



**Organizational  
Sustainability**

**Visiting  
Speaker**

**Focus Group**

**Collaboration  
Project**

# **Outreach & Collaboration**

**Program Status and Accomplishments 2008-2009**

*Continuous communications for health safety and security in support of the DOE mission*

<http://hssoutreach.energy.gov/>

# Outreach & Collaboration Strategic Direction

## Organizational Sustainability

Continue Pilot Studies At Select Laboratories

Update Governance Model

Aid and Address GOCO Concepts

Address Human Capital Concerns

Address Infrastructure Modernization Concerns

Reform Oversight Practices

## Visiting Speaker Program

Diversified Thinking Through Discussions with Experts from Government, Industry, and Academia

Raise Awareness of National Issues Tied to the DOE Mission

Develop Collaborative Relationships with Professional Organizations

Apply Experiences of External Experts by DOE's Line Organizations to Improve Operations

Emphasize Awareness of Security Issues

## Focus Group

Nurturing Relationship with Organizations that Train, Manage, and Represent DOE Workforce

Improve Working Relationship with DOE's Direct Operators

Highlight Issues related to Worker Health, Safety, and Security

## Collaboration Project

Develop *Bodies of Knowledge* by Engaging Diversified Communities and Cultivating *Wisdom of the Crowd*

Establish Virtual Communities Via Web 2.0 Technology

Discuss Governance and Regulation Impact to Worker Safety & Health

Discuss Governance and Regulation Impact to U.S. Economic Competitiveness

# Introduction

**C**oming together is a beginning, staying together is progress, and working together is success. . . .  
**Henry Ford**

**Outreach and Collaboration** has helped HSS expand the DOE's sphere of communication and influence through broad-based dialogues, cultivating productive interagency relationships, and collaborative overtures to external entities – public and private alike – whose interests and goals align with HSS and DOE mission.



*The Open Government Directive "is intended to direct executive departments and agencies to take specific actions to implement the principles of transparency, participation, and collaboration."*

*Transparency promotes accountability by providing the public with information about what the Government is doing. Participation allows members of the public to contribute ideas and expertise so that their government can make policies with the benefit of information that is widely dispersed in society. Collaboration improves the effectiveness of Government by encouraging partnerships and cooperation within the Federal Government, across levels of government, and between the Government and private institutions."*

Peter Orszag, Director, Office of Management and Budget,  
December 2009.

The DOE Office of Health Safety and Security (HSS) Outreach and Collaboration effort was established in recognition of the fact that today's complex problems can no longer be solved in isolation by any one individual or any one entity. Initiated in 2007 with a series of outreach meetings between HSS leadership and stakeholder organizations to address health, safety, and security performance, this effort today consists of four programs: Organizational Sustainability; Visiting Speaker; Focus Group; and Collaboration Project. In 2008 and 2009, HSS has used these platforms to expand the Department's sphere of communication and influence by facilitating several broad-based dialogues, by cultivating productive interagency relationships, and by collaborative overtures to external entities – public and private alike – whose interests and goals align with HSS and DOE mission. This status report highlights the characteristics and accomplishments of the four outreach and collaboration programs, each of which exists to support and sustain the DOE mission of "*Discovering the solutions to power and secure America's future*". And although these programs predate the Open Government Directive, they are inline with the Administration's recent call "to implement the principles of transparency, participation, and collaboration."

**Organizational Sustainability** is the most far reaching and comprehensive of HSS's outreach and collaboration programs. Drawing heavily on models of corporate sustainability that are now transforming many of the nation's most successful organizations, this program seeks to develop a more equitable balance between risk aversion and mission reliability; foster stewardship of the DOE/Laboratory mission; develop a culture of accountability among laboratories, field offices, and headquarters; and raise

awareness of governance issues within DOE.

**The Visiting Speaker Program** provides a dynamic, collaborative forum that draws on a diverse pool of experts from academia, business, public and private enterprises whose missions are aligned with those of DOE. Through such forums, these experts discuss current issues and challenges of national interest, with the goal of increasing knowledge and developing a more in-depth appreciation of complex issues by DOE staff and decision makers.

