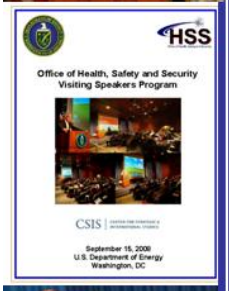
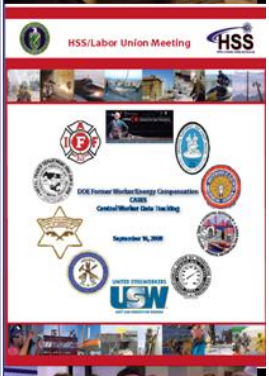














Outreach and Collaboration

November 2008

Office of Health, Safety and Security

HSS
Office of Health, Safety and Security

Outreach and Collaboration

…At a glance

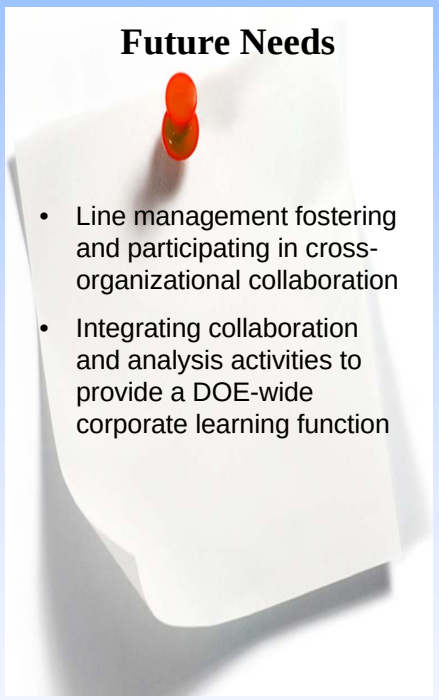
Important Challenges

- Advance DOE collaborative capabilities through new platforms
- Create innovative solutions by using collaboration tools to gather input from all levels of an organization, from the "shop-floor" to executive offices
- Create new interagency partnerships

Accomplishments to Date

- Member of the National Academy of Public Administration's Collaboration Project
- Entered into Fellowships with National Defense University and the Center for Strategic and International Studies
- Established Focus Group with labor, program secretarial officers, and stakeholders
- Hosted visiting speakers from nationally recognized organizations and industry
- Created a public website and fostered transparency

Future Needs



- Line management fostering and participating in cross-organizational collaboration
- Integrating collaboration and analysis activities to provide a DOE-wide corporate learning function

Introduction

Coming together is a beginning, staying together is progress, and working together is success. . . . **Henry Ford**

The Department of Energy (DOE) Office of Health, Safety and Security (HSS) has established an outreach and collaboration program to ensure continuous communications and information sharing among its managers, stakeholders (including DOE line managers), and customers in the areas of health, safety, and security performance. Since its inception, HSS's outreach and collaboration efforts have enriched DOE through the following activities:

- HSS Focus Groups – Regular forums between labor unions, stakeholders, and HSS managers to focus on and address areas of concern
- Visiting Speaker Program – Engaging presentations from government and industry leaders on challenges facing the nation and potential solutions
- Cross-Organization Activities – Exploring and collaborating on ways to use technologies to facilitate collaboration and achieve organizational sustainability
- Fellowship Programs – Maintaining a longstanding fellowship program with the National Defense University and entering into a Fellowship with the Center for Strategic and International Studies to identify and resolve issues related to revitalizing and sustaining American scientific resources
- Public Outreach Website – Establishing and maintaining an active website to provide access to HSS's collaboration efforts.

HSS has taken the initiative to expand its outreach and collaboration activities because of the circumstances in which the Department finds itself. Emerging global trends forecast a period of challenges, including increased competition for a skilled technical workforce; higher energy costs; worldwide political instability; and continued terrorist activities. These challenges will affect the nation in every aspect of daily life – from business, to industry, to education. DOE plays an important role in ensuring the security and vitality of the nation through its missions, which include energy and national security. Thus, DOE has numerous responsibilities, ranging from safeguarding national security assets to discovering cutting-edge scientific breakthroughs.

