

From: (b)(6)
Date: Friday, July 15, 2022 at 2:52 PM
To: "Watson, Grant M. (HQ-GE000)" <grant.m.watson@nasa.gov>
Cc: (b)(6)
Subject: Re: Tag-up with (b)(6) Recommended Next Steps

Grant, thanks for the feedback. I ofcourse don't concur with the OSMA assessment & disposition, and will move on to my next steps on this issue.

Tx, (b)(6)

(b)(6)

(b)(6)

From: "Watson, Grant M. (HQ-GE000)" <grant.m.watson@nasa.gov>
Date: Friday, July 15, 2022 at 9:48 AM
To: (b)(6)
Cc: "Watson, Grant M. (HQ-GE000)" <grant.m.watson@nasa.gov>
Subject: RE: Tag-up with (b)(6) Recommended Next Steps

(b)(6)

I've spoken with Russ and ARMD management about this and want to share my conclusions. Russ and I agree that what we want when it comes to organizational silence is that leaders allow employees to express their views. From my conversations with ARMD, and as your e-mails with them shows, I feel you are allowed to express your opinions. Also, senior managers have a responsibility to listen to input from many sources (e.g., employees and stakeholders) and make decisions based on that input. This means that at times they will make decision counter to what an employee may believe is the right decision, but this does not mean senior managers are creating an environment that stifles discussion.

Grant M. Watson
Director, HQ OSMA, Institutional Safety Management Division

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Work: (b) (6) (202)358-3974

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(If you receive this message during non-business hours or on the weekend, you can respond during business hours.)

From: (b)(6)
Sent: Wednesday, June 29, 2022 8:30 AM
To: Watson, Grant M. (HQ-GE000) <grant.m.watson@nasa.gov>
Subject: Re: Tag-up with (b)(6)- Recommended Next Steps

Grant, thanks for the update. I did a BLUF chart and a background chart on me that may help in communicating the essential points for you.

Tx, (b)(6)

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From: "Watson, Grant M. (HQ-GE000)" <grant.m.watson@nasa.gov>

Date: Friday, June 17, 2022 at 2:15 PM

To: (b)(6) >

Subject: RE: Tag-up with (b)(6) Recommended Next Steps

Thanks (b)(6) I'm planning to meet with Russ next week to get his thoughts.

From: (b)(6)
To: [Watson, Grant M. \(HQ-GE000\)](#); [DeLoach, Russ \(KSC-GA000\)](#)
Cc: (b)(6)
Subject: Re: OSMA Disposition Response - ARMD Organizational Silence
Date: Friday, August 26, 2022 3:12:13 PM
Importance: High

Need to ask about these questions.

Grant, just a couple of more questions:

1. Will you be responding to my assessment of the OSMA disposition directly?
2. Is there an appeal process to your findings?
3. Who participated in questioning members of the ARMD organization? Was there someone from the union representing an employee's interests vs. senior management's only and were they able to ask questions as well from an employee perspective?
4. What questions were asked?
5. How many people did you interview in ARMD? What criteria was used in the selection process of whom to interview?
6. How did you determine the following Organizational Silence items:
 - a. That there was no **collective-level phenomenon** of saying or doing very little in response to perceived significant issues on commercial Supersonics Climate Change impacts? (Org Silence Basics: Chart 1 of SATERN Overview of Organizational Silence training course)
 - b. How did you determine that there was not **a tendency and/or desire to want to avoid conflict, bad news, doubt** in terms of commercial sonics and their climate change impacts? Normalization of Deviance and Groupthink especially given that ARMD had stopped doing cost/benefit analysis in general and in particular of climate change impacts of commercial supersonics? (Org Silence Basics: Chart 5 of SATERN Overview of Organizational Silence training course)
 - c. How did you determine that the mission directorate was not focused **on business as usual for future airspace R&D investments** in terms

of Climate Change? (Symptoms & Types of Org Silence: Chart 5 of SATERN Overview of Organizational Silence training course)

- d. How did you determine that there was not **Collective Silence** in ARMD on the R&D impacts on Climate Change? How many managers and employees did you interview to assess this? (Factors & Causes of Org Silence: Chart 2 of SATERN Overview of Organizational Silence training course)
 - e. How did you determine that there was not a **too narrow of a concept for Ethical Responsibility** for ARMD Commercial Supersonics investments, given that supersonics will pollute 3 to 7 times more than commercial aircraft and will only benefit a tiny fraction of the population for the foreseeable future? (Factors & Causes of Org Silence: Chart 4 of SATERN Overview of Organizational Silence training course)
 - f. How did you determine that there's **no Fear** of identify risks for Commercial Supersonics given that the project, ARMD Chief Engineer, and the mission integration manager have not responded nor submitted a risk that they acknowledge exists for commercial supersonics emissions acceptance by the public? (Factors & Causes of Org Silence: Chart 4 of SATERN Overview of Organizational Silence training course)
 - g. How did you determine that the actions of the Crown contractor providing the ARMD AA perspective in our planning meeting did not **act as a mindguard/Pro-social Silence** when he replaced my inputs wholesale on Climate Change and substituted them with his own that also happen to potentially benefit his own company's contract with ARMD? (Symptoms & Types of Org Silence: Chart 1 AND Chart 3 of SATERN Overview of Organizational Silence training course)
7. Can you please provide the procedures and quality control processes OSMA follows once an Organizational Silence submission has reached

OSMA in assessing the existence of Organizational Silence and when were those procedures created?

8. If you claim that none of the elements of Organizational Silence has occurred in ARMD and yet I passed the Org Silence course can you please provide an Organizational Silence SME to enlighten me on the misinterpretations I've supposedly made?

Tx, (b)(6)

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(b)(6)

From: "Watson, Grant M. (HQ-GE000)" <grant.m.watson@nasa.gov>

Date: Thursday, August 25, 2022 at 4:43 PM

To: (b)(6) "DeLoach, Russ (KSC-GA000)" <russ.deloach-1@nasa.gov>

Subject: RE: OSMA Disposition Response - ARMD Organizational Silence

Thanks for the inf (b)(6)

Grant M. Watson
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