**Focus Group** was originally established in 2007 as a means for HSS to clarify and respond to questions and concerns raised from various DOE organizations regarding HSS's plans and activities for improving health, safety, environmental, and security performance. Over time, the Focus Group became a means to provide and maintain a direct channel of communications and feedback among HSS senior managers, their customers in the field, and front-line workers. It has evolved into a collaborative community that now consists of organizations that manage, train, and represent workers across the DOE.

**The Collaboration Project** is a partnership between HSS and the National Academy of Public Administration to create "bodies of knowledge" to better support DOE analysts and decision makers. This program employs web-based "conversations" (Web 2.0 technology) as a tool to enable DOE workers and stakeholders to establish virtual communities, share lessons-learned and best-practices, comment and vote on ideas of various topics, and give voice to health, safety, security, and governance concerns in a collective manner.

# Organizational Sustainability

## Focusing On Mission Reliability

“Organizational sustainability” is an internationally-recognized and internationally-implemented management model. It is both a tool and a philosophy that allows organizations to systematically evaluate their ability to achieve their current missions without compromising their ability to do so in the future. The organizational sustainability model provides senior managers with a full and fully-integrated view of their operations – a view that factors in economic, safety, environmental, and social expectations and

impacts. As practiced by many of the world’s largest corporations over the past two decades, organizational sustainability has resulted in better worker health and safety performance, reduced pollution, and better correlation between operational data and corporate health.

HSS believes that the organizational sustainability concept offers the best approach for evaluating DOE's operations, its societal impacts, and its mission progress. During 2008 and 2009, HSS’s sustainability research culminated in the identification of twelve elements (Figure 1, column 1) thought to be highly relevant to the full spectrum of DOE’s operations. These elements represent a foundation for

*Organizational Sustainability is a management model that allows an organization to systematically evaluate its ability to reliably achieve its mission without compromising its ability to do so in the future.*



|               | Sustainability Elements                           | Mgmt. Attributes to shift <i>From</i>  | Mgmt. Attributes to shift <i>To</i>  |
|---------------|---|--|--|
| Core Elements | Infrastructure                                    | Repair and maintain  | Mission readiness  |
|               | Human Capital                                     | Retirement management, wrought human capital rules/process                               | Skills recruitment and development, Portability enabling   |
|               | Acquisition, Procurement, Supply Chain Management | Equity, value  | Product quality, delivery, efficiency, efficacy  |
|               | Security  | Protecting, compartmentalizing, avoiding breaches  | Risk reduction, flexible solutions, asset protection   |
|               | Legal and Licensing                               | Compliance   | Outcomes, mission success  |
|               | Environmental Stewardship                         | Regulatory   | Sustainable lifecycle, footprint, and legacy reduction   |
|               | Safety  | Compliance   | Outcomes, mission reliability  |
|               | Mission and Markets                               | Situational unawareness  | Adaptive, productive, benefit public good  |
|               | Business Systems                                  | Based upon 1970s concepts (e.g., focus on transactional compliance, pre information age) | Utilizes 21 <sup>st</sup> century concepts (connectivity, concurrent with security, adaptable, flexible) |
|               | Leadership and Organizational Transformation      | Compartmentalized operations, hierarchical   | Teamwork, competency, shared fate  |
|               | Stewardship, Good Governance, Reputation          | Regulatory approach, risk avoidance  | Collaboration, shepherd success, mission progress, reliability   |
|               | Science, Technology and Innovation                | Short term applied technology, compartmentalized   | Strategic national needs, collaborative, basic science and research                                      |

**Figure 1. Organizational Sustainability Elements and Recommended Attribute Shifts**

implementing organizational sustainability concepts throughout the Department.

## M Making Better Use of Better Data

Since its inception, DOE has required its site contractors to collect a wide assortment of data in response to regulatory, contractual, and other mandates. Such mandates, and the resulting data streams, have expanded over time. Today, although much of this data remain mission-relevant, other collected data no longer support current programs, much less new initiatives. Many data collection requirements reflect priorities from the 1940s through the 1970s. Yet the mandates remain and so the data collection continues with little relevance to the modern DOE mission. An effective data collection mechanism has yet to be constructed that would objectively assess DOE's overall performance as a government agency. Without such a mechanism, executive-level decision making provides a cluttered view of reality. Developing an updated, mission-oriented data collection and interpretation mechanism is a challenging but urgent priority for the Department.

