

# The



February 2009



# Message

## HSS Visiting Speaker Program

The HSS Visiting Speaker Program was implemented in 2008 to help focus DOE's attention on the emerging challenges and issues threatening national security and economic prosperity. This HSS program is a venue for presentations by leaders from diverse backgrounds, including business, organizational theory, management, and organizational sustainability and resilience. Speakers are selected based on their expertise, their own organization's involvement with collaborative efforts, and their business approach for developing sustainable organizations. As a result, HSS not only hosts 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, academia, professional

societies, and businesses. DOE and its community have benefited from the following speakers:

- Jonathan Breul, Executive Director of the IBM Center for the Business of Government, addressed 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), described 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), discussed the seven forces or circumstances (population, resource management, technology, knowledge, economic integration, conflict, and governance) that are changing the global landscape today and will do so for decades to come. CSIS is a bipartisan, non-profit organization that 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.

- Jeff Erickson, Vice President of Client Services for SustainAbility, addressed 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. SustainAbility is 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.

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- Dr. Susan Butts, Senior Director of External Science and Technology Programs at Dow Chemical Company, spoke of 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.

- Expert panel presentations and discussion addressed the status and health of the U.S. industrial and manufacturing base, including areas where U.S. manufacturing and education policies are in need of review and revision, as well as specific global developments that negatively impact or are expected to pose long-term strategic threats to American manufacturing. Moderated by Mr. Frank DiGiammarino of NAPA, the distinguished panel members included the following leaders from manufacturing companies, labor unions, research and academia, and government:

- Eric Mittelstadt, Chief Executive Officer, National Council for Advanced Manufacturing, spoke of the need to not just “level the playing field” vis-à-

vis foreign manufacturers, but more importantly to “raise the playing field.” He emphasized that U.S. manufacturers are competing not only against foreign firms but also against the firm's home nation. U.S. policy must raise the playing field through innovations in advanced manufacturing technologies and processes, network centric strategies, workforce development and life-long learning, and a national sustainable manufacturing initiative.

- Edward A. Morris, Director, Hardware and Manufacturing, Lockheed Martin Corporation, reviewed the broad and deep scope of Lockheed Martin's business portfolio; discussed emerging threats to the U.S. defense industrial base; and, using the examples of hexavalent chromium and the “tin whiskers” from lead-free solder, pointed out that well-intended regulatory changes can have unforeseen and costly ramifications for U.S. manufacturers.

- Ron Ault, President of Metal Trades Department, AFL-CIO, stressed the importance of shipbuilding as the last bastion of American heavy manufacturing, the threat posed to it by imported

kit ships, the critical need to enhance our construction trade apprentice programs, and the significant economic escalator realized across our economy for every manufacturing dollar spent domestically.

- Jeffrey Palombo, Sector Vice President, Northrop Grumman Corporation, described the sophisticated laser, computation, and manufacturing technologies behind making the man-portable air defense system. He also emphasized the need for security-cleared U.S. engineers and noted that Northrop Grumman annually hires a large number of U.S. graduating engineers.

- Eugene Arthurs, Executive Director, SPIE – An International Society Advancing Light-Based Research, used examples from photonics and other high-technology manufacturing to illustrate the undeniably declining trend in U.S. market dominance, competitiveness, and R&D investment. He stressed the need for national policies to support science and technology and also noted that the nation's post-9/11 obsession with security is itself becoming a security threat by inhibiting the free flow and exchange of ideas. ■

## Changes Coming to Investigative Standards for Security and Suitability

Federal staff from a variety of agencies have been meeting since 2006 to identify options for significantly reforming DOE's background investigative processes for national security and Federal suitability. The goal was to create a system that made more sense, maximized resources, and produced quality products to adjudicate the loyalty, character, honesty, and other facets of Federal, contractor, and military personnel. The results

of this effort will revolutionize the investigative process, beginning in early 2009.

