

## Safety Culture Elements

To further reinforce the ISM Guiding Principles and Core functions, the Department expects all organizations to embrace a strong safety culture where safe performance of work and involvement of workers in all aspects of work performance are core values that are deeply, strongly, and consistently held by managers and workers. To this end, the Department has identified the following safety culture focus areas and associated attributes that have an impact on improving safety performance within the DOE complex:

### ■ LEADERSHIP

- Clear expectations and accountability
- Management engagement and time in field
- Risk-informed, conservative decisionmaking
- Open communication and fostering an environment free from retribution
- Demonstrated safety leadership
- Staff recruitment, selection, retention, and development

### ■ EMPLOYEE/WORKER ENGAGEMENT

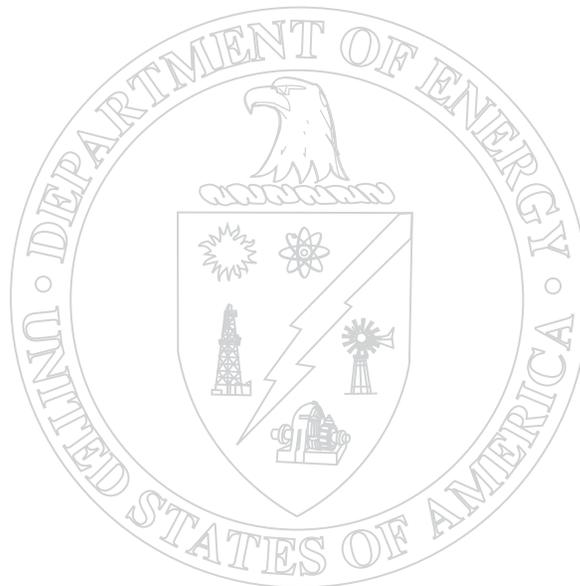
- Personal commitment to self and co-worker's safety
- Teamwork and mutual respect
- Participation in work planning and improvement
- Mindful of hazards and controls

### ■ ORGANIZATIONAL LEARNING

- Monitoring performance through multiple means
- Using operational experience
- Building trust
- Questioning attitude
- Reporting errors and problems
- Resolving reported problems

## Resources and References

- <http://www.hss.doe.gov/healthsafety/ism/>
- <http://www.efcog.org/wg/ism/>



## Points of Contact

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## A Basic Overview of the Integrated Safety Management (ISM)



*Office of Health, Safety and Security (HSS)  
U.S. Department of Energy (DOE)*

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## Overview



The Integrated Safety Management (ISM) is the Department's corporate approach for efficiently achieving its mission goals while maintaining the highest standard of safe operations. ISM has served DOE well for over a decade. It has ushered in and strengthened operational discipline and rigor to how Federal and contractor workforce plan and execute day-to-day activities. A unique characteristic of ISM, which is a testimony to its longevity, is that it serves as a forcing function for all of us to continuously examine processes and operations, search for hazards, and proactively institute controls to manage the inherent risks involved in carrying out our respective mission responsibilities. ISM is perhaps one of the most important and effective tools that DOE has at its disposal to maintain and improve its record of safe operation.

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## Objective

The Department and contractors must systematically integrate safety into management and work practices at all levels so that missions are accomplished while protecting the worker, the public, and the environment.



## Guiding Principles

The Guiding Principles provide the framework for the development and implementation of effective Integrated Safety Management Systems.

- **LINE MANAGEMENT RESPONSIBILITY FOR SAFETY:** Line management is directly responsible for the protection of the workers, the public, and the environment.
- **CLEAR ROLES AND RESPONSIBILITIES:** Clear and unambiguous lines of authority and responsibility for ensuring safety are established and maintained at all organizational levels within the Department and its contractors.
- **COMPETENCE COMMENSURATE WITH RESPONSIBILITIES:** Personnel possess the experience, knowledge, skills, and abilities that are necessary to discharge their responsibilities.
- **BALANCED PRIORITIES:** Resources are effectively allocated to address safety, programmatic, and operational considerations. Protecting the workers, the public, and the environment is priority whenever activities are planned and performed.
- **IDENTIFICATION OF SAFETY STANDARDS AND REQUIREMENTS:** Before work is performed, the associated hazards are evaluated and an agreed-upon set of safety standards and requirements is established which, if properly implemented, will provide adequate assurance that the workers, the public, and the environment are protected from adverse consequences.
- **HAZARD CONTROLS TAILORED TO WORK BEING PERFORMED:** Administrative and engineering controls to prevent and mitigate hazards are tailored to the work being performed and associated hazards.
- **OPERATIONS AUTHORIZATION:** The conditions and requirements to be satisfied for operations to be initiated and conducted are clearly established and agreed upon.

## Core Functions

The five ISM Core Functions provide the necessary structure for work activity that poses a hazard to the worker, public, and environment. The Functions are applied as a continual cycle with the degree of rigor appropriate to control the work hazards. These include:

1. **Define the Scope of Work:** Missions are translated into work, expectations are set, tasks are identified and prioritized, and resources are allocated.
2. **Analyze the Hazards:** Hazards associated with the work are identified, analyzed, and categorized.
3. **Develop and Implement Hazard Controls:** Applicable standards and requirements are identified and agreed upon, controls to prevent/mitigate hazards are identified, the safety envelope is established, and controls are implemented.
4. **Perform Work within Controls:** Readiness is confirmed and work is performed safely.
5. **Provide Feedback and Continuous Improvement:** Feedback information on the adequacy of controls is gathered; opportunities for improving the definition and planning of work are identified and implemented.

### ISM Guiding Principles and Core Functions

