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THE CHALLENGE – MOVING FROM THE INTEGRATED SAFETY MANAGEMENT SYSTEM (ISMS) TO INTEGRATED MANAGEMENT (IM) TO BUILD MISSION SUCCESS

Gary T. Staffo, PE, CSP, CPE
U.S. Department of Energy (EE-3C)
Office of Energy Efficiency and Renewable Energy
202/586-9577
E-mail: gary.staffo@ee.doe.gov

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INTRODUCTION

- The Integrated Safety Management System (ISMS) must change to ensure continuous improvement of the DOE Environment, Safety and Health (ESH) program
- ISMS was based primarily upon the areas of safety and health
- Now ISMS covers many more areas
- (e.g. environment, quality assurance, security, emergency management, etc)
- Today ISMS exceeds traditional ESH organizational functions, responsibilities and authorities
- A new ISMS paradigm is needed



HOW ISMS STARTED

- Recognition by DOE to move beyond Tiger Teams
- Safety needed to move beyond compliance
- Safety needed to be integrated throughout all DOE
- Safety needed to be managed
- Safety needed a systematic approach
- Safety Required Field Sites, Program Offices and Headquarters Working Together (Communications, Coordination, Cooperation)



ISMS CORE FUNCTIONS

- Define the Work Scope
- Analyze the Hazards
- Develop and implement hazard controls
- Perform Work Within Controls
- Provide Feedback and Continuous Improvement

ISMS GUIDING PRINCIPLES

- Line Management Responsibility for Safety
- Clear Roles and Responsibilities
- Competence Commensurate with Responsibilities
- Balanced Priorities
- Identification of Safety Standards and requirements
- Hazard Controls Tailored to Work Being Performed
- Operations Authorization



WHERE IS ISMS NOW

- ISMS is challenged by new elements
- New elements are beyond the ESH organization functions
- New elements are beyond the ESH locus and span of control
- New elements present conflicts of interest
- New elements present functional technical conflicts
- New elements added without “work smart” process



HOW DO WE GET TO IM

- Review each element to tailor and streamline requirements and standards
- Review each element for a “best fit” organizational implementation
- Recognize DOE diversity and avoid “one size fits all” perception
- Recognize that ISMS is risk-based, but DOE culture is risk-adverse
- Address DOE culture to encourage and reward prudent risk-taking
- Balance HQ Top Down vs. Field Bottom Up ISMS Agenda’s



HOW DO WE GET TO IM (CONT.)

- Field, Program Offices & HQ Communicate, Coordinate, Cooperate
- Revisit the ISMS process to reduce orders, “stovepipes”, etc.
- Require each new element to address cost-effectiveness, value added and no unfunded mandates
- Coordinate “Work Smart” standards tailored in the Field with the Program Office and HQ Oversight, to ensure “guidance”, not a requirement
- Base oversight criteria on site developed “Work Smart” standards



EERE STRATEGIC OBJECTIVES TO MOVE FROM ISMS TO IM

- Ensure the safety and health of our workforce and the public, and protect the environment
- Integrate and embed sound environment, safety and health (ESH) management practices into the performance of all EERE work activities
- Develop and implement a risk assessment process to systematically prioritize competing issues
- Ensure ESH is integrated in the business and acquisition processes throughout the lifecycle
- Clarify ESH roles and responsibilities and exercise leadership and accountability
- Change the management culture to demonstrate leadership and commitment for continuous improvement to ISM guiding principles and core functions



CONCLUSION

- My shoulders are too narrow and burdened to bear the load
- New elements exceed ESH Organization Capabilities
- Revisit ISMS and START NOW Transitioning to IM
- ISMS is the stepping stone to IM
- IM Paradigm Requires Field Sites, Program Offices and Headquarters Working Together (Communications, Coordination, Cooperation)