## P Pilot Studies

HSS conducted pilot studies to test organizational sustainability concepts at two national laboratories: Oak Ridge National Laboratory and Pacific Northwest National Laboratory. The studies focused on three of the twelve sustainability elements – human capital, infrastructure, and acquisition management. These three elements provide insights into many of the daily operations and performance at DOE sites and laboratories. Pilot study results

are briefly summarized below in three categories: *Governance*; *Human Capital*; and *Infrastructure*.

**Governance** – All too often, DOE emphasizes narrowly-defined enforcement actions that encourage risk avoidance rather than mission progress. This “enforcement rather than mission” orientation illustrates the fundamental flaw with the Department’s current governance model. Improving DOE's mission reliability must begin with an improved governance model, and also in the government’s model overall. The most salient feature of a new governance model must be a shift in management attributes within each of the twelve sustainability elements shown above. Participants at both laboratories cited the need to reexamine the operation of the government-owned-contractor-operated (GOCO) model. The original intent of the model was for the government (DOE) to define what needed to get done and then let the contractors determine how best to do it. This arrangement has gradually devolved into governance which now dictate not only the “what” but also the “how, when, and where” work is to be executed. The result has been the elevation of risk avoidance to the clear and growing detriment of mission reliability. While this is a fundamental problem to DOE, its roots draw more broadly from the prescriptive manner in which even DOE is governed by Congress.

**Human Capital** – America remains the preeminent nation for graduate-level science and math education. Unfortunately, our security laws often require foreign nationals to return home after they complete their U.S. education and training. If they are able to stay or return here, additional investigative hurdles must be navigated prior to their being issued the necessary security clearances to work at many national laboratory facilities.

*The organizational sustainability pilot studies point to the need within DOE to:*

*Develop a more equitable balance between risk aversion and mission reliability*

*Develop a culture of accountability among contractors, field offices, and headquarters*

*Raise awareness of governance issues within the Department*



# Organizational Sustainability

Human capital difficulties also attend DOE's domestic workforce. As our skilled workforce nears retirement, little provision has been made to address the inevitable knowledge gap. Moreover, many skilled workers who desire to transfer from one laboratory to another cannot always do so without forfeiting valuable accrued career benefits.

**Infrastructure** – Much of the national laboratory infrastructure is over 50-years old. Improvements to the infrastructure have been hampered by unduly prescriptive contract requirements and lengthy procurement reviews. Improved facilities would certainly improve safety performance and would increase DOE's ability to attract highly skilled workers and researchers. Moreover, the handling of "work for others" has created situations where our labs cannot readily accommodate the needs of clients even within other agencies.

## L Looking Forward

In response to Secretary Chu's recommendation that DOE consider the DuPont safety and sustainability model and its applicability to DOE operations, in December 2009 HSS coordinated a meeting between DOE leadership and DuPont executives. This is a follow-up to a 2006 meeting that HSS conducted with DuPont. HSS will continue to coordinate and participate in follow-up discussions among the Deputy Secretaries and DuPont personnel to evaluate and implement this model at DOE sites.

Working with DuPont, HSS will apply organizational sustainability concepts to identify and recommend changes to improve DOE's current safety data systems as well as to the independent safety oversight program. Our vision is that this

will lead to improvements to DOE's other oversight and inspection regimen and to changes to the data systems that impact programs including human capital, infrastructure, and acquisition.

HSS will also sponsor partnerships that will bring together government, industry, academic and nonprofit expertise to collaborate on developing specific ideas for advancing organizational sustainability in DOE. The collaborations will begin with a series of small, topical, working group meetings initially involving laboratory and DOE representatives. These limited-participant meetings will focus on refining (clarifying or elaborating on) governance issues of concern to the national laboratories. A second series of meetings will include outside experts and stakeholders to address the findings of the first sessions and, more importantly, to help define specific implementation steps. The culmination of these collaborations will be a public symposium, organized by a respected third-party such as the National Academy of Science (NAS). This symposium will culminate in publication of an NAS Proceedings which highlights the discussions and recommends courses of action to address the concerns and issues of the national laboratories.



