

From: Doll, Laura  
Sent: 5/19/2014 1:17:51 PM  
To: elizaveta.malashenko@cpuc.ca.gov (elizaveta.malashenko@cpuc.ca.gov);  
kenneth.bruno@cpuc.ca.gov (kenneth.bruno@cpuc.ca.gov)  
Cc:  
Bcc:  
Subject: FW: National Academy Report on Offshore Safety and Environmental Effectiveness

Liza and Ken –

You may both be familiar with this report. I suspect that Nick is sharing this because of what feels to me like a heightened emphasis within PG&E on “safety management systems.” I don’t pretend to understand the terminology (yet), but I thought I’d pass on the report (it’s from 2012) as my cursory review suggests there is a lot of discussion about safety culture and the challenges of changing it. That’s a topic I know we are all interested in!

Regards,

Laura

**From:** Stavropoulos, Nickolas  
**Sent:** Monday, May 19, 2014 12:48 PM

**Subject:** FYI: National Academy Report on Offshore Safety and Environmental Effectiveness

Team,

Attached is an excellent report on the effectiveness of safety and environmental management systems. It confirms that safety is not about compliance, rather a holistic coordinated system lead by senior management. It also advocates for regulators working with industry to improve safety and look to penalties as a last resort. Finally, it advocates for the deployment of process safety principles as set forth in API 75.

Best, Nick