

**U. S. Department of Energy**  
**Safety Culture Improvement Panel Charter**

**Revision 1**

I. Purpose

The purpose of the Department of Energy (DOE) Safety Culture Improvement Panel (SCIP) is to provide:

- A permanent, high-level organization devoted to promoting safety culture;
- Cross-organizational leadership focused on continuous safety culture improvement; and
- A forum to exchange information and ideas to establish, monitor and sustain measures supporting a strong safety culture.

II. Principles

DOE's approach to safety culture is embedded in its overall commitment to Integrated Safety Management (ISM) as described in the:

- a. ISM Policy (DOE Policy (P) 450.4A). *"The Department expects all organizations to embrace a strong safety culture where safe performance of work and involving workers in all aspects of work performance are core values that are deeply, strongly, and consistently held and demonstrated by managers and workers."* The Department's commitment to establishing and maintaining a strong safety culture is also addressed in the Department of Energy Nuclear Safety Policy (DOE P 420.1).
- b. ISM Guide (DOE Guide (G) 450.4-1C). This document identifies three safety culture focus areas needed to ensure that a strong safety culture is developed: Leadership, Employee/Worker Engagement, and Organizational Learning. Each of these focus areas has a list of associated attributes that, when present in the workplace, would indicate a strong safety culture and safety conscious work environment (SCWE).

III. SCIP Objectives and Activities

a. Objectives

1. Promote and foster the implementation of safety culture and SCWE throughout DOE.
2. Collect, develop, and share improvement and sustainment tools for positive safety culture.
3. Promote high-level, line management attention to evaluating safety culture issues and strengths.
4. Provide a forum for leadership discussions on DOE safety culture status, progress, and challenges across the DOE complex.

5. Engage Federal and contractor representatives from across the DOE complex to improve DOE safety culture.
6. Stay current in advances in safety culture and organizational culture and how best practices can be applied to DOE.
7. Identify opportunities to incorporate safety culture and SCWE concepts/practices into leadership and employee training, in coordination with the DOE National Training Center, the DOE Federal Technical Capability Panel, and the DOE and the National Nuclear Security Administration (NNSA) Chief Learning Officers.

b. Activities

1. Evaluate major Departmental policy and programmatic changes for their potential to impact on DOE's safety culture, as requested.
2. Provide recommendations on DOE Directives to incorporate safety culture, SCWE concepts, and associated best practices, as appropriate.
3. Develop a means to monitor DOE's safety culture.
4. Monitor trends that have the potential to impact safety culture within DOE and share trends with DOE line management.
5. Benchmark Departmental safety culture activities with those of similar external industries/organizations and share applications across the DOE complex.
6. Assist with implementing improvement actions as assigned by the Department's senior leaders.
7. Evaluate contract language, as appropriate, for potential safety culture and SCWE impacts.

IV. Members

Members are expected to be knowledgeable of safety culture and SCWE concepts, maintain awareness of the status of the safety culture within their organization, identify themes and provide insights regarding potential safety culture strengths and issues to the SCIP. All members must be Federal employees. To maintain continuity on the panel, Core Members should serve for a minimum of two years (except for annual award recipients).

a. Designated Core Members (voting):

1. Co-Chairs: The Associate Under Secretary for Environment, Health, Safety and Security (AU-1) and a representative from one of the Program Secretarial Officers (PSO) will co-chair the SCIP. The Co-Chair will be nominated from the existing SCIP members and voted on by the SCIP.
2. PSO Designated Senior Leaders: Each PSO shall designate:

- a) One Headquarters senior leader representative to serve as a Core Member of the SCIP; and
  - b) One Field Element senior leader representative to serve as Core Members of the SCIP.
- 3. Facility Representative: Each year, the Facility Representative of the Year Annual Award Recipient will serve as a Core Member of the SCIP.
- 4. Safety Representative: Each year, the Safety System Oversight Annual Award Recipient will serve as a Core Member of the SCIP.
- 5. Security Representative: Each year, the Security Professional of the Year Annual Award Recipient will serve as a Core Member of the SCIP.
- b. Ex Officio Supporting Members (non-voting)
 

Ex-Officio Supporting Members are appointed to the SCIP based on the position they hold in a specific organization, or their designated representative, which include:

  - 1. PSO Chiefs of Nuclear Safety and NNSA Chief of Defense Nuclear Safety.
  - 2. Executive Secretary (designated by the AU-1 SCIP Co-Chair).
  - 3. Director of the National Training Center.
  - 4. Chief Learning Officer(s) for DOE and NNSA.
  - 5. Director of the Office of Health and Safety (specifically the Office of Primary Interest for the safety culture related directives and guidance).
  - 6. Director of the Office of Management.
  - 7. Chief Human Capital Officer.
  - 8. SCWE, safety culture, or organizational culture subject matter expert(s), as designated by a PSO or AU-1.
- c. External Advisors (non-voting)
 