**Looking Forward** – HSS plans to coordinate and participate in follow up discussions among the Deputy Secretaries and DuPont personnel to evaluate and implement the DuPont safety and sustainability model at DOE sites.

In a similar manner, HSS will apply organizational sustainability concepts to identify and recommend changes to improve DOE's current safety data systems as well as to the independent safety oversight program.

HSS will also sponsor partnerships that will bring together government, industry, academic and nonprofit expertise to collaborate on developing specific ideas for advancing organizational sustainability in DOE.



*The Visiting Speaker Program brings diversified thinking to the attention of DOE management and personnel in order to expand the knowledge base and spark ideas on ways to apply the lessons and experiences of these external organizations to improve DOE operations.*

## Visiting Speaker Topics

Challenges Facing Public Sector Managers  
Seven Revolutions - Forecasting Global Challenges over the Next 25 to 50 Years  
Business Models of Sustainability  
Sustainability Successes in Industry  
U.S. Industrial Capacity  
Governance and Regulation  
Personal Protection against Fraud and Theft

## E Expanding Knowledge

The HSS Visiting Speaker Program (VSP) draws together parties to help focus DOE's attention on the emerging challenges and issues threatening national security and economic prosperity. Implemented in 2008, VSP provides a venue for presentations by leaders from diverse backgrounds, including business, organizational theory, management, policy think tanks, and organizational sustainability and resilience. The program has brought diversified thinking to the attention of DOE management and personnel in order to expand the knowledge base and spark ideas on ways to apply the lessons and experiences of these external organizations to improve DOE operations.

## V VSP Partners and Event Highlights

Over twenty organizations from government, industry, and academia have participated in the events. VSP spotlights organizations that are achieving success in working and resolving these issues and forges lasting collaborative relationships. The list of participating organizations is a

*Whose Who* of America's policy and technology leadership.

The initial VSP event discussed the effectiveness of collaboration within the federal government and how collaborative technologies are driving change within agencies across the nation. The next event was more forward looking. It considered what DOE is and should be doing in terms of energy, science, and national security; and its future impacts out to 2025 and beyond. The "Sustainability" topics highlight sustainability models and their impact on large complex organizations. It provided an overview of the risks and opportunities of change, and the best means for implementing transformation within an organization, for example, Dow Chemical elaborated on its sustainability program's conception, maturation, and resultant benefits.

In 2009, the VSP program evolved from single speaker events to panel discussions. The audiences heard experts discuss America's declining industrial capacity, the rising innovation and manufacturing capabilities in other nations, and the impact current governance and regulatory policies are having on our global competitiveness. The most recent event featured internationally-recognized security expert Frank W. Abagnale, who discussed personal identity theft and fraud in this age of information technology. Mr. Abagnale,

### VSP Partners

- ✓ IBM and the IBM Center for the Business of Government
- ✓ National Academy for Public Administration
- ✓ Center for Strategic and International Studies
- ✓ SustainAbility
- ✓ Dow Chemical Company
- ✓ SPIE
- ✓ Northrop Grumman
- ✓ Lockheed Martin
- ✓ National Council for Advanced Manufacturing
- ✓ AFL-CIO
- ✓ The Mercatus Center at George Washington University
- ✓ Information Technology and Innovation Foundation
- ✓ National Academy of Science
- ✓ Battelle Ventures
- ✓ Council on Competitiveness
- ✓ Innovation Ecologies, Inc.
- ✓ Duke University
- ✓ U.S. Chamber of Commerce
- ✓ Miller/Chevalier
- ✓ George Mason University
- ✓ U.S. Chemical Safety Board
- ✓ Federal Aviation Administration
- ✓ National Science Foundation

a private consultant to the FBI, demonstrated how easily personal information can be obtained and used to jeopardize not only our personal finances but indeed our national security.

