



Department of Energy

Washington, DC 20585

JUN 30 2014

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

Dear Mr. Chairman:

This letter is to inform you that the Department of Energy (DOE) Office of Environmental Management (EM) has completed Action 2-11 for EM of the Department's Implementation Plan (IP) for Defense Nuclear Facilities Safety Board (Board) Recommendation 2011-1, *Safety Culture at the Waste Treatment and Immobilization Plant*.

The deliverable for Action 2-11 is a letter to the Board transmitting Program Secretarial Officer's direction to sites to develop processes and controls for sustainment of a robust safety culture. The enclosure to this letter is the memorandum from the Acting Assistant Secretary for Environmental Management which provided that direction to the EM sites.

If you have any questions, please contact me, at (202) 586-5151.

Sincerely,

A handwritten signature in black ink, appearing to read "J. Hutton".

James Hutton
Acting Deputy Assistant Secretary for
Safety, Security, and Quality Programs
Environmental Management

Enclosure





Department of Energy

Washington, DC 20585

June 27, 2014

MEMORANDUM FOR DISTRIBUTION

FROM:  DAVID HUIZENGA
ACTING ASSISTANT SECRETARY
FOR ENVIRONMENTAL MANAGEMENT

SUBJECT: Safety Culture Sustainment Plans

Thank you for the focused efforts, by both the site offices and contractors across the Environmental Management (EM) complex, to conduct the Safety Culture and Safety Conscious Work Environment (SCWE) self-assessments in 2013. As we learned from the Field Manager briefings to EM Headquarters (HQ) management, the self-assessments were valuable in being self-critical of the safety culture of the Federal and contractor work environment. I expect that you are taking action on improvements to address your site's self-assessment findings.

The Department of Energy (DOE) recently completed a consolidated review report (attachment) analyzing these SCWE extent of condition assessments. The analysis grouped issues according to the Safety Culture focus areas and associated attributes described and contained within DOE's Integrated Safety Management System Guide. Primary attributes for continuous improvement of Safety Culture at DOE were identified:

- Leadership Focus Area
 - Demonstrated safety leadership attribute
 - Open communication and fostering an environment free from retribution attribute
- Employee Engagement Focus Area
 - Teamwork and mutual respect attribute
- Organizational Learning Focus Area
 - Credibility, trust, and reporting errors and problems attribute

In addition, a primary strength within the leadership focus area was identified in the management engagement and time in the field attribute, indicating this is an attribute to build on.

Recent events at the Waste Isolation Pilot Plant reinforce the importance of safety culture, as described in the associated accident investigation reports. As a result of early insights from the accident investigations, I recently requested you to perform self-assessments of deferred maintenance. These reports are being received at HQ now, and



we will work with you to develop necessary corrective actions and identify and deal with any complex-wide implications.

Please submit to me by September 15, a safety culture sustainment plan which identifies: 1) specific sustainment tools your site will use, 2) descriptions of the tools; and 3) plans and schedules for implementation of the tools. Each plan must include the tools and metrics the field office and site contractor(s) will implement. Examples of sustainment tools include:

- Safety culture monitoring panels
- Methods to provide working level input to safety culture monitoring panels
- Action plans in response to self-assessments completed in 2013
- Periodic self-assessments
- Periodic independent reviews
- Continuing training
- Performance measures
- Contract incentives

The sustainment tools you select should be suitable for the specific conditions at your site, and be in alignment with the departmental actions recommended in the consolidated report.

I appreciate your efforts to improve our safety culture and safety conscious work environment. If you have questions, please contact me or James Hutton, Acting Deputy Assistant Secretary for Safety, Security, and Quality Programs, at (202) 586-5151.

Attachment

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