



The Deputy Secretary of Energy

Washington, DC 20585

September 27, 2013

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 August 15, 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 (SCWE) to over 1,600 senior DOE and contractor leaders and managers. As part of the extent of condition review actions in the IP, the Department has performed independent Safety Culture assessments and is currently performing SCWE self-assessments. In order to accommodate the large volume of information developed in the extent of condition reviews, DOE has rescheduled completion of some actions in the IP as shown in the enclosure.

The Department is pursuing a safety culture built on: an environment of trust and mutual respect; worker engagement and open communication; an atmosphere that promotes a questioning attitude with effective resolution of reported problems; and continuous learning. DOE will continue to keep the Board informed of progress in improving safety culture in the DOE complex.

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

Sincerely yours,

A handwritten signature in black ink, appearing to read "Dan B. Poneman", with a long horizontal stroke extending to the right.

Daniel B. Poneman

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**

**September 2013**

## 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 1,600 senior DOE and contractor leaders and managers. As part of the extent of condition review actions in the IP, the Department has performed independent Safety Culture assessments and is currently performing SCWE self assessments. In order to accommodate the large volume of information developed in the extent of condition reviews, DOE has rescheduled completion of some actions in the IP as shown in this enclosure.

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 2-7: 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: January 2014

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: April 2014

Responsibility: R2011-1 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: May 2014

Responsibility: R2011-1 Response Team

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 2014

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: June 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: September 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: November 2014

Lead: PSOs/Secretary of Energy