



# The Pipeline Safety Pulse

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## A message from Ross Turrini



I would like to take a few moments to reflect on our pipeline safety continuous improvement journey. In my 38-year professional career, I have heard a lot of talk about cultural change. But true **self-sustaining** cultural change is a rarity. In 2017, as a team, we took a leap of faith that implementing the American Petroleum's Institutes recommended practice 1173 Pipeline Safety Management Systems would improve our pipeline safety performance. We thought that a deliberate, disciplined and structured approach would provide the catalyst for changing our performance and culture. Slowly but surely our employees embraced this approach. You could hear it in their language and see it in their actions and attention to detail. Over the next several years you could feel the energy

and momentum in the organization build around API 1173's 10 elements. We built a detailed, deliberate implementation plan and road map that we continuously updated. We measured the maturity of our implementation as well as our performance against pipeline safety performance metrics. We constantly iterated and looked for ways to improve. We made investments in training, structured our organization based on its elements, and found ways to make investments and add staff to achieve our vision and goals.

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# A message from Ross Turrini

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Over the last 5 years we have significantly improved our Pipeline Safety Performance. The truly impressive piece for me right now is that we have moved past this being a vision and to the point that API 1173 and a culture of continuous pipeline safety improvement is imprinted on the NY and NE Gas Business' DNA. There is no one person who drives this but a team of thousands who embrace it every day and give it a life of its own. This is the essence of self-sustaining cultural change and I think it's an incredibly impressive accomplishment. This didn't happen without the dedication of every Gas employee in NY and NE. For all the hard work, dedication and sacrifice that made this happen, I would like to say thank you to our employees because you made this happen.

In closing I have one ask. Journeys of continuous improvement never end, they go on into perpetuity. I need every employee, every day, to always look for ways to improve, to constantly iterate, and to focus on improving our processes and delivering continuous pipeline safety improvements.

Thanks,

Ross Turrini  
COO NY Gas

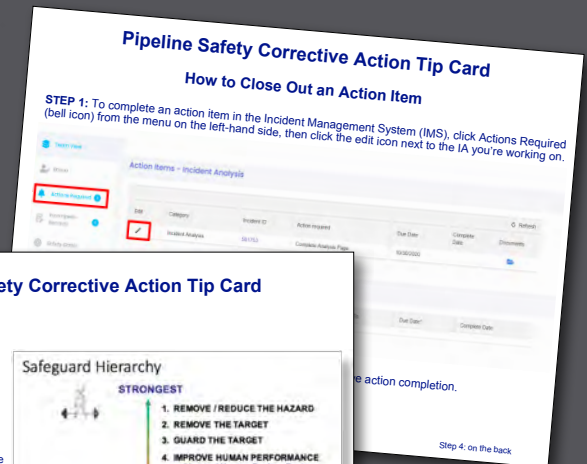
## Corrective action tip cards 1 & 2

Continuous improvement



The National Grid Pipeline Safety Incident Analysis and Corrective Actions Team has launched a series of tip cards. The cards provide Incident Analysis teams with quick and easy access to guidance that will help them develop effective responses to prevent similar incidents in the future.

The first two tip cards were released in December, and address Writing Effective Corrective Actions and Closing Action Items in the Incident Management System. (See the tip cards below for more information.) Find these tip cards in the Gas Pipeline Safety and Compliance [Grid:home](#) page in the Incident Analysis Toolbox.



### Pipeline Safety Corrective Action Tip Card

Write your Corrective Actions (CAs) using the SMARTER Method

<b>Specific</b>	Who will do exactly what, and by when?
<b>Measurable</b>	Can the action be verified? By whom and when will it be verified?
<b>Accountable</b>	Does the responsible person(s) assigned to the corrective action have the ability to execute the corrective action?
<b>Reasonable</b>	Is the action practical and does it make good business sense?
<b>Timely</b>	Does the corrective action have a reasonable timeframe?
<b>Effective</b>	Does the corrective action effectively address the root cause of the problem, preventing or significantly reducing the chance of the incident from reoccurring again?
<b>Reviewed</b>	Does the recommendation or corrective action include how effectiveness will be reviewed?

**What are Corrective Actions (CAs)?**  
Corrective actions are developed after identifying root causes during the TapRoot Analysis.  
A corrective action consists of improvements to an organization's processes to reduce and eliminate the risk of future gas pipeline safety incidents.

**Incident:** During a main replacement, a National Grid crew damaged a 2-inch plastic gas main with mechanized equipment. There was a release of natural gas and 35 interruptions.

<b>CA without SMARTER</b>	<b>CA with SMARTER</b>
Review the 15' clearance zone procedure defined in NYSC Code Rule 73 and National Code Construction Standard C4867015.	Review the 15' clearance zone procedure with care. Going forward, the crew will only start to dig for 15' clearance zone. An additional crew member will work with the operator that they also cut the pipe and beyond of the 15' clearance zone, avoiding damage to the gas main.

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### Pipeline Safety Corrective Action Tip Card

**What is the Corrective Action Safeguard Hierarchy?**

- The Safeguard Hierarchy is a TapRoot tool to help the incident analysis (IA) team develop effective corrective actions.
- Corrective actions written toward the bottom of the hierarchy may not be as effective in changing the behaviors that caused the issue.
- Shifting our focus to the top of the hierarchy is recommended to have a better impact on reducing and eliminating the risk of gas pipeline safety incidents.

