

The



June 2011



Message

This issue highlights the 2011 reorganization of the Office of Health, Safety and Security.

Welcome!

Since our inception in 2006, we, the Office of Health, Safety and Security (HSS), have been strongly committed to ensuring the health and safety of Department of Energy (DOE) workers and the public, and to protecting the Department's national security assets. HSS serves as an independent, structurally distinct organization within the Department, working collaboratively with the Administrator of the National Nuclear Security Administration, the Under Secretaries of Energy and Science, line managers, and the Department's field sites and operating contractors to further improve the effectiveness and efficiency of safety and security programs.

While we believe that we have been successful in supporting the Department in these important areas of safety and security, we are also committed to continuous improvement. Through an objective review of our current capabilities, which identified both our organizational and managerial strengths and challenges, we have identified opportunities to restructure and streamline our organizational functions and processes that will improve our effectiveness and efficiency.

Motivators for Change

To better align the HSS organization to its mission and goals to increase efficiency and enhance organizational performance, we have revised our organization as shown in the figure on page 2. Here, we highlight core organizational changes grouped by our three key motivators for change: re-focusing on Departmental priorities, increasing integration of regulatory functions into our framework, and enabling HSS to work better and more efficiently.

Changes To Support the Administration's Priorities

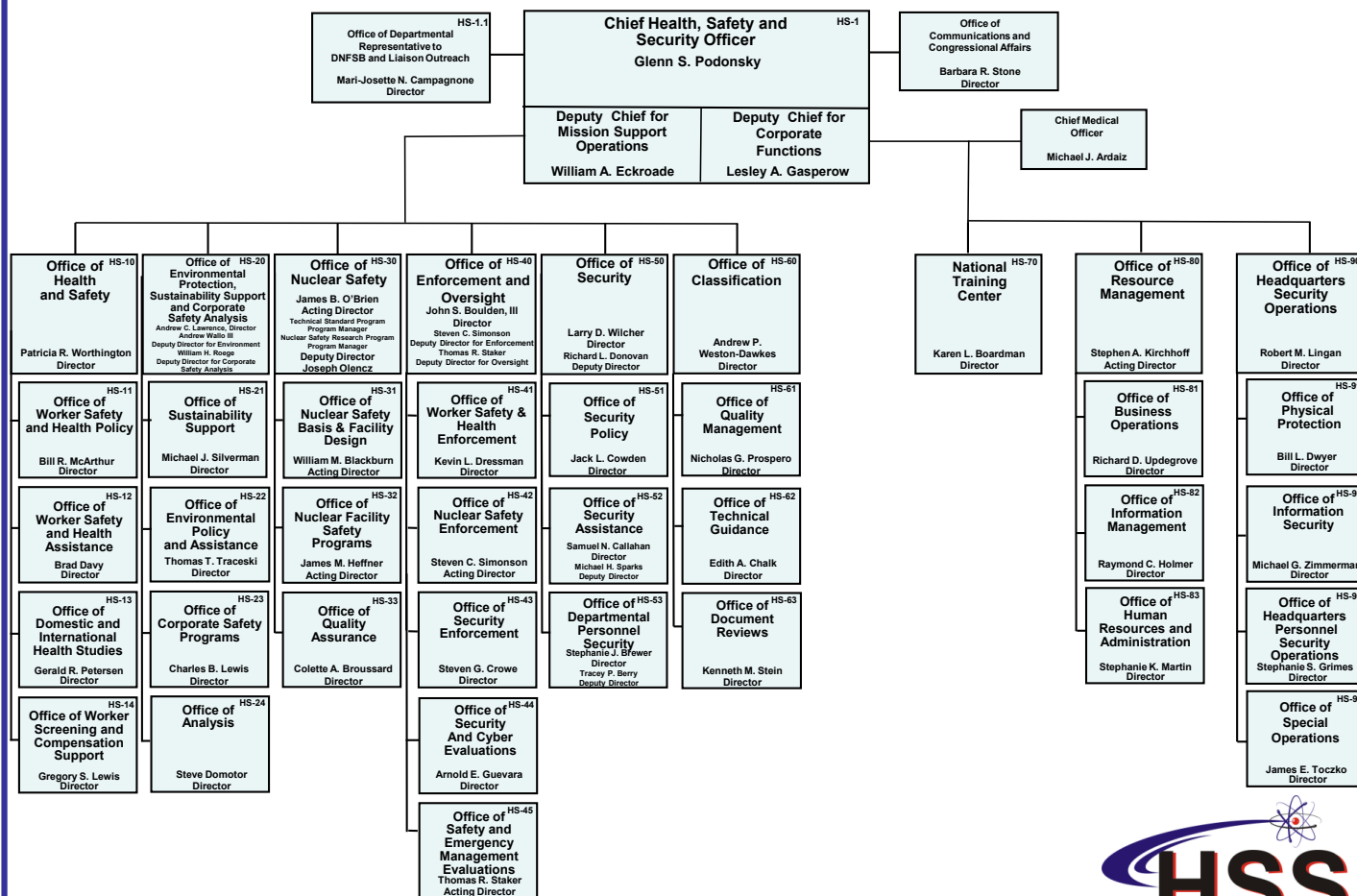
The Secretary of Energy has led a series of management reform efforts, as further outlined in the newly approved DOE Strategic Plan. HSS has been supporting the Secretary's initiatives since their inception, in part by coordinating a DOE-wide safety and security directives reform effort. By the end of fiscal year 2011, 107 safety and security directives administered by HSS will have been systematically reviewed, revised, and consolidated or appropriately cancelled. The result will be a set of requirements that provides appropriate protection, with greater clarity and less redundancy; embraces national and international standards where available; and provides appropriate flexibility in implementation approaches. As this effort nears completion, this restructuring of our organizational model will allow us

