Performance category, but specific facts may increase the recommendation level.</p>