HSS Focus Group

In 2007, HSS created a Focus Group effort that integrates senior HSS managers from across the organization with responsibilities for health, safety, environmental, and security matters to solicit, discuss, and address topics and issues of common interest to them and their stakeholders. The HSS Focus Group provides a forum for responding to questions and concerns regarding HSS initiatives and activities for continuing to improve health, safety, environmental, and security performance within the Department and maintaining an ongoing dialogue with managers and stakeholders to support these efforts and reinforce the safety culture within the Department. The Department recognizes the vital role of workers as key to accomplishing the DOE mission at its sites and to ensure their safety in the performance of their activities.

Through meetings held in 2007, the HSS Focus Group identified potential opportunities for working together and demonstrated the Department's ongoing commitment to employee health, safety, and welfare. As first steps in this effort, HSS met with the following labor unions during this initial phase:

- Metal Trades Department, of the American Federation of Labor-Congress of Industrial Organizations
- Building and Construction Trades Department/The Center to Protect Workers Rights
- International Association of Bridge, Structural, Ornamental and Reinforcing Iron Workers
- International Association of Fire Fighters
- International Brotherhood of Electrical Workers
- International Guards Union of America and the Hanford Guards Union
- International Union of Operating Engineers
- Operative Plasterers' and Cement Masons' International Association of the United States and Canada
- Sheet Metal Workers International Association
- United Steel, Paper and Forestry, Rubber, Manufacturing, Energy, Allied Industrial and Service Workers International Union.

The various labor unions were unanimous in their appreciation for HSS taking the initiative to organize and open dialogue with them regarding their concerns and issues of interest.

Another facet of the HSS Focus Group has been to meet with program secretarial officers (PSOs). These meetings included senior leadership from the Office of Environmental Management (EM), the Office of Science, the National Nuclear Security Administration (NNSA), and the Office of Civilian and Radioactive Waste Management. Meetings were also held with the Government Accountability Project and the Health Physics Society. Like those with the labor unions, these discussions with the HSS Focus Group brought forth items of interest specific to the organizations. For example, the items of interest to EM included that organization's safety commitments, improvement of its business operations, and the human capital element of the organization. These discussions led EM and HSS to bolster nuclear safety, safety system oversight, design/engineering, and quality assurance technical expertise, providing a valuable and needed resource to the Department and, in turn, to EM. This example indicates the benefits of sharing perspectives on each organization's efforts and working on common goals that support the entire DOE mission.

The 2007 meetings and topics led to a better understanding of what concerned the unions, and the 2008 agendas were set around high-priority topics. For example, in July 2008, the topic of discussion was the Worker Safety and Health Rule, how it has been disseminated and implemented, and its impacts on safer operations.

HSS has met with and continues to communicate with the PSOs, labor unions, and other stakeholders to maintain a direct interface and feedback between HSS managers and those responsible for doing the work. The experience and insight gained helps HSS identify and respond to issues and concerns and fosters opportunities for continued collaboration and

integrative work. In addition, HSS has gained perspectives from outside the organization on the interests common to the entities – again, another aspect of outreach that both instructs and benefits participants. For example, HSS now has a memorandum of understanding (MOU) with the National Institute of Health Sciences regarding worker training opportunities. While HSS does offer extensive training through its National Training Center (NTC), there appear to be opportunities to utilize a cost-effective and appropriate vehicle for additional onsite training.

