



Department of Energy

Washington, DC 20585

NOV 03 2015

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LOG # 00034-16

FILE # 5630

MEMORANDUM FOR DISTRIBUTION

FROM: MONICA C. REGALBUTO
ASSISTANT SECRETARY
FOR ENVIRONMENTAL MANAGEMENT

Monica C. Regalbut

SUBJECT: Safety Focus Areas for Fiscal Year 2016 Performance Review Period

Safe performance of work and a safe working environment are essential to our mission and future success. The 2014 Waste Isolation Pilot Plant events demonstrated the importance of fire protection and emergency preparedness regarding the safety of our sites. As a result, I am establishing fire protection and emergency preparedness as Environmental Management (EM) safety focus areas for fiscal year (FY) 2016.

We must integrate safety into management and work practices at all levels. Senior leaders have the distinct role of demonstrating a commitment to safety through their actions and behaviors as well as establishing clear expectations and accountability for their staff. Please incorporate into your goals and objectives for FY 2016 actions you deem appropriate in your office to support this EM-wide effort to focus on fire protection and emergency preparedness. To assist you in this, attached to this memo are example goals for your use in FY 2016. You should adapt them to your particular circumstances on an individual basis.

As senior managers, it is our responsibility to emulate the attributes of a strong safety culture that promotes trust, a questioning attitude, and receptiveness to raising issues. Through our long-standing commitment to Integrated Safety Management, we will continue to build the kind of robust safety culture vital for safe and efficient operations in EM and introduce Safety Culture sustainment methods into our day to day operations. With that in mind, I am also reissuing a crosswalk between Senior Executive Employees (SES) Performance Executive Core Qualifications and Department of Energy Guide 450-4-1C, Attachment 10, *Safety Culture Focus Areas and Associated Attributes*, for your use in FY 2016 performance evaluations. Many of the behavioral elements and attributes from Attachment 10 have strong ties to the SES Critical Elements of Leading Change, Leading People, and Building Coalitions. These ties are demonstrated in the attached crosswalk.

If you need assistance with implementation, or if you have any questions, please contact me directly.

Attachments



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Example Goals for Field Managers and Others with Responsibility for Field Facilities

Fire Protection:

FP1. Field Managers shall ensure Fire Protection systems are maintained to operate with a high degree of reliability. Field Managers shall review the status of fire protection systems at least annually and ensure that fire protection impairments, if required, are managed to minimize the duration of the outage. Any legacy long standing Fire Protection Impairments shall be managed with a path to resolve them in the minimum necessary time.

Performance indicators:

-Number of fire system impairments

-Age of fire system impairments

FP2. Field Managers shall ensure that strong combustible material control programs are implemented in facilities in order to minimize the likelihood of occurrence of a fire-related event. Field Managers shall review the effectiveness of combustible material control programs at least annually.

Performance indicator:

-Results of DOE surveillances of combustible material control program

Emergency Preparedness:

EP1. Field Managers shall implement and participate in an integrated and comprehensive emergency management system consistent with DOE Order 151.1C, to ensure effective and efficient response to any Operational Emergencies. The comprehensive emergency management system shall include: emergency planning; emergency preparedness; response; recovery and readiness assurance.

Performance Indicators:

-DOE management participation in annual emergency response drills or exercises involving, categorization, classification, and notifications in order to meet DOE's requirements of the DOE O151.1C.

-Preparedness training relative to the site's emergency responder teams is current and compliant with DOE's qualification standards. Training is validated through annual audits of training records.

-Annual briefings of the public and local first responders on emergency plans and procedures that may impact beyond the site's boundary are conducted.

-A site recovery plan to mitigate potential releases, technological incidents, and natural disasters is current and in effect, and has been evaluated by DOE.

-The Site's Continuity of Operations Plan has been reviewed annually to ensure that it is current and valid.

Example Goals for Managers with Responsibility for Office Work or Others at HQ

EP3. Managers shall take steps to ensure the safety of their employees through routine monitoring of office spaces that identify and remove impediments to emergency egress. This shall include availability of fire extinguishers, availability of evacuation chairs, availability of "Fire Exit" signs, minimum access clearance, reduction or proper storage of excess combustible materials and removal of unsafe electrical hazards.

EP2. Managers shall ensure evacuation drills with realistic challenges occur at least annually and shall monitor the preparations and conduct of the drills. EMHQ managers shall ensure training is provided to employees on other types of events that may require evacuation that are difficult to simulate.

