

From: Cherry, Brian K  
Sent: 7/18/2014 1:06:30 PM  
To: mp6@cpuc.ca.gov (mp6@cpuc.ca.gov)  
Cc:  
Bcc:  
Subject: FW: FYI: Why worker-focused safety culture programs don't work

Thought you might enjoy this perspective.

**From:** "Stavropoulos, Nickolas" <[NISL@pge.com](mailto:NISL@pge.com)>  
**To:** "Gas Ops Monthly KTS" <[GasOpsMonthlyKTS@pge.com](mailto:GasOpsMonthlyKTS@pge.com)>  
**Subject: FYI: Why worker-focused safety culture programs don't work**

Hi Team,

Please see the attached thought provoking article sent to me by Bill Hoyle from the Chemical Safety Board. The author is driving home the point that the deployment solid Process Safety principles are essential in changing employee beliefs which, in turn, directly drives improving safety culture and safety performance. I'm comforted that we are moving forward with the rollout of Process Safety in Gas along with a Company-wide CAP.

Best, Nick

Bill Hoyle, Senior Investigator  
U.S. Chemical Safety Board  
2175 K St. NW  
Washington DC 20037  
office 202-261-7646  
cell 202-604-5996  
[bill.hoyle@csb.gov](mailto:bill.hoyle@csb.gov)<<mailto:bill.hoyle@csb.gov>>