Early on, an interagency group known as the Security and Suitability Investigations Working Group (SSIWG) developed a streamlined model for investigations. Setting aside over one dozen specialized types of background investigations, the group created a tiered model

consisting of only five types of investigations applicable to both security and suitability needs. Each successively higher tier built upon, but did not duplicate, the elements of the lower tiers. In this effort, DOE was represented by staff from the Headquarters personnel security office. In 2007, as attention from the Office of Management and Budget (OMB) and Congress on the issues confronting personnel security intensified, the

efforts of the SSIWG were, after a series of intermediate hand-offs, consolidated into the Joint Reform Team (JRT). Sponsored by OMB, the JRT consists of Department of Defense, Office of Personnel Management (OPM), DOE, and Office of the Director of National Intelligence personnel.

Working in an interagency environment over the last 18 months, the JRT developed a refined investigations model. It retains the tiered approach proposed by the SSIWG; however, the total number of tiers has been reduced to three. The JRT focused considerably on empirical research and the use of automated systems to replace traditional investigative methods. The result is something truly revolutionary.

In most cases, persons will be hired and granted up to Confidential, Secret, and DOE "L" access based solely upon the favorable completion of an expanded questionnaire and the favorable results of a suite of extensive automated records checks. Where these produce issues of concern, targeted investigative activities, including traditional interviews, will take place. For access at the Top Secret-Sensitive Compartmented Information and DOE "Q" levels, the expanded questionnaire and records checks will be supplemented by an interview with the subject of the investigation and interviews with his or her most recent employers. Research by the JRT concluded that traditional investigation methods (interviews, record reviews, etc.) conducted by field investigators

yielded little in the way of unique issues or derogatory information. In the new approach, these activities have been almost entirely eliminated as basic investigative components at all levels.

The resulting standards have been endorsed by the Director of National Intelligence and the Director of OPM. Incremental implementation is expected to begin in early 2009 and will end sometime in 2010. The DOE, represented by the Office of Departmental Personnel Security (HS-1.4), will take advantage of all opportunities to participate in this ongoing process and will position itself to be among the first agencies to put the new standards into practice. ■

## HSS Focus Group Reaches Out to Labor Unions

The HSS Focus Group has been busy promoting dialogue and interface among labor unions, DOE Program Secretarial Offices, and stakeholders in areas of mutual interest and concern related to health, safety, security, and the environment. The intent of the Focus Group, which was formed in 2007 and is composed of HSS senior-level managers, is to establish a forum for an open dialogue with worker representatives that would allow HSS managers to hear participants' perspectives and respond to issues and concerns related to HSS and DOE safety and health performance activities. "Our workers are the lifeblood of accomplishing the Department's mission at DOE sites, and as such, ensuring their safety is foremost," explains Glenn Podonsky, Chief Health, Safety and Security Officer. "It is imperative that we communicate and establish relationships with those elements that train, manage, and represent our workforce to improve the safety culture at DOE sites."

In 2007, the Focus Group met individually with representatives from 10 labor unions: 1) Sheet Metal Workers International Association; 2) International Association of Bridge, Structural, Ornamental & Reinforcing Iron Workers; 3) International Association of Fire Fighters/Hanford Fire Department; 4) Building and Construction Trades Department (BCTD)/Center for Construction Research and Training; 5) International Union of Operating Engineers; 6) International Guards Union of America/Hanford Guards Union; 7) United Steel, Paper and Forestry, Rubber, Manufacturing, Energy, Allied Industrial and Service Workers International Union; 8) Operative Plasterers' and Cement Masons' International Association; 9) International Brotherhood of Electrical Workers; and 10) AFL-CIO Metal Trades Department.

All of the participating unions expressed their appreciation for the opportunity for exchange afforded

by the Focus Group in its effort to establish open lines of communication related to worker safety, health, and security at DOE sites. Edward Sullivan, President of the BCTD wrote, "I commend you for your efforts to engage union representatives in discussions on issues related to health, safety, environment, and security."