SES Executive Core Qualifications and Safety Culture Attributes Crosswalk

SES Executive Core Qualification	ECQ Text	ISMS Guide Attachment 10 Safety Culture Attributes
<p>ECQ 1: Leading Change</p>	<p>Develops and implements an organizational vision that integrates key organizational and program goals, priorities, values, and other factors. Assesses and adjusts to changing situations, implementing innovative solutions to make organizational improvements, ranging from incremental improvements to major shifts in direction or approach, as appropriate. Balances change and continuity; continually strives to improve service and program performance; creates a work environment that encourages creative thinking, collaboration, and transparency; and maintains program focus, even under adversity.</p>	<p>Leadership:</p> <ul style="list-style-type: none"> - Demonstrated Safety Leadership: The organizational mission and operational goals clearly identify that production and safety goals are intertwined, demonstrating commitments consistent with highly reliable organizations. - Open communication and fostering an environment free from retribution: A high level of trust is established in the organization.
		<p>Employee/Worker Engagement:</p> <ul style="list-style-type: none"> - Participation in work planning and improvement: Individuals are actively involved in identification, planning, and improvement of work and work practices.
		<p>Organizational Learning:</p> <ul style="list-style-type: none"> - Effective resolution of reported problems: Performance improvement processes require direct worker participation. Individuals are encouraged, recognized, and rewarded for offering innovative ideas to improve performance and to solve problems.
<p>ECQ 2: Leading People</p>	<p>Designs and implements strategies that maximize employee potential, connects the organization horizontally and vertically, and fosters high ethical standards in meeting the organization's vision, mission, and goals. Provides an inclusive workplace that fosters the development of others to their full potential; allows for full participation by all employees; facilitates collaboration, cooperation, and teamwork, and supports constructive resolution of conflicts. Ensures employee performance plans are aligned with the organization's mission and goals, that employees receive constructive feedback, and that employees are</p>	<p>Leadership:</p> <ul style="list-style-type: none"> - Staff recruitment, selection, retention and development: People and their professional capabilities, experiences, and values are regarded as the organization's most valuable assets. Organizational leaders place a high personal priority and time commitment on recruiting, selecting, and retaining an excellent technical staff.
		<p>Employee/Worker Engagement:</p> <ul style="list-style-type: none"> - Teamwork and mutual respect: Individuals at all levels of the organization listen to each other and effectively engage in crucial conversations to ensure meaning, intent, and viewpoints are understood; and that differing points of view are acknowledged.

SES Executive Core Qualifications and Safety Culture Attributes Crosswalk

	<p>realistically appraised against clearly defined and communicated performance standards. Holds employees accountable for appropriate levels of performance and conduct. Seeks and considers employee input. Recruits, retains, and develops the talent needed to achieve a high quality, diverse workforce that reflects the Nation, with the skills needed to accomplish organizational performance objectives while supporting workforce diversity, workplace inclusion, and equal employment policies and programs.</p>	<p>Organizational Learning: - Credibility, trust, and reporting errors and problems: Credibility and trust are present and continuously nurtured so that a high level of trust is established in the organization; individuals are recognized and rewarded for demonstrating behaviors consistent with the safety culture principles.</p>
<p>ECQ 3: Business Acumen</p>	<p>Assesses, analyzes, acquires, and administers human, financial, material, and information resources in a manner that instills public trust and accomplishes the organization's mission. Uses technology to enhance processes and decision making. Executes the operating budget; prepares budget requests with justifications; and manages resources.</p>	<p>Leadership: N/A</p>
		<p>Employee/Worker Engagement: N/A</p>
		<p>Organizational Learning: N/A</p>
<p>ECQ 4: Building Coalitions</p>	<p>Solicits and considers feedback from internal and external stakeholders or customers. Coordinates with appropriate parties to maximize input from the widest range of appropriate stakeholders to facilitate an open exchange of opinion from diverse groups and strengthen internal and external support. Explains, advocates, and expresses facts and ideas in a convincing manner and negotiates with individuals and groups internally and externally, as appropriate. Develops a professional network with other organizations and identifies the internal and external politics that affect the work of the organization.</p>	<p>Leadership: N/A</p>
		<p>Employee/Worker Engagement: N/A</p>
		<p>Organizational Learning: - Use of operational experience: Operating experience is highly valued and the capacity to learn from experience is well-developed. The organization regularly examines and learns from operating experiences, both internal and in related industries.</p>