## Outcomes

The VSP has been fruitful, especially in terms of new professional relationships. As a result of relationships established by the initiative, HSS now is working with the Center for Strategic and International Studies and the Alliance for Science and Technology Research in America. Additionally, HSS is collaborating with the National Academy of Public Administration to create and host a web-based collaborative discussion tool designed specifically to craft solutions to the issues raised during the VSP event on governance and regulation.

Another successful result of the VSP is the spinoff creation of the HSS Personnel Security Visiting Speaker Program. This series will be run parallel to the current VSP and will focus on security issues, such as the changing face of terrorism, the personnel security regulatory environment, and other challenging security issues.

Transcending the interpersonal relationships established with the individual speakers, the program has established invaluable corporate relationships that crossover into the private, education, and interagency sectors. Several organizations have voiced an interest in keeping informed of other VSP events and participating in collaborative efforts. Academic organizations include: University of Maryland, University of Michigan, Rutgers University, and Virginia Tech. Potential industrial partners include

General Electric and Bechtel. Interested inter-agency partners include the Department of Defense, Environmental Protection Agency, Office of Homeland Security, and the Commerce and Treasury Departments. We have also initiated relationships with the American Chemical Society, the New York Academy of Sciences, Computing Research Association, Cato Institute, Brookings Institution, Heritage Foundation, Government-University-Industry Research Roundtable, and the Global Environmental Management Initiative.



### Looking Forward –

The next event, to be co hosted with the National Defense University, will address one of the most critical suites of issues DOE faces today, namely the vital role of basic and advanced research at the national laboratories, the challenges facing our federal laboratory system, and the implications of increasing global competition to national laboratory innovation. The event will also discuss other high reliability organizations (HROs), what characterizes an HRO, and the indispensable role that communication plays in the success of HROs.



## Vision and Purpose

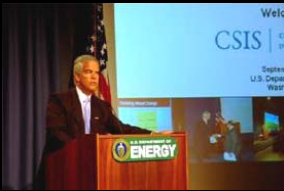
The HSS Focus Group was established in March 2007 to provide a venue for responding to questions and concerns about activities that HSS was implementing to improve health, safety, environmental, and security performance within the Department. The Focus Group was initially comprised of senior managers from across HSS elements with responsibilities for health, safety, environmental, and security matters. The intent was to provide and maintain a direct line of communication and feedback between HSS senior managers and their customers in the field about topics of high interest and concern to DOE managers and stakeholders.

## Accomplishments & Contributions

The Focus Group has met with representatives from DOE's Environmental Management and National Nuclear Security Administration program offices and a number of stakeholder groups including the Government Accountability Project, the National Institute of Environmental Health Sciences (NIEHS), and the Energy Facility Contractors Group (EFCOG). Notably, the Focus Group has also met regularly with representatives of over a dozen labor unions specifically to facilitate ongoing communications and *establish better working relationships with the organizations that train, manage and represent the DOE workforce*. As a result of these discussions, many areas of mutual concern relating to worker health,

safety and security across the DOE Complex have been highlighted. The Focus Group has evolved into a collaborative forum for HSS, DOE, labor unions, contractors, and DOE stakeholders to leverage their experiences, insights, and pooled resources in addressing broad, worker-related problems and safety issues. One concrete result has been the development of a collaboratively-generated task matrix. This results-oriented matrix defines specific goals, tasks, leads and participants for addressing issues related to worker safety training, 10 C.F.R. 851 implementation, former worker programs, and DOE's aging workforce.

The continuing effort to reinvigorate and expand the voice of the worker through the engagement of union representatives and stakeholders is a defining characteristic of the Focus Group. This collaborative outreach is fostering a culture of transparency and openness not only in documenting but more importantly in developing solutions to worker-identified



*"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."*

Glenn Podonsky, Chief Health Safety Security Officer

### Accomplishments & Contributions

**HSS NIEHS 2009 Memorandum of Understanding for improved DOE worker training initiatives**

**Expanded DOE National Training Center programs to include worker safety training**

**Worker safety training assessments at Oak Ridge and Savannah River Sites to address 851 Rule, Voluntary Protection Program, and Integrated Safety Management**

