Dr. Sonya B. Haber  
Human Performance Analysis, Corporation  
200 Riverside Boulevard, Suite 14L  /New York, New York 10069  

Dear Dr. Haber:

The Defense Nuclear Facilities Safety Board (Board) appreciates your participation in our May 28, 2014, public hearing and meeting on “Safety Culture and Board Recommendation 2011-1.” Your presentation was informative and timely, particularly your comments regarding the importance of understanding organization behaviors and the need for reliable and valid assessment tools. The insights that you provided during your presentation and in answer to Board Member questions will be helpful to both the Board and to the Department of Energy (DOE) as we continue to address the effectiveness of DOE’s efforts to improve the safety culture at their defense nuclear facilities.

Thank you again for taking the time to participate in our public hearing and meeting.

Sincerely,

[Signature]

Peter S. Winokur, Ph.D.  
Chairman

c: Mr. Joe Olencz
Dr. Stephanie Morrow  
Safety Culture Program Manager  
U.S. Nuclear Regulatory Commission  
Office of Enforcement, Mail Stop O4A15A  
11545 Rockville Pike  
Rockville, Maryland 20852

Dear Dr. Morrow:

The Defense Nuclear Facilities Safety Board (Board) appreciates your participation in our May 28, 2014, public hearing and meeting on “Safety Culture and Board Recommendation 2011-1.” Your presentation on “The Nuclear Regulatory Commission’s Oversight of Safety Culture” was informative and timely, particularly your comments regarding the incorporation of safety culture into the oversight process and the identification of performance deficiencies that have the potential to be cross-cutting factors. The insights that you provided during your presentation and in answer to Board Member questions will be helpful to both the Board and to the Department of Energy (DOE) as we continue to address the effectiveness of DOE’s efforts to improve the safety culture at their defense nuclear facilities.

Thank you again for taking the time to participate in our public hearing and meeting.

Sincerely,

Peter S. Winokur, Ph.D.  
Chairman

cc: Mr. David Solorio  
Ms. Patricia Holohan  
Mr. Joe Olencz
Dr. Tracy Dillinger  
Program Manager for Safety Culture  
National Aeronautics & Space Administration Headquarters  
300 E Street, SW, Suite 5A42  
Washington, DC 20024

Dear Dr. Dillinger:

The Defense Nuclear Facilities Safety Board (Board) appreciates your participation in our May 28, 2014, public hearing and meeting on “Safety Culture and Board Recommendation 2011-1.” Your presentation on “NASA’s Safety Culture Path” was informative and timely, particularly your comments regarding the shortcomings of using a “checklist mentality” to assess the strength of the safety culture of an organization and the fundamental tenet that safety is how an organization does business. The insights that you provided during your presentation and in answer to Board Member questions will be helpful to both the Board and to the Department of Energy (DOE) as we continue to address the effectiveness of DOE’s efforts to improve the safety culture at their defense nuclear facilities.

Thank you again for taking the time to participate in our public hearing and meeting.

Sincerely,

Peter S. Winokur, Ph.D.
Chairman

C: Mr. Terence W. Wilcutt  
Mr. Joe Olencz