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TO: Directors, NASA Centers
Director, Jet Propulsion Laboratory

FROM: A/Administrator

SUBJECT: Enhancements to Mishap Prevention

Thank you all for sharing your ideas on how we can continue to improve the way NASA protects the public, the astronauts and pilots, our workforce, and our high-value equipment and property through our enhanced attention to safety and health. Your implementation of our four core processes-management commitment and employee involvement, system and worksite hazard analysis, hazard prevention and control, and safety and health training-is working. We have achieved some impressive reductions in our lost-time injuries in the first years of our enhanced effort, but we can accelerate our progress to our ultimate objective of "zero mishaps."

It is very clear that the specific actions many of you are undertaking to achieve third-party recognition via the Department of Labor's collaborative Voluntary Protection Program (VPP) have yielded the greatest benefits. Several Center Directors have confirmed the benefits of third-party certification on their overall mishap prevention programs. Your Enterprise Associate Administrator has been directed to have you obtain by September 30, 2002, thirdparty certification of your Center's overall mishap prevention program.

Accountability works. Therefore, safety should be included in performance evaluations, as is now the case with the Administrator's direct reports. **Action: Have safety expectations clearly specified in the performance plans of your direct reports and every manager in your installation in all future performance plans. After the next performance review, provide the Associate Deputy Administrator with verification that this action has been completed.** We are at the halfway mark for performance ratings. There is no better time to add an achievable and measurable objective for the next 6-month period. Superior performance is to be conspicuously recognized and generously rewarded.

All contractors, especially our on-site contractors, should be held to the same standards for mishap prevention that we hold for ourselves. **Action: Apply the latest NASA FAR Supplement (<http://www.hq.nasa.gov/office/procurement/regs/pn97-58.html>) to all contracts to enforce NASA's requirements for safety. Be sure to include the on-site contractors seamlessly in your VPP efforts.**

For specific feedback on the ideas that you provided to the Office of Safety and Mission Assurance last month, you (not your SMA staff) should discuss them with Fred Gregory's subject matter experts. Mr. Gregory's staff can explain why some of the ideas might work better for you than others and can provide you with ways to make some of your good ideas even better.

Remember, we must take care of our people. They, in turn, will make the Agency succeed. Mission success starts with safety.

Daniel S. Goldin

Directors, NASA Centers:

ARC/Dr. McDonald

DFRC/Mr. Petersen

GRC/Mr. Campbell

GSFC/Mr. Diaz

JSC/Mr. Abbey

KSC/Mr. Bridges

LaRC/Dr. Creedon

MSFC/Mr. Stephenson

SSC/Mr. Estess

Directors, Jet Propulsion Laboratory:

Dr. Stone

cc:

AM/Dr. Williams

F/Ms. Novak

G/Mr. Frankle

H/Mr. Luedtke

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R/Mr. Venneri

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