**Union members' access to DOE safety reporting database**

**An experimental videoconference training workshop to solicit worker perspectives on the 851 Rule**

**An Aging Workforce Initiative proposal to characterize the health status of DOE workers in a site-specific manner that captures both absenteeism and presenteeism associated with a range of health conditions**

**Increased engagement with EFCOG**

**Collaborations with the Department of Labor, labor unions and stakeholders to better address Former Workers and Energy Compensation Program needs**

issues. The Focus Group serves as a “line-of-sight” connection from individual jobs to the Department’s mission and goals. By actively engaging the worker in assessing, planning, developing and implementing worker health, safety, and security programs, HSS is reiterating and reinforcing the principle that a true safety culture demands ownership at every level.

Labor union representatives have identified several overarching needs and issues that persistently impact the efficacy of worker health, safety and security programs and contribute to inconsistencies in implementing safety programs. These issues, each of which is exacerbated by DOE’s large, decentralized organizational infrastructure and multiple layers of contracts, are under the purview of corporate elements and will require further investigation and collaborative assessments. There is a need for clearer lines of authority to facilitate more timely resolution of issues regarding worker health and safety. There is a need for improved collection and analysis of meaningful operational data through an organized, complex-wide process; non-reporting of safety issues by workers not only at DOE sites but elsewhere across industries inhibits identification and resolution of operational issues and early detection of safety issues. There is a need for more consistent safety program requirements and implementation protocols both within and across M&O contractors; this need is exacerbated by subcontractors, limited liability companies, and the transient nature of DOE’s workforce.

## L Looking Forward

DOE’s human resource base includes thousands of skilled craft workers, emergency responders, and security personnel. They are indispensable to the health, safety and security needs of the DOE and the nation. HSS recognizes the need to ensure the DOE workforce is capable of meeting the challenges of the 21st Century by attracting, motivating, and retaining a highly skilled and diverse workforce. A recent National Academy of Public Administration assessment validates the continued need for formal collaborations between and among DOE’s front-line workforce and senior managers (further discussed in the Collaboration Project section of this report). The Focus Group will continue in its efforts to develop and maintain integrated, expanded and collaborative lines of communication to further the implementation of strategies that enhance the efficacy of worker health and safety programs. In 2010 the Focus Group will further assess agreed-upon improvement activities and work through DOE line organizations to vertically integrate and improve the Department’s ongoing efforts to create a safety culture; keep expertise relevant and current; and respond to worker health, safety and security priority needs.



*“DOE will continue to implement strategies to attract, motivate and retain a highly skilled and diverse workforce to meet the future needs of the nation.”*

Secretary of Energy  
Steven Chu

# Collaboration Project



*"My Administration is committed to creating an unprecedented level of openness in Government. We will work together to ensure the public trust and establish a system of transparency, public participation, and collaboration. Openness will strengthen our democracy and promote efficiency and effectiveness in Government."* President Barack Obama.  
Transparency and Open Government Directive for the Heads of Executive Departments and Agencies. December 2009.



*"DOE needs to foster better research collaboration, both internally and externally. My goal is nothing less than to build research networks within the Department, across the government, throughout the nation, and around the globe. We'll better integrate national lab, university, and industry research."* Statement by Secretary Steven Chu before the Committee on Energy and Natural Resources. United States Senate. March 5, 2009

## Vision and Purpose

The Collaboration Project is a partnership between HSS and the National Academy of Public Administration (NAPA) to create "bodies of knowledge" to better support DOE analysts and decision makers. This effort addresses the need, identified by labor union representatives, national laboratory personnel, and DOE managers involved in NAPA's "DOE Collaboration Assessment" study in late 2009 as well as in the HSS Focus Group program, to develop a tool for the diverse and disparate corps of DOE workers and stakeholders. Despite this diversity in work activities, locations, and disciplines, the workers and stakeholders have common concerns and each contributes to the DOE overarching mission of *"Discovering the solutions to power and secure America's future"*. The Collaboration Project employs web-based "conversations" as a tool to enable DOE workers and stakeholders to establish virtual communities and to share, comment, and vote on ideas about various topics of mutual interest. Through such virtual communities, workers and managers can share lessons-learned and