A strong proponent of the Hazardous Materials Management and Emergency Response (HAMMER) training facility, Ron Ault, President of the Metal Trades Department, expressed his interest in working with HSS in an effort to expand the HAMMER training model regionally. Mr. Ault stated, "We appreciate DOE's efforts in retraining workers, and for their support in the development of new technologies, and the continuation of training at sites such as Hanford, Oak Ridge, and Pantex." Mr. Ault also participated in the HSS Visiting Speaker Program panel event on January 12, 2009, that addressed the status and future of the U.S. industrial base.



## Upcoming Activities

11th Annual Chemical Management Workshop, March 10-12, 2009

Security Awareness Special Interest Group (SASIG) Security Awareness Policy Panel, March 30, 2009; Annual Workshop, March 31-April 1, 2009; and Steering Committee Meeting, April 2, 2009

Annual DOE Enforcement Workshop, April 14-16, 2009

Announcement of Environmental Sustainability "Best-in-Class" and "Closing the Circle" Awards, Earth Day (April 22) 2009

44th Annual Classification Officers Technical Program Review Meeting, April 28-30, 2009

Bonneville Power Administration Cyber Security Inspection, May 2009

Annual Facility Representative Workshop, May 12-14, 2009

Local Area Network Material Accounting System (LANMAS) Users Group Meeting, May 19, 2009

Annual Nuclear Materials Management and Safeguards System (NMMSS) Training Conference, May 20-23, 2009

Argonne National Laboratory ES&H and Emergency Management Inspection, June 2009

Security Protection Officer Team Competition (SPOTC), June 1-4, 2009

Office of Secure Transportation Safeguards and Security Inspection, June 2009

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In 2008, through topical working group meetings, HSS and union representatives addressed the areas of mutual interest and concern to unions that were identified in initial 2007 Focus Group meetings. Other Federal agencies, such as the Department of Labor (DOL) and DOE stakeholders, such as the National Institute of Environmental Health Sciences (NIEHS) and the HAMMER training facility, also participated in this collaborative effort. Topical areas included consistency in sitewide implementation of 10 CFR 851 (DOE Worker Health and Safety Rule), standardized worker safety training, sitewide training based on the HAMMER model, improvements in the Former Worker Program (FWP) and the DOL Energy Employees Occupational Illness Program (EEOICP) process and requirements, impacts of an aging workforce, worker injury and illness reporting system access, and a centralized worker data tracking system.

In addition to providing a communications vehicle and opportunities for collaborative efforts in addressing improvements in worker health and safety at DOE sites, other accomplishments include:

- HSS developed a health, safety, and security public outreach website that provides a central information repository for Focus Group activities as well as other outreach efforts.

- Pat Worthington, Director of HSS Worker Health and Safety, who manages the DOE FWP, has been acknowledged by CPWR for HSS's efforts in expanding outreach and initiating an FWP stakeholder coordinating committee. A memorandum of understanding between HSS and NIEHS to improve training through collaboration with labor unions and contractor management has been signed.

- Karen McGinnis, Director of the HAMMER training facility, commended HSS for their active engagement in collective efforts to improve worker health and safety training.

- In response to a union-identified need for a DOE 851 Champion, the HSS Offices of Oversight, Enforcement, and Worker Safety and Health are working together in a more aggressive approach to ensure understanding of this Rule and assess the effectiveness of implementation at DOE sites. Glenn Podonsky also sent a letter to all DOE contractors emphasizing the importance of effective implementation and the commitment of HSS to provide support to increase awareness.

- In December 2008, HSS and union topical working groups prioritized issues and proposed subsequent activities in a wrap-up of the 2008 topical meetings. HSS, labor unions, and DOE stakeholders are working together to develop 2009 action plans and implementation schedules. ■

## Solicitation of Comments, Questions, and Suggestions

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

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