Visiting Speaker Program

Just as the HSS Focus Group forum brings together stakeholders and management personnel to discuss topics of mutual interest, the HSS visiting speaker program draws together interested parties to focus DOE's attention to the emerging challenges and issues threatening national security and economic prosperity. Implemented in 2008, the visiting speaker program creates a venue for presentations by leaders from diverse backgrounds, including business, organizational theory, management, and organizational sustainability and resilience. Speakers are selected and approached based on their subject matter expertise, their own organization's involvement with collaborative efforts, and their business approach for developing sustainable organizations. As a result, HSS not only seeks a wide variety of experts, but also brings diversified thinking to the attention of its management and personnel. The visiting speaker program audience is composed of DOE managers and staff, as well as managers from other Federal agencies, "think tank" organizations, professional societies, and businesses.

For each presentation, HSS also indentifies and invites "Speaker Sponsors" who represent both DOE-wide and external involvement in the visiting speaker program. The Speaker Sponsors are senior managers who engage the audience, demonstrate their organizations' interests in the topic being presented, and stress the need for collaboration across organizations. Recent Speaker Sponsors have included James Rispoli, Assistant Secretary of Energy for EM; William Ostendorff, Principal Deputy Administrator of the NNSA; and Robert Boege of the Alliance for Scientific and Technology Research in America. In his sponsorship remarks, Assistant Secretary Rispoli indicated that without a strong management commitment to address sustainability issues, there would be a high risk that the quality of work products and quality of services could not be sustained and, in fact, would decline. Mr. Rispoli further emphasized that what DOE does directly contributes to the health of the nation.

The speakers and the presentations topics in the 2008 HSS visiting speaker program include:

- Jonathan Breul, Executive Director of the IBM Center for the Business of Government. Mr. Breul's presentation was on the business model of sustainability and how the government and public-sector organizations could benefit by adopting sustainability into their operations. The IBM Center for the Business of Government connects public management research with applications and helps public sector executives improve the effectiveness of government. Mr. Breul's presentation identified and addressed some of the most challenging areas for public sector managers.
- Frank DiGiammarino, Vice President for Strategic Initiatives at the National Academy of Public Administration (NAPA). Mr. DiGiammarino's presentation was

on the NAPA Collaboration Project and the need for collaboration to transform organizations and drive innovation. NAPA is a non-profit, independent coalition of 600 distinguished public management and organizational leaders who tackle the nation's most critical and complex challenges. Mr. DiGiammarino's presentation examined the need to move beyond "reactive change" toward a "proactive and incremental" change, and further discussed collaborative technologies that can enable transformational change.

- Erik Peterson, Senior Vice President and Director of the Global Strategy Institute of the Center for Strategic and International Studies (CSIS). A bipartisan, non-profit organization, CSIS conducts research and analysis, develops policy initiatives that look into the future and anticipate change, and provides strategic insights and policy solutions to decision-makers in the public and private sectors. Mr. Peterson's presentation was on the seven forces or circumstances (population, resource management, technology, knowledge, economic integration, conflict, and governance) that are changing the global landscape today and for decades to come.
- Jeff Erickson, Vice President of Client Services for SustainAbility, a strategic consulting firm and independent "think tank" that works with businesses to identify and manage key environmental, social, and economic risks and opportunities and to develop innovative solutions to protect and create future value. SustainAbility works extensively in the chemical and energy industries – industries with direct relevance to DOE. Mr. Erikson's presentation was on the business and industrial models of sustainability and the impact of sustainability on organizations, as well as the compatibility of this model with public-sector missions.
- Dr. Susan Butts, Senior Director of External Science and Technology Programs at Dow Chemical Company. Dr. Butts's presentation was on the chemical industry's challenges and Dow Chemical's experience utilizing the business model of sustainability. Dr. Butts is responsible for Dow's contract research activities with U.S. and European government agencies and sponsored research programs at over 100 universities, institutes, and national laboratories worldwide.
- Christopher A. Hart, Deputy Director for Air Traffic Safety Oversight at the Federal Aviation Administration (FAA). Mr. Hart's organization provides data, analytical tools and processes, safety risk assessments, and other assistance to support numerous FAA and worldwide aviation community safety programs. His organization also spearheads industry-wide safety activities, such as the Global Aviation Information Network, and helps identify key safety issues and emerging trends affecting aviation safety. Mr. Hart's presentation was on Highly Reliable Organizations (HROs) and how the characteristics of HROs directly correlate to DOE's mission and measuring mission success. In this message, it was clear that health, safety, and security are integral to reliable mission performance.