*Today, innovation can occur that is due in no small part to the diversity of thoughts and ideas, all of which have helped organizations do things faster, be more agile and efficient, and have further reach for markets and resources than ever before.*

*HSS initiated this Collaboration Project to create bodies of knowledge that are based on ideas and "crowd wisdom" generated through open dialogues between workers and stakeholders at every level. Such knowledge will inform HSS and DOE leadership of how best to address operation challenges relating to health, safety and security performance at DOE.*

best-practices and give voice to health, safety, and security concerns in a consensus-based manner that, through voting, allows the best ideas to rise to the top. This effort is also responsive to calls by DOE Program Secretariat Offices and external organizations for increased collaboration and openness in HSS's approach to independent oversight and its role as DOE's internal regulatory and policy body for health, safety and security.

## Two Initial Conversations

Currently, HSS is developing the content (i.e., issue papers and discussion questions) and identifying participants, while NAPA is providing website customization, dialogue hosting, and moderation for two conversations:

- engaging a community of worker representatives to discuss DOE governance and regulations relating to worker health and safety; and
- engaging a community of practitioners and experts in government, industry, and academia to discuss the impacts of governance and regulations on U.S. economic competitiveness.

The second conversation (Figure 2) provides a continuation of the dialogue that began with the HSS Visiting Speaker Program event in July 2009 on the same theme. As a follow up to the panelists and audience suggestions, this conversation will provide a tool for participants to further explore the issues raised during the VSP event and for other issues related to the impacts of regulations on productivity, worker safety, innovation, and ultimately the U.S. economic competitiveness.

# Collaboration Project

Figure 2. Dialogue on the Impacts of Governance and Regulations On U.S. Economic Competitiveness



**Looking Forward –** Beginning with the two “conversations”, the Collaboration Project’s goals are to enhance transparency, improve service delivery and operational efficiency for worker health, safety, and security performance, and facilitate coordination and innovation within DOE and amongst agencies.

Beyond its initial application to these two conversational topics, HSS envisions this collaboration tool to be readily customizable and adaptable for use in a variety of dialogues among DOE, its workers, and its stakeholders. Thus, HSS is building an internal capacity for collaboration and vertical integration, as well as taking steps toward the ultimate goal of building a more agile and innovative Department.

## U Underlying Principle

The underlying principle of the Collaboration Project is the recognition that technology has been, and will continue to be, inextricably linked to solving the organizational challenges we face today. Furthermore, the “information age” and Web 2.0 technologies have ushered in an era of mass collaboration using open source technology where ideas are collected from thousands of workers and stakeholders at every level. Significantly, the technology exists to highlight the best ideas by relying on the “wisdom of the crowd”. In such an era, innovation can occur that is due in no small part to the diversity of thoughts and ideas, all of which have helped organizations do things faster, be more agile and efficient, and have further reach for markets and resources than ever before. Ultimately however, the Collaboration Project is not about “a technology” but about “a tool” – a tool for leaders who want to solve problems.

**Strategic Partnership with NAPA –** NAPA, as a Congressionally-chartered non-partisan organization whose “work is requested by government agencies or

Congressional committees that seek assistance with a particularly difficult or complex management problem”, has much experience in hosting online collaborative dialogues for many federal agencies. Recent examples include the National Dialogue Series for the Recovery.gov website, National Dialogue for the DHS Quadrennial Homeland Security Review, and the

Transportation Security Agency’s Idea Factory. Of significance for each of these dialogues, and for the HSS Collaboration Project, is that NAPA acts as a credible and neutral third-party in moderating the conversations. This allows participants to openly discuss their experiences at DOE sites or other work environments.

*DOE Collaboration Assessment –* Through interviews with DOE headquarters personnel, labor union representatives, and national laboratory managers in the summer of 2009 to ascertain the current state of collaborative capacity at DOE, NAPA researchers determined that in its current state, DOE generally lacks formal processes for collaboration and information sharing with stakeholders and that the use of Web 2.0 technologies is not common. These weaknesses point to a desire within DOE for enhanced communications between and across front-line workforce and senior managers (vertical integration), greater capability to share information across organizational boundaries, and robust tools to support a data-rich decision making environment. The Collaboration Project provides a tangible strategy, process, and tool to effectively engage DOE personnel and stakeholders as the Department evolves into a more agile and innovative agency.



