

APPENDIX N

2EC Recommendations Mapping to SoCalGas Actions

| No. | 2EC Recommendation | SoCalGas Action |
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| 1. | Develop a shared understanding of a robust concept of safety and risk through dialogues with Sempra, SoCalGas Board Directors, Executives and Senior Management that is facilitated by external and independent experts. | See Plan Section 3.c. for details. |
| 2. | Extend the membership of the SoCalGas Board to include an expert on safety culture and systemic approach to safety. | Expanded Advisory Safety Council expertise to include safety culture and systemic approach to safety. See Plan Section 3.b. for details. |
| 3. | Conduct dialogue sessions with all levels in the organization to create a shared understanding of the assessment results and what comprehensive safety means for each business and organizational unit. The objective of these sessions would be two-fold; 1) self-reflection of the culture based on the results, 2) capture the organizations intelligence and creativity on how to recover the areas in need of attention. Action items should result from the dialogue sessions that will meet the objectives of the sessions. | See Plan Section 4 and 5. |
| 4. | Establish methods for managers to enhance the understanding, skills and enactment on how their leadership can influence the safety culture positively e.g. empowerment, listening rather than telling, learner mind-set. | See Element 1 in the Plan. |
| 5. | Analyze the resource allocations and competence levels to assure safety and reliability | See Element 3 in the Plan. |
| 6. | Provide training to the entire organization with practical examples unique for each department on how the new shared understanding of safety and safety culture to the organization will change the way business is done and why it is important to make the change. This training can be incorporated into existing programs. | See Elements 1 and 2 in the Plan. |
| 7. | Incorporate the broader concept of safety e.g. include examples of public safety, security, into safety items on meeting agendas, in tailgates, in job hazard assessments, newsletters, etc. | See Elements 1 and 2 in the Plan. |

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| 8. | Conduct dialogue sessions with representatives from field personnel across business units on how to best communicate field-based experiences upward in the organization. | See Plan Section 4.c. |
| 9. | Develop new guidance through conversations on how to make better decisions when rule-based behavior does not work. Conversations can be centered around different real-life scenarios that involved judgements in the field that were not covered in policies. | See Elements 1 and 2 in the Plan. |
| 10. | The ‘new’ comprehensive concept of safety that is to be developed will dictate that certain functions that support and facilitate a healthy safety culture be centralized across the organization to ensure alignment, consistency, and learning. Examine the role of functions like Quality Assurance, Incident Investigation, Safety from an integrated perspective. | See Element 4 in the Plan. |
| 11. | Evaluate existing reporting systems to determine how they can be integrated and operated from a unified platform. For example, incidents from personnel safety should not be in one system and those for gas leaks or pipeline issues in another. | See Element 4 in the Plan. |
| 12. | Ensure that all potential threats, near misses, close calls, etc. are identified, evaluated, tracked and trended so they can be proactively used to mitigate any potential risks. All types of safety should be included in this activity. (D9) | See Elements 2 and 4 in the Plan. |
| 13. | Train managers and personnel to think about potential, unexpected, and unknown conditions, the “what if” this happened situations, to enhance individual accountability and to detect latent safety hazards. | See Elements 1 and 2 in the Plan. |