Plans for the visiting speaker program in 2009 include a panel of industry, academia, research, labor, and Federal agencies to discuss status and needs in order to keep the U.S. industrial base strong.

Cross-Organizational Initiatives

As a result of the presentation by Mr. DiGiammarino on the use of collaborative technologies, HSS now participates in NAPA's collaboration project. HSS sees this as a tool to improve its services and allow stakeholders to engage more effectively on performance issues relating to health, safety, and security. By utilizing NAPA's expertise and experience, HSS will be able to learn from NAPA's experiences and contacts with other Federal agencies in the use of technology to facilitate and foster collaboration. This effort will also enable HSS to work with other Federal agencies in a trusted virtual collaborative working space.

Another collaborative effort by HSS is the sustainability program. After a review of industrial sustainability programs, HSS learned that industries organize their sustainability efforts into various distinct elements, allowing them to categorize operational data, analyze trends, and assess overall performance. Accordingly, HSS conducted research, which considered 15 years of experience in the private sector and the many national initiatives set forth by the U.S. government in the past decade, that culminated in the development of a sustainability model made up of 12 elements:

1) Infrastructure
2) Human Capital
3) Acquisition, Procurement, and Supply Management
4) Security
5) Legal and Licensing
6) Environmental Stewardship
7) Safety
8) Mission and Markets
9) Business Systems
10) Leadership and Organizational Transformation
11) Stewardship, Good Governance, and Reputation
12) Science, Technology, and Innovation

HSS is collaborating with its national laboratories to test and refine the sustainability model for applicability across the DOE complex. The national laboratory system was chosen for the pilot study because they are the last nationally-supported bastions of basic science and research and development, and they provide key scientific infrastructure under their "user facility model." Moreover, the economic and national security strength of the U.S. has always been dependent upon U.S. technological superiority.

Fellowship Programs

HSS has a longstanding fellowship program with the National Defense University (NDU). Not only has HSS provided personnel to participate at the Industrial College of the Armed Forces and the National War College, but HSS has also worked with NDU to activate and staff the DOE Chair at NDU to work with NDU officials on curricula and engage in national security discussions and activities.

In 2008, through HSS, DOE entered into a Fellowship with the CSIS's Global Strategy Institute (GSI) to identify and resolve issues related to revitalizing and sustaining American scientific resources, encouraging the next generation of scientists and engineers, and addressing economic and national security threats. Through this Fellowship, DOE, HSS, and CSIS discovered areas of

commonality between the GSI and the DOE's strategic missions and the efficacy of bringing together representatives from the two organizations to work toward resolving critical national issues.

HSS Collaboration Activities

HSS collaborates both within DOE and externally to solve issues and challenges to the organization, as well as meeting its strategic mission. These efforts include working with many Federal agencies in various topics relating to the health, safety, and security of the public, the workforce, and environment.

Training

The scope of DOE's training programs requires the maintenance and regular renewal of both internal and external constituents, collaborative partners, and program participants. Examples of these include:

- Trade Unions. HSS proactively champions improved training programs designed to reduce inconsistencies, redundancies, and gaps among Federal and contractor training.
- The Energy Facility Contractors Group (EFCOG). HSS is a key sponsor of EFCOG's health-, safety- and security-oriented working groups.
- Universities. DOE collaborates with the University of Maryland and EFCOG in conducting a human capital profiling study designed to assess the reliability and sustainability of the Department's current and future workforce.
- Department of Labor (DOL)/Occupational Safety and Health Administration. Under the terms of a 1992 MOU, DOE and DOL collaborate on mutually beneficial occupational safety and health training programs.
- National Institutes of Health/National Institute of Environmental Health Sciences (NIEHS). An agreement between HSS and NIEHS is being established for collaboration and sharing of information and expertise to help streamline training across DOE.
- DOE Corporate Operating Experience Program. The program analyzes a broad range of incident reports, site performance and trending information, and a range of other lessons learned and best practice information applicable to DOE operations.
- Other Agencies' Security Classification Programs. HSS has implemented an extensive outreach program to other governmental agencies, including the Departments of Defense, Homeland Security, and State, that provides information and training regarding the classification and declassification of Restricted Data (RD) and Formerly Restricted Data (FRD).
- The Performance Testing and Analysis Center (PTAC). PTAC serves as the Departmental resource for implementing innovative and cost-effective protection strategies by fostering collaboration between field and Headquarters security professionals.

- Oak Ridge Institute for Science and Education Radiation Emergency Assistance Center/Training Site. HSS provides physician training health physics and radiation emergencies.
- The Institute of Nuclear Power Operations (INPO). HSS and INPO have a contract that provides DOE Federal and contractor employees access to certain INPO products and services.
- NTC Users and Safety Program Collaborators. The NTC collaborates with many internal and external organizations in its ongoing effort to enhance and standardize training.

Oversight and Enforcement

At the highest level, HSS's collaborative partners in managing and implementing DOE's independent oversight and enforcement programs include all DOE program offices, operating offices, and field organizations spread throughout the entire nation. The spirit of this collaboration is well expressed in the DOE Safety Oversight Manual, which notes that "The manual is intended to be used in an integrated and collaborative manner so that DOE line management safety oversight is developed and implemented by using relevant safety information from all material sources, including contractors, sites, line management, DOE Headquarters, independent oversight, and external oversight."

Although its regulatory mission is distinct from DOE's, the Nuclear Regulatory Commission (NRC) is a natural collaborative partner with HSS in its oversight of nuclear facility and nuclear worker safety. Moreover, through an MOU signed in July 2007, DOE and NRC have expanded their partnership and cooperation for implementing the Global Nuclear Energy Partnership (GNEP). Through this enhanced cooperation, DOE will share the latest information on advanced recycling technologies with the NRC, enabling the Commission to develop license, regulatory, and oversight criteria for GNEP facilities, some of which may be located on DOE sites.

The Office of Independent Oversight is a partner in two standing committees within the Department: the Cyber Security Working Group, which consists of members from Independent Oversight's Office of Cyber Security Evaluations, the Office of the Chief Information Officer (OCIO), and key cyber security managers from Headquarters program offices; and the Executive Steering Committee, which consists of the Chief Information Officer, the Chief Health, Safety and Security Officer, and the DOE and NNSA Undersecretaries. The Office of Independent Oversight also has an ongoing relationship with management and staff from the Nuclear Command and Control System (NCCS) support staff. NCCS personnel periodically participate in Independent Oversight safeguards and security inspections to evaluate the inspection process and provide feedback on program effectiveness.

Policy and Assistance

HSS collaborates within DOE and with external entities to develop Departmental health, safety, and security policies and directives; promote implementation; evaluate effectiveness; update guidance when necessary; and prioritize issues based on feedback from line management, policy

panels, and independent oversight activities. A key result of this collaboration is increasingly effective integration of policy and assistance efforts relating to health, safety, and security.

HSS represents the Department's interests on interagency committees addressing issues relating to nuclear safety, the environment, and quality assurance. Collaborating partners include the Environmental Protection Agency, the Department of Homeland Security, the American Nuclear Society, and the American Society of Mechanical Engineers. This responsibility also extends to coordination with national and international standards organizations. Benefits of this activity include better Federal regulations, consistent interagency guidance on technical procedures, and more effective use of resources.