# Conclusion and Looking Forward

## C Conclusion

Each of HSS's four Outreach and Collaboration programs cultivates relationships with experts and audiences using distinct outreach methods. But despite the different audiences and methods, the four programs share a unifying theme, and each supports the HSS and DOE mission. In addition, they answer the call by national leaders toward open government and greater transparency through the involvement and participation of many and giving voice to the "wisdom of the crowd".

These programs were established in recognition of the fact that 21<sup>st</sup> century DOE and national challenges can no longer be addressed in isolation – they require enthusiastic and effective partnering among Federal agencies, academia, think tanks, labor unions, and stakeholders. In 2008 and 2009, HSS has realized many concrete benefits through Outreach and Collaboration, including identification of: worker health and safety issues of greatest concerns to the front-line workers; weaknesses in training programs; redundant and non-useful data and data systems; and cumbersome governance philosophy and practices that hamstringing site operators.

## L Looking Forward

Each of HSS's Outreach and Collaboration programs has generated a degree of momentum and enthusiasm that holds great promise for addressing some of the Department's 21<sup>st</sup> century challenges.

-**Organization Sustainability**, together with our collaboration with DuPont, will provide a construct to improve the Department's safety data systems and independent oversight program. Complementing this collaboration with DuPont, HSS will also pursue sustainability partnerships among select groups of government, industry, academic, and nonprofit organization experts. HSS is confident that the collective insights of such broad expertise can coalesce into specific, workable ideas for advancing organizational sustainability within DOE.

-**Visiting Speaker** program will co-host an event with the National Defense University in 2010 that will address one of the most critical suites of issues DOE faces today, namely

the vital role of basic and advanced research at the national laboratories, the challenges facing our federal laboratory system, and the implications of increasing global competition to U.S. innovation. This and subsequent programs will highlight the shift from events that inform and educate to those that create bodies to address and solve challenges.

-**Focus Group** program will forge expanded collaborative lines of communication and productive working relationships with and among the organizations that train, manage and represent the DOE workforce. In 2010, the Focus Group will further assess agreed-upon improvement activities and work through DOE line organizations to vertically integrate and improve the Department's ongoing efforts to create a safety culture; keep expertise relevant and current; and respond to worker health, safety and security priority needs.

-**Collaboration Project** will be continually customized, refined, and adapted for use in a variety of dialogues among DOE, its workers and stakeholders, and the public. Moreover, through such dialogues, HSS will continue building an internal capacity for collaboration and vertical integration, as well as taking steps toward the goal of building a more agile and innovative Department.

The importance of such collaboration to the success of the DOE mission and to those of other agencies including Defense, Homeland Security, and law enforcement, to name a few, cannot be overstated. Moreover, the growth and transformations occurring within these four programs are harbingers of similar changes that will occur throughout HSS.

During FY 2010-2011, HSS will implement a series of internal reforms and reorganizations designed to ensure that the office continues to contribute to DOE's ability to reliably accomplish its mission as well as to meet the Department-wide reform challenges being advanced by Secretary Steven Chu. Both the content (what we do) and the methods (how we do it) will be reviewed, clarified, and modified to achieve this end. HSS recognizes that such reforms are both challenging and overdue, but that ultimately they will transform HSS into a leaner, more productive group of "collaborating problem solvers".

To further explore and receive updates on the HSS Outreach and Collaboration programs, please visit our website: <http://hssoutreach.energy.gov/>



# Outreach & Collaboration

Organizational Sustainability - Visiting Speaker - Focus Group - Collaboration Project

Continuous

communications

for

health

safety

and

security

in

support

of

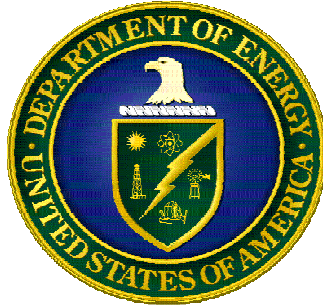
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**Document was prepared by  
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