The SCIP may request external Federal subject matter experts to be SCIP Advisors. External Advisors will represent their Federal agency to lend their expertise to the SCIP, including making presentations and answering questions about how their organization has implemented safety culture and/or SCWE concepts. These can include, but are not limited to, Federal agencies such as the Nuclear Regulatory Commission (NRC), the National Aeronautics and Space Administration (NASA), and the Federal Aviation Administration (FAA). External Advisors cannot be part of panel deliberations.
- d. Invited Guests (non-voting)
 

The SCIP may find it beneficial to have outside safety culture subject matter experts (who may or may not be Federal employees) to visit and lend their expertise to the SCIP, including making presentations and answering questions. The SCIP Co-Chairs or Executive Secretary may invite these guests to SCIP monthly or annual meetings

to provide expertise or information on a topic of interest to the panel. These may include: Other external experts from organizations that have implemented safety culture and/or SCWE concepts, such as the Institute of Nuclear Power Operations (INPO), the Nuclear Energy Institute (NEI), the Energy Facilities Contractors Group (EFCOG), DOE Contractor organizations, gas and oil industry and/or licensed nuclear utilities. Invited Guests cannot be part of the panel deliberations.

## V. Roles and Responsibilities

### a. Deputy Secretary

1. Authorizes the formation and operation of the SCIP by the terms of this Charter.
2. Refers pending major policy changes to the SCIP for recommendations on mitigation of potential adverse safety culture impacts, if any, as the Deputy Secretary determines appropriate.
3. Works with the SCIP Co-Chairs to communicate the Department's priorities for safety culture improvement actions on a DOE-wide basis.

### b. Program Secretarial Officers (PSOs).

1. PSOs that have at least one operating site in the field shall designate a senior leader to represent the PSO as a SCIP Core Member (see Section IV.a. and V.d.). PSOs may refer pending major programmatic changes to the SCIP for recommendations on mitigation of any potential safety culture impacts.
2. PSO's that meet these criteria include, at a minimum, the:
  - a) Administrator for National Nuclear Security Administration
  - b) Assistant Secretary for Energy Efficiency and Renewable Energy
  - c) Assistant Secretary for Environmental Management
  - d) Assistant Secretary for Fossil Energy
  - e) Assistant Secretary for Nuclear Energy
  - f) Assistant Secretary for Science
  - g) Associate Secretary for Electricity
  - h) Director of the Office of Legacy Management

### c. SCIP Co-Chairs (Voting)

1. Provides leadership to the SCIP and demonstrate a commitment to maintaining a strong safety culture and SCWE throughout the Department.
2. Oversees the operation and activities of the SCIP.
3. Presides over the SCIP meetings.
4. Provides a focal point for interfacing with external entities (e.g., NRC, NASA, NEI, Defense Nuclear Facilities Safety Board, chemical industry) on safety culture and SCWE matters.

5. Provides recommendations to senior Departmental officials regarding improvement of DOE safety culture and SCWE.
- d. SCIP Core Members (Voting)
1. Shall attend an SCIP Introduction/Overview briefing within two months of designation to the SCIP.
  2. Shall attend one Departmental-provided safety culture/SCWE training sessions, with four months of designation to the SCIP. This may be waived depending on the member's background.
  3. Shall attend supplemental safety culture/SCWE courses, as appropriate, in support of continuous learning.
  4. Acts as the liaison between the SCIP and the organization they represent.
  5. Solicits information and feedback from people in their organizations regarding the improvement of Safety Culture and SCWE.
  6. Keeps their organization informed of the progress and problems associated with safety culture and SCWE and support successful implementation of safety culture concepts within their respective organizations.
  7. Leads, participates in, or oversees safety culture and SCWE monitoring, evaluation of cross-cutting data, and safety culture program assessments in the SCIP and within the organization.
  8. Chairs and participates in SCIP working groups.
  9. Shares tools and actions that have strengthened safety culture and SCWE in their respective organizations.
- e. Executive Secretary (Non-voting)
1. Schedules all meetings for the SCIP and working groups.
  2. Records meeting minutes of the SCIP meetings.
  3. Distributes records and communications for the SCIP team.
  4. Coordinates, schedules, and assists the SCIP and working groups as necessary to promote the efficient and timely issuance of reports and other data.
  5. Maintains all SCIP records.
  6. Plans and arranges SCIP meetings to be available on a DOE-wide basis via webinar, video conference, conference call and other appropriate means.
  7. In a timely manner, makes available on a DOE-wide basis SCIP meeting announcements, agendas, meeting notes and other records, including the SCIP Annual Plan (as described in Section IV) and all periodic reports, to all DOE employees via a website, Powerpedia page, and/or other communications tools, as appropriate.
- f. Ex-Officio Supporting Members

