

Peter S. Winokur, Chairman
Jessie H. Roberson, Vice Chairman
Sean Sullivan

**DEFENSE NUCLEAR FACILITIES
SAFETY BOARD**

Washington, DC 20004-2901



October 8, 2014

Rear Admiral Kenneth J. Norton, USN
Commander, Naval Safety Center
375 A Street
Norfolk, Virginia 23511

Dear Admiral Norton:

The Defense Nuclear Facilities Safety Board (Board) appreciates your participation in our August 27, 2014, public hearing and meeting on "Safety Culture and Board Recommendation 2011-1." Your presentation on "The Naval Safety Center and Naval Safety Culture" was informative and timely, particularly your comments regarding assessing the safety climate of the workplace, in contrast to the safety culture of the organization. Your insights on the role of leaders were clearly informed by your distinguished record of accomplishments. 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. Joe Olencz

Peter S. Winokur, Chairman
Jessie H. Roberson, Vice Chairman
Sean Sullivan

**DEFENSE NUCLEAR FACILITIES
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October 8, 2014



Rear Admiral Thomas J. Eccles, USN, Retired
3844 Farr Oak Circle
Fairfax, Virginia 22030

Dear Admiral Eccles:

The Defense Nuclear Facilities Safety Board (Board) appreciates your participation in our August 27, 2014, public hearing and meeting on "Safety Culture and Board Recommendation 2011-1." Your presentation on "A Culture of Safety: Submarine Safety in the U.S. Navy" was informative and timely, particularly your comments regarding crafting lessons learned so that they can influence the safety behavior of the work force. Clearly, the Navy's SUBSAFE program is a model of a strong organizational culture. 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. Joe Olencz

Peter S. Winokur, Chairman
Jessie H. Roberson, Vice Chairman
Sean Sullivan

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Washington, DC 20004-2901



October 8, 2014

The Honorable Mark A. Griffon
Board Member
U.S. Chemical Safety and Hazard Investigation Board
2175 K Street, Suite 400
Washington, DC 20037-1809

Dear Mr. Griffon:

The Defense Nuclear Facilities Safety Board (Board) appreciates your participation in our August 27, 2014, public hearing and meeting on “Safety Culture and Board Recommendation 2011-1.” Your presentation on “CSB Investigations and Safety Culture” was informative and timely, particularly your comments regarding the implications of process-based safety versus personal safety in influencing safety culture. 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. Joe Olencz

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October 8, 2014

Dr. Najmedin Meshkati
Professor, Sonny Astani Department of Civil
and Environmental Engineering
Kaprielian Hall (KAP), Room 238B
University of Southern California
Los Angeles, California 90089-2531

Dear Dr. Meshkati:

The Defense Nuclear Facilities Safety Board (Board) appreciates your participation in our August 27, 2014, public hearing and meeting on "Safety Culture and Board Recommendation 2011-1." Your presentation on "Leadership and Safety Culture: Personal Reflections on Lessons Learned" was informative and timely, particularly your comments regarding the need for consistency of leadership expectations and creative thinking. 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: Dr. Lucio Soibelman
Dr. Yannis Yortsos
Dr. Chrysostomos L. Nikias
Dr. Julia Higle
Mr. Joe Olencz

Peter S. Winokur, Chairman
Jessie H. Roberson, Vice Chairman
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October 8, 2014

Dr. Kathleen M. Sutcliffe
The Johns Hopkins Carey Business School
100 International Drive, Office 1249
Baltimore, Maryland 21202

Dear Dr. Sutcliffe:

The Defense Nuclear Facilities Safety Board (Board) appreciates your participation in our August 27, 2014, public hearing and meeting on "Safety Culture and Board Recommendation 2011-1." Your presentation on "Leadership and Safety Culture" was informative and timely, particularly your comments regarding the need for taking deliberate pauses during major organizational changes in order to evaluate the effectiveness of those changes and their impact on safety. 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: Dean Paul B. Rothman
Dean Bernie Ferrari
Mr. Joe Olencz