



The Secretary of Energy
Washington, DC 20585

December 21, 2012

The Honorable Peter S. Winokur
Chairman
Defense Nuclear Facilities Safety Board
625 Indiana Avenue, NW, Suite 700
Washington, DC 20004

Dear Mr. Chairman:

Enclosed is a summary of schedule changes for some deliverables in the Department of Energy's (DOE) Implementation Plan (IP) for Defense Nuclear Facilities Safety Board (Board) Recommendation 2011-1, *Safety Culture at the Waste Treatment and Immobilization Plant*. The schedule changes were developed based on information and experience to date during execution of the IP. These schedule changes modify some expected completion dates in the IP; they do not change the actions themselves.

On November 20, 2012, the Board was briefed by members of DOE's Recommendation 2011-1 Response Team on DOE's progress in completing many significant actions in the IP, as well as other actions beyond the IP. As of today, DOE has developed and provided at both Headquarters and field sites leadership training for a Safety Conscious Work Environment to over 380 senior DOE and contractor leaders. An additional approximately 700 additional senior DOE and contractor leaders are scheduled for training over the coming months. In order to take full advantage of this significant training investment and accommodate the large training target population, DOE has rescheduled completion of some actions in the IP as shown in the enclosure.

The Department views nuclear safety and assuring a robust safety culture as essential to the success of the Waste Treatment and Immobilization Plant and all other projects across the DOE complex. DOE will continue to keep the Board informed of progress in improving safety culture in the DOE complex.

If you have any further questions, please feel free to contact me or Mr. David Huizenga, Senior Advisor for Environmental Management, at (202) 586-7709.

Sincerely,

A handwritten signature in black ink that reads "Steven Chu".

Steven Chu

Enclosure



U. S. Department of Energy

Implementation Plan Schedule Changes for Defense Nuclear Facilities Safety Board Recommendation 2011-1

Safety Culture at the Waste Treatment and Immobilization Plant



Washington, DC 20585

December 2012

1.0 PURPOSE

The purpose of this enclosure is to summarize schedule changes for some deliverables in the Department of Energy's (DOE) Implementation Plan (IP) for Defense Nuclear Facilities Safety Board (Board) Recommendation 2011-1, *Safety Culture at the Waste Treatment and Immobilization Plant*. The schedule changes were developed based on information and experience to date during execution of the IP. These schedule changes modify some expected completion dates in the IP; they do not change the actions themselves.

2.0 BACKGROUND

DOE has developed and provided at both Headquarters and field sites leadership training for a Safety Conscious Work Environment (SCWE) to over 380 senior DOE and contractor leaders. An additional approximately 700 senior DOE and contractor leaders are scheduled for training over the coming months. In order to take full advantage of this significant training investment and accommodate the large targeted population, DOE has rescheduled completion of some actions in the IP as shown below.

The change to the schedule for completion of the action to provide training will accommodate delivering training to more senior DOE and contractor leaders across the complex. The changes to the schedule for completion of the other actions listed below are necessary for DOE to complete these actions. The actions themselves are unchanged.

3.0 DELIVERABLES

Action 2-3: Provide training on safety culture attributes and management behaviors for DOE and contractor key senior leadership and assign the appropriate line organizations to sponsor and conduct training for other employees.

Deliverable: Letter to DNFSB discussing completion of training.
Expected Completion Date: November 2013
Lead: 2011-1 Response Team

Action 2-5: Contractors and Federal organizations complete SCWE self-assessments and provide reports to the appropriate Headquarters program office.

Deliverable: Letters from PSOs to DNFSB transmitting individual self-assessment reports when all are completed.
Expected Completion Date: September 2013
Lead: Senior management at selected organizations.

Action 2-7: Develop and execute a plan for independent oversight of site self-assessments.

Deliverable: Letters to DNFSB transmitting the independent oversight plan and the results of independent oversight of the site self-assessments.

Expected Completion Date: October 2013

Lead: HSS

Action 2-8: Complete a consolidated report from the results in Parts 2 and 3.

Deliverable: Letter to DNFSB transmitting consolidated report on SCWE Extent of Condition reviews.

Expected Completion Date: November 2013

Responsibility: 2011-1 Response Team

Action 2-9: Based on the results in the consolidated report recommend ongoing safety culture management processes for use at DOE defense nuclear facilities.

Deliverable: Transmittal to DNFSB of Report to the Deputy Secretary recommending actions to be taken for ongoing safety culture management within the DOE defense nuclear facility complex.

Expected Completion Date: December 2013

Responsibility: DOE Nuclear Safety and Security Council.

Action 2-10: Conduct town hall style meetings across the DOE sites with defense nuclear facilities, where DOE senior managers will meet with employees to emphasize the importance of maintaining strong safety cultures and solicit employee input.

Deliverable: Letter to DNFSB communicating completion of the meetings.

Expected Completion Date: September 2013

Responsibility: PSO's

Action 2-11: Direct sites to develop processes and controls for sustainment of a robust safety culture.

Deliverable: Letter to DNFSB transmitting copies of PSO memoranda of direction to sites.

Expected Completion Date: January 2014

Lead: PSOs

Action 2-12: Submit proposed site-specific safety culture sustainment tools to PSOs for approval, including concurrence by DOE Chief of Nuclear Safety, NNSA Chief of Defense Nuclear Safety, or Office of Science Chief of Nuclear Safety.

Deliverable: Letter notifying DNFSB of submittal of all site proposals and transmitting copies of the proposals.
Expected Completion Date: March 2014
Lead: Site/Field Office Managers

Action 2-13: Complete review and PSO approval of site-specific safety culture sustainment tools.

Deliverable: Secretary of Energy letter to DNFSB transmitting approved site-specific safety culture sustainment tools for all defense nuclear facility sites.
Expected Completion Date: June 2014
Lead: PSOs/Secretary of Energy