1. Shall attend an SCIP Introduction/Overview briefing within two months of appointment to the SCIP.
  2. Shall attend one Departmental-provided safety culture/SCWE training sessions, with four months of designation to the SCIP. This may be waived depending on the member's background.
  3. Shall attend supplemental safety culture/SCWE courses, as appropriate, in support of continuous learning.
  4. Acts as a liaison between SCIP and the organization they represent.
  5. Solicits information and feedback from people in their organizations regarding the improvement of Safety Culture and SCWE.
  6. Keeps their organization informed of the progress and problems associated with safety culture and SCWE and support successful implementation of safety culture concepts within their respective organizations.
  7. Leads, participates in, or oversees safety culture and SCWE monitoring, evaluation of cross-cutting data, and safety culture program assessments in the SCIP and within the organization.
  8. Shares tools and actions that have strengthened safety culture and SCWE in their respective organizations.
- g. Working Groups (non-voting)
- General provisions. The SCIP may utilize chartered working groups to achieve SCIP goals and objectives. The need for a specific working group will be identified by the SCIP Members. Working groups:
- a) Shall be tasked to explore specific subjects, perform evaluation of, and/or application of, safety culture and SCWE concepts to various operations (including safety, security operations, quality assurance, and/or organizational culture) to improve Departmental effectiveness and efficiency.
  - b) May consist of SCIP Core Members, Ex-Officio Supporting Members, subject matter experts, advisory members, ad hoc members, and/or other personnel who volunteer to complete SCIP Charter goals and objectives.
  - c) Shall prepare a charter outlining specific activities.
  - d) Shall prepare an annual plan that identifies specific, measurable, achievable, relevant, and timely actions to support SCIP goals and objectives.
  - e) Shall provide a final report, or deliverable, to the SCIP.
2. Executive Sponsor
    - a) Must be a SCIP Core Member.

- b) Is appointed by the SCIP Co-Chairs or Executive Secretary.
  - c) Acts as a champion for the working group to enable their successful completion of identified actions.
  - d) Participates in scheduled working group meetings.
3. Working Group Chair (or Co-Chair):
- a) Shall be a Federal employee.
  - b) Acts as the primary interface between the SCIP and working groups.
  - c) Completes attendance at one or more Departmental-provided safety culture/SCWE training sessions within four (4) months being appointed.
  - d) Prepares and obtains SCIP Co-Chair approval of their Working Group Charter within four (4) months of being approved as the Chair/Co-Chair.
  - e) Prepares working group goals and objectives that are specific, measurable, achievable, relevant, and timely actions for inclusion in the SCIP Annual Plan.
  - f) Participates in the SCIP monthly meetings and provides a status of working group actions that support the SCIP goals and objectives.
  - g) Prepare periodic reports as requested by the SCIP Co-Chairs and/or Executive Secretary.
  - h) Coordinate and schedule all working group meetings, record working group meeting activities, and transmit those records to the SCIP Executive Secretary.
4. Working Group Participants
- a) Shall be a Federal employee.
  - b) Supports the working group Chair/Co-Chair in completing the working group's annual plan actions.
  - c) Participates in working group meetings.
  - d) Participates in SCIP monthly meetings, as needed.
  - e) Performs tasks to support the completion of actions identified in the Working Group Charter.

## VI. Operation

The SCIP will meet approximately monthly or at the discretion of the Co-Chairs and operate in a collaborative fashion to execute the SCIP responsibilities, objectives, and activities. The decisions of the SCIP will be documented in meeting notes, including majority and minority opinions.

- a. The SCIP will meet on an annual basis, and with the Integrated Safety Management Champions Council, when possible.

- b. The SCIP shall develop and maintain an annual plan that addresses major issues related to the Department's safety culture and the specific objectives of the SCIP related to these issues, and activities necessary to resolve the issues in a timely manner.
- c. The SCIP shall prepare periodic reports for the Deputy Secretary of Energy that summarize actions taken to address the Department's safety culture improvement needs, lessons learned, and identify future actions needed to strengthen the Department's safety culture. The report should be submitted at least on an annual basis.
- d. The SCIP shall develop methods to measure safety culture improvement and recommend them to PSOs for their use.
- e. The SCIP may utilize chartered working groups to achieve SCIP goals and objectives. The need for a specific working group will be identified by the SCIP Members. Working groups shall be tasked to explore specific subjects, perform evaluation of, and/or application of, safety culture and SCWE concepts to various operations (including safety, security operations, quality assurance, and/or organizational culture) to improve Departmental effectiveness and efficiency.
- f. The SCIP shall assess the effectiveness of its functions at least every three years.

VII. References

- a. DOE P 226.2, *Policy for Federal Oversight and Contractor Assurance System*, August 9, 2016
- b. DOE O 226.1B, *Implementation of Department of Energy Oversight Policy*, April 25, 2011
- c. DOE P 420.1, *Department of Energy Nuclear Safety Policy*, February 8, 2011
- d. DOE P 450.4A, *Integrated Safety Management Policy*, January 8, 2018
- e. DOE O 450.2, *Integrated Safety Management*, January 17, 2017
- f. DOE G 450.4-1C, *Integrated Safety Management Guide*, September 29, 2011
- g. *DOE Consolidated Report for the Defense Nuclear Facilities Safety Board Recommendation 2011-1 Actions 2-8 and 2-9*, May 2014
- h. NRC, Regulatory Issue Summary 2005-18, *Guidance for Establishing and Maintaining a Safety Conscious Work Environment*, August 25, 2005

  
 David M. Turk, Deputy Secretary

**AUG - 3 2021**

Date