

From: Malashenko, Elizaveta I.
Sent: 7/11/2013 11:16:50 AM
To: Doll, Laura (/O=PG&E/OU=CORPORATE/CN=RECIPIENTS/CN=LRDD)
Cc:
Bcc:
Subject: RE: Risk: A Four-Letter Word for PG&E

Thanks for sharing. It's interesting that you call almost accidents as "Near Hits" we usually call them "Near Misses".

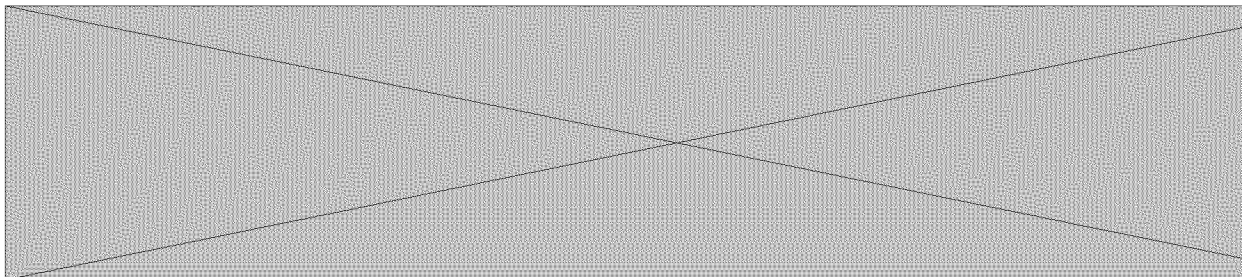
Similar e-mail on the electric side?

From: Doll, Laura [LRDD@pge.com]
Sent: Wednesday, July 10, 2013 3:31 PM
To: Malashenko, Elizaveta I.; Hagan, Jack (Brigadier General – CA)
Subject: FW: Risk: A Four-Letter Word for PG&E

FYI: An internal communication to all gas employees from Nick Stavropoulos.

Laura

From: A Message from Nick Stavropoulos
Sent: Wednesday, July 10, 2013 3:27 PM
To: Gas Operations All Employees
Subject: Risk: A Four-Letter Word for PG&E



Team:

Four-letter words will get you into trouble. At PG&E, our four-letter word is “risk.” We must do everything possible to manage risk to our system and also to keep people, pets and properties—and everything else that is important—safe. No matter what job you have at PG&E and what line of business you support, everyone plays a very important role in managing risk for PG&E.

As a company, we’ve taken a far more aggressive approach to managing risk than I believe we ever have before. All officers have worked with their teams to understand and prioritize the long- and short-term risks that their lines of business face. As a team, we met multiple times with Chris Johns and Tony Earley and asked questions of each other to better understand how our collective parts fit together.

Safety Initiatives Under Way

On June 27, I held a conference call about workplace and personal safety with the Gas Operations Extended Leadership Team (ELT). On the call with me were: Des Bell, senior vice president, Safety & Shared Services; Kevin Knapp, vice president, Gas Distribution Maintenance & Construction; and [Redacted] supervisor, Vacaville Gas Construction and Sacramento Division Grassroots Coach. We discussed many important safety initiatives under way, including:

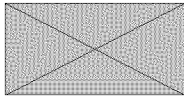
- **Safety Leadership Workshops**—Our entire Gas Operations ELT participated in Safety Leadership Workshops. These were brand-new, full-day workshops designed for us to talk openly about safety barriers and issues, and building a safety-first culture. I participated in many of them and saw the benefit of being able to have an open dialogue about safety.
- **Safety Engagement Program**—We need to learn from and hear from our people doing work in the field. Officers, directors and managers will informally drop by to meet crews as they are working. This isn’t an audit, nor will it be disruptive; rather, it is intended to open up lines of communication and build trust.
- **Near Hits**—Some of our people refer to near hits as “good catches.” No matter what you call them, openly sharing the near hits and good catches benefits others and helps prevent future incidents. Our Central Coast GC crew will be the first Gas Operations team to pilot the Near Hit program this month. I want to thank Lorene Harden, director, Northern Region; Peter Kenny, director, GC Gas Distribution; [Redacted]

superintendent; and Redacted working foreman, for their leadership and for stepping up and participating.

- **Motor Vehicle Safety**—Many programs related to driving safely and reducing distractions are under way, including 360 walk-arounds, serious/preventable motor vehicle incidents, and in-cab coaching technology. I like the way Lorene Harden talks about getting into our trucks and cars. She says, “Driving is one of the most critical tasks we perform at work and there is no vehicle movement that is routine.”

Managing workplace and personal safety is a key way we can minimize risks to our system and ourselves, whether we are members of the general public, contractors or employees.

Safety is dependent upon open communication and looking out for one another. The topic of safety is something that we simply can never tire of. It must always be something that we are focused on and committed to.



Nick

PG&E is committed to protecting our customers' privacy.
To learn more, please visit <http://www.pge.com/about/company/privacy/customer/>