Worker Health and Safety
In establishing and implementing worker health and safety policies and programs, HSS has many constituents and collaborative partners. Under the provisions of 10 CFR 851, DOE complies with applicable OSHA and other consensus standards/policies, such as those of the National Fire Protection Association, the American Conference of Governmental Industrial Hygienists, and numerous American National Standards Institute (ANSI) standards. In meeting its responsibilities for developing and maintaining DOE worker health and safety policies and programs, HSS also interacts with many other internal and external entities, programs, and constituents in order to keep current regarding new information and technologies and to facilitate adjustments to requirements and expectations. Examples of these collaborative partners include: Department of Health and Human Services/National Institute for Occupational Safety and Health; NIEHS; international partners (Russian Ministry of Health, International Consortium for Applied Radiation Research, Japanese Ministry of Health, Labor and Welfare); hospitals and universities; and trade unions.

Security
The constituents for HSS security activities are individuals and organizations that have a need to access DOE facilities, personnel, and information. To improve the personnel clearance investigation and adjudication processes, HSS is collaborating with Office of the Director of National Intelligence, the Department of Defense (DoD), the Office of Personnel Management, the Office of the Assistant to the President for National Security Affairs, and the Office of Management and Budget to modernize and streamline government-wide security and suitability processes. For cyber security, HSS is a partner in two standing committees within the Department: the Cyber Security Working Group, which consists of members from Independent Oversight's Office of Cyber Security Evaluations, the OCIO, and key cyber security managers from Headquarters program offices; and the Executive Steering Committee, which consists of the Chief Information Officer, the Chief Health, Safety and Security Officer, and the DOE and NNSA Undersecretaries.

Technology Deployment and Nuclear Information and Weapons Data
To facilitate collaboration within DOE and with other Federal agencies, HSS developed an innovative approach to acquisition – the "joint acquisition process." A memorandum of agreement is established and maintained for each technology deployment site. HSS covers the procurement, testing, evaluation, and training costs associated with the technology, while the site

accepts responsibility for implementation, operation, and maintenance. In addition, HSS and site personnel cooperatively evaluate and document safety, performance, and other lessons learned during the process and transfer that data to the Security Technology Information Archive for use by other DOE parties, as well as DoD and the NRC. HSS's collaborative experience with other DOE offices and Federal agencies indicate that its partners greatly value technology deployment efforts; NNSA leadership has stated that technology deployment is a big success in terms of providing benefits to multiple agencies, dedicated facilities and personnel to conduct field tests, and cost savings through cost sharing and cost avoidance.

Because HSS holds the responsibility for classification and maintains unique subject matter expertise in nuclear information, it has a large client base in the Federal government and provides continuous assistance to these agencies in the implementation of classification program requirements through extensive outreach in the handling of RD, FRD, and Unclassified Controlled Nuclear Information. This outreach program consists of assistance visits, training, and quality assurance reviews. HSS also maintains an outreach hotline for issues concerning RD and FRD.

Public Outreach Program

HSS created and maintains an extensive website (http://hssoutreach.energy.gov), available to the general public, to inform stakeholders, citizens, Congress, industry, and professional societies about HSS and its activities. The website functions as a subject-matter clearinghouse with information on diverse areas such as worker safety and health, policy, training, and security. The Outreach and Collaborating Partners portion of the website offers a valuable resource. There are links to the Focus Group efforts, with reference material and information on upcoming discussions and participants. The HSS visiting speaker program is also listed with the calendar of events and reference material, including presentation documents, background of the participants, and highlights from the presentations. Also included on this site is the latest information and updates on HSS efforts regarding sustainability, including the sustainability pilot study.

Providing this information enhances governmental transparency to concerned citizens and provides an example of the leadership necessary to transform an organization. HSS believes that outreach and collaboration, together with analysis, are learning functions of an organization. HSS has renewed these activities in both method and scope and with participation at all levels of DOE leadership.