to better maintain and provide expert advice on requirements and to provide better health, safety, and security services to key stakeholders who implement DOE's vital and urgent missions.

The Office of Environmental Protection, Sustainability and Corporate Safety Analysis, HS-20

In recognition of the Secretary's dedication to the global climate change and sustainability initiatives, we have created the Office of Environmental Protection, Sustainability and Corporate Safety Analysis (HS-20). Under the auspices of HS-20 is the newly created Office of Sustainability Support (HS-21).

Through the creation of the Office of Sustainability Support, we are able to better leverage our longstanding commitment to the creation and implementation of sustainability initiatives for programs within the DOE complex. The aim of HS-21 is to work collaboratively through integrated and coordinated efforts to support the Department in meeting and exceeding its sustainability goals by providing field awareness and engagement, subject matter expertise, pollution prevention tracking and reporting, and corporate support and assistance services; managing assistance networks; and supporting DOE programs and sites with compliance assistance.



Other elements of the Office of Environmental Protection, Sustainability and Corporate Safety Analysis will continue to engage in coordinating efforts with other functional offices (e.g., nuclear safety, worker safety and health) within HSS. Furthermore, the incorporation of the corporate safety analysis function into this office provides key analytics through data analysis in support of the environmental and sustainability arenas.

The Office of Nuclear Safety, HS-30

The importance of our efforts to ensure the safety of facilities with the potential for high-consequence events is highlighted by the recent accident at

the Fukushima Daiichi nuclear power station in Japan and the Deepwater Horizon oil spill, which occurred just over one year ago.

The creation of this office as a direct report to the Office of the Chief Health, Safety and Security Officer provides elevated visibility, recognizes the critical importance of nuclear safety within DOE, and provides a targeted focus on high-risk operations within the Department. This office serves as the Department’s focal point for expert assistance to DOE line management; development support for DOE regulations, directives, and technical standards supporting the design and safe operation of DOE

facilities; promotion of collaborative efforts among the members of the nuclear safety community; and increased attention to nuclear safety research and development.

Integration of HSS’s Regulatory-Related Functions

Based in part on feedback from stakeholders (internal and external) and consistent with the Secretary’s Strategic Plan and themes of management reform, HSS sought to better integrate its primary safety and security regulatory elements of independent oversight and regulatory enforcement, in order to achieve better efficiencies and to better align the resources and focus of both elements

to address the most important safety and security challenges.

The Office of Enforcement and Oversight, HS-40

Merging the previous Offices of Enforcement and Independent Oversight into a single office, called the Office of Enforcement and Oversight (HS-40), helps ensure that their regulatory-related functions are coordinated and mutually supportive. Both the independent oversight and enforcement programs collect, monitor, and evaluate safety and security performance information and use that information to target their respective assessment and investigative activities as a means to promote and sustain safe and secure operations throughout the DOE complex.

The merger now provides a single focal point within HSS as the source for independent evaluations of safety and security performance and compliance. This single source will facilitate HSS's other improvement initiatives, such as continuing to improve communications with the field and line organizations.

HSS has supported the Secretary's management initiatives and, as highlighted in the DOE Strategic Plan of May 2011, independent oversight and enforcement are key contributors to those transformational initiatives. Among the goals of the reform effort are to better focus independent oversight on high risk/consequence activities, particularly relating to nuclear safety and nuclear security, and to enhance the interface between oversight and enforcement functions so that they work in complementary ways to improve safety and security performance. While the previously separate offices were effective in performing their individual missions, HSS's self-evaluations, continuous improvement activities,

and benchmarking efforts indicated that integrating these functions would help improve monitoring of operational performance and increase the visibility and sharing of lessons learned when the Department experiences significant safety and security performance problems.

