

# DEFENSE NUCLEAR FACILITIES SAFETY BOARD

John E. Mansfield, Vice Chairman  
Joseph F. Bader  
Larry W. Brown  
Peter S. Winokur

625 Indiana Avenue, NW, Suite 700 Washington, D.C. 20004-2901  
(202) 694-7000



December 7, 2009

Mr. Gregory Meyer  
President and General Manager  
B & W Pantex  
P.O. Box 30020  
Amarillo, Texas 79120

Dear Mr. Meyer:

The Defense Nuclear Facilities Safety Board is acutely aware of the need to stay abreast of emerging concepts and technologies, and frequently invites experts to provide training on a variety of topics. As part of this program, Dr. Richard S. Hartley of your staff recently provided a day-long seminar on high-reliability organizations to our agency. I want to personally commend Dr. Hartley on his seminar and the valuable insights he shared, and thank you for your support of this effort.

A great deal of important work has been accomplished over the past several years on the concepts of high-reliability organizations, human performance improvement, and safety culture. A winning combination for building a safety culture is strong, committed leadership at all levels of an organization and truly empowered workers dedicated to improving the safety of their workplace. Clearly, great gains in safety can be achieved by understanding and compensating for the natural fallibility of the humans in the system. I want to thank Dr. Hartley for his seminar and recognize the vision of Pantex Plant leadership in supporting his work.

Sincerely,

A handwritten signature in black ink, appearing to read "John E. Mansfield".

John E. Mansfield, Ph.D.  
Vice Chairman

c: The Honorable Thomas P. D'Agostino  
Mr. Steven C. Erhart  
Dr. Richard S. Hartley  
Mr. Mark B. Whitaker, Jr.