**Safeguard Hierarchy**

STRONGEST

1. REMOVE / REDUCE THE HAZARD
2. REMOVE THE TARGET
3. GUARD THE TARGET
4. IMPROVE HUMAN PERFORMANCE with good Human Factors Design
5. IMPROVE HUMAN PERFORMANCE with Rules, Procedures, Signs...
6. IMPROVE HUMAN PERFORMANCE with Training, Supervision...

WEAKEST

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Inclusion and diversity



# Inclusion and diversity dates to remember

## January

- **January 1–31:** National Mentoring Month, Poverty in America Awareness Month, Slavery and Human Trafficking Awareness Month
- **January 4:** National Braille Day
- **January 6:** Dia de los Reyes (Epiphany), Coptic Orthodox Christmas
- **January 7:** Mahayana New Year (Buddhist)
- **January 13:** Maghi (Sikh)
- **January 15:** World Religion Day
- **January 16:** Martin Luther King, Jr. Day
- **January 22:** Chinese New Year (Year of the Rabbit)
- **January 24:** International Day of Education
- **January 27:** International Holocaust Remembrance Day

## February

- **February 1–28:** Black History Month, American Heart Month
- **February 1:** National Freedom Day
- **February 4:** Rosa Parks Day
- **February 11:** International Day of Women and Girls in Science
- **February 13:** International Epilepsy Day
- **February 15:** Nirvana Day (Buddhist), International Childhood Cancer Day
- **February 18:** Maha Shivarati (Hindu)
- **February 20:** UN World Day of Social Justice
- **February 21:** Mardi Gras
- **February 22:** Ash Wednesday



February was designated as **Black History Month** in 1976 by then-president Gerald Ford, but was the brain child of the “Father of Black History,” historian and educator Dr. Carter G. Woodson. The first child of slave parents to earn a PhD (Harvard), Dr. Woodson started the first Negro History Week in 1926 to ensure students would learn Black History. Also known as African-American Month, it recognizes and honors the contributions that Black people have made and continue to make in every aspect of our country. This year’s theme is Black Resistance.

How can you learn more and participate in Black History Month? Author of *Radical Empathy, Finding a Path to Bridging Racial Divides*, Terri Givens recommends:

1. Support Black-owned businesses
2. Learn about noteworthy Black figures and their contributions
3. Donate to charities that support anti-racism, equity and equality
4. Purchase, read and share books by Black authors
5. Support and learn about Black women
6. Watch the TV series or read “**The 1619 Project**” by the *New York Times Magazine*
7. Participate in Black History Month celebrations and events





# Recap on Grid:voice 2023

Company  
news



## Grid:voice – 2023 survey

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- The 2023 Grid:voice survey will run from **Thursday 26 January to Thursday 16 February**
- All colleagues who are **permanent by 1 December 2022** will be invited to take part
- We will have **55 multiple choice** questions and **two open questions**
- Any leader with **5 or more responses** will get access to their full results
- **Comments** will be available to leaders with **10 or more responses** for each open question
- Any leader with **50 or more responses** will be able to filter on the **demographics** questions we ask
- Any leader with **3 or more responses** will get access to their **Leadership index** scores
- We'll show trends from the 2022 main survey and the 2022 pulse survey
- We'll make a donation to charity for each response that is received – **£1 in the UK and \$1 in the US** (this is likely to be to the Trussell Trust in the UK and United Way in the US)

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Safety awareness



## Severe weather can damage your home's natural gas infrastructure

**Extreme temperatures and accumulations of snow and ice can impact and damage your home's natural gas equipment. Institute a plan for monitoring these impacts and preventing and repairing any resulting damage. Consider:**

- ❄️ Natural gas service meters, regulators and other equipment can be damaged by the stresses of freezing and thawing, and by the added weight of snow and ice. They must be protected from snow and ice falling from roofs or melting and refreezing on the natural gas piping below. Moisture can accumulate in equipment and freeze, causing metal to crack and leading to gas leaks.
- ❄️ Snow and ice and accumulated debris can block regulators or relief valve vents, as well as exhaust and combustion air vents. Any blockage will prevent natural gas equipment and appliances from functioning properly. Keep them clear to prevent carbon monoxide (CO) accumulation in your home. Avoid using a snow blower or other snow removal equipment near your natural gas infrastructure and any associated piping.
- ❄️ Extreme temperatures can cause certain soil types to heave when they freeze and resettle as they thaw. Some gas pipelines, particularly cast iron and older pipes, may be particularly vulnerable to damage when the soil around them moves in this way (although any pipelines can be affected). If your natural gas service includes cast iron pipes and older installations, monitor their surroundings frequently for frost heave and thaw resettlement. Replace these pipelines as soon as possible to minimize future problems.
- ❄️ Install carbon monoxide detectors near the sleeping areas and on every level of any home with fuel-burning appliances.
- ❄️ To prevent carbon monoxide (CO) poisoning, use generators outdoors in open areas only, and at least 20 feet away from doors, windows and air intakes. If a CO alarm sounds, evacuate the structure and seek fresh air outdoors.
- ❄️ NEVER plug a generator into a wall outlet. The generated power can energize utility lines, making them unsafe for repair crews and possibly delaying power restoration.



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# Together, we are

Clean

Fair

Affordable

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## Pipeline safety spotlight recognition

Every quarter, *The Pulse* will feature an article about an employee or team that you nominate for the Employee Spotlight. Nominate an employee, coworker or team who embodies National Grid values, and we will put them in the spotlight for some well-deserved recognition. Please complete ***The Pulse Spotlight nomination form***, then email the completed form to Lead Communications Specialist Lisa Callahan at [lisa.callahan@nationalgrid.com](mailto:lisa.callahan@nationalgrid.com).