We have subsequently reengineered and enhanced our safety oversight program to focus primarily on nuclear facilities so as to meet external stakeholder expectations while minimizing the inspection burden on DOE sites. Many DOE sites have benefited from the HSS approach to oversight of nuclear facilities, which uses a "site lead" concept as the cornerstone for coordinating activities between HSS and DOE line management. A key outcome of HSS's oversight reform includes enhanced prioritization and selection of independent oversight activities based upon facility conditions and ongoing mission activities.

Operational Efficiency

We are committed to operational efficiency throughout our organization and have made substantial changes to our organizational structure to streamline operations and better consolidate similar functions. By identifying our strengths and challenges, we have created an organizational model that better positions HSS to address opportunities for improvement. We have realigned various HSS offices, thereby reducing the number of direct reports to top-level management (e.g. the Office of the Chief Health, Safety and Security Officer). Most notably, we have created a second Deputy Chief position, devoted to HSS mission support functions. As a result, we now have a more streamlined reporting system, and the second Deputy Chief position allows us to provide more management focus on policy and assistance functions and on

technical support to the Department's missions.

Deputy Chief for Mission Support Operations, HS-1

The Deputy Chief for Mission Support Operations will provide more focus and attention to the operational functions of HSS, providing the core elements of policy, mission support, and regulatory (oversight and enforcement) functions that are intended to help line management succeed in their critically important mission areas.

Deputy Chief for Corporate Functions, HS-1

Corporate functions are Departmental or DOE Headquarters activities that are most efficiently managed and "operated" by a centralized entity.

The creation of this second Deputy Chief allows for increased management attention to DOE's National Training Center, HSS resource management, and security operations for DOE's National Capital Area facilities (primarily our Forrestal and Germantown facility security operations).

The Office of Security, HS-50

The consolidated Office of Security highlights our commitment to increasing the efficiency of HSS by integrating HSS's security policy, assistance, personnel security and technical support functions. This merger bridges the gap between sound, effective policy formulation and robust, comprehensive security practices in the field.

By merging the security policy, assistance, and personnel security functions into a single office, we have strengthened essential information sharing and collaboration. We incorporate emergent response tactics, innovative vulnerability

assessment techniques, and advanced security technologies to support and augment the Department's safeguards and security policies. Recognizing that security is by nature an evolving process, both in practice and policy, the reorganization creates a greater synergy between those who develop policies and those who help end users interpret and implement policies.

Looking to the Future

These enhancements will help HSS optimize its organizational and operational efficiency and use its unique resources to more effectively support and improve DOE health, safety, and security programs that protect DOE workers, the public, the environment, and national security. As we settle into our new organizational structure and expanded operating model, HSS senior management will continue to solicit feedback from all interested parties, including the Department's senior leadership, DOE managers, DOE contractors, workers, labor unions, and other stakeholders. ■

The Office of Health, Safety and Security at a Glance

OUR MISSION

The Office of Health, Safety and Security (HSS) is the central organization in the Department of Energy (DOE) responsible for health, safety, environment, classification, and security, providing corporate-level leadership and strategic vision to coordinate and integrate these vital programs. HSS is responsible for policy development and technical assistance; safety analysis; corporate safety and security programs; education and training; complex-wide independent oversight; and regulatory enforcement. The Chief Health, Safety and Security Officer advises the Secretary and the Deputy Secretary on all matters related to health, safety, and security across the complex.

OUR GOALS

Overarching Goal: To protect workers, former workers, the public, the environment, and national security assets to support the accomplishment of the DOE mission.

Goal #1 – To maintain an effective set of safety and security requirements for nuclear, hazardous, and unique DOE activities.

Goal #2 – To provide our stakeholders confidence that the Department is effectively monitoring its safety and security performance while continuing to ensure that HSS independent oversight focuses on high-risk activities and areas of ineffective performance.

Goal #3 – To continue to utilize the significant safety and security expertise in HSS to support mission activities in coordination with and at the request of DOE management, with a focus on helping DOE line management solve problems and meet commitments.

Solicitation of Comments, Questions, and Suggestions

HSS welcomes your thoughts about our newsletter. Please send or phone comments, questions, or suggestions to:

Barbara R. Stone, Director, Office of Communication and Congressional Affairs
U.S. Department of Energy • 1000 Independence Avenue, SW
Washington, DC 20585-1290
301-903-5981 • e-mail: Barbara.Stone@hq.doe.gov

This newsletter can be found on the HSS website at <http://www.hss.doe.gov>

