

**ISMS Training Document**  
**Track 2, Activity 4 – September 2011**  
**Safety Planning**

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**Activity**

Describe how safety is factored into Oak Ridge Office's (ORO's) day-to-day planning and long-range planning.

At the completion of this activity, fill out the Self-Certification Form certifying that you have read this activity sheet.

**Note:** When regulations, Department of Energy (DOE) directives, or other industry standards are referenced in this ISMS activity, please use the most recent version. In addition, please note that DOE Guides provide preferred, non-mandatory, supplemental information about acceptable methods for implementing requirements, including lessons learned, suggested practices, instructions, and suggested performance measures. Guides do not impose requirements but may quote requirements if the sources are adequately cited. Alternate methods may be used if it can be demonstrated that they provide an equivalent or better level of performance.

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**Key Documents**

- [DOE O 420.1B, change 1, Facility Safety](#)
  - [DOE O 440.1B, Worker Protection Program for DOE \(including the National Nuclear Security Administration\) Federal Employees](#)
  - [10 CFR 851, Worker Safety and Health Program](#)
  - [DOE G 440.1-1A, Worker Protection Program for DOE \(including the National Nuclear Security Administration\) Federal Employees Guide for Use with DOE O 440.1B](#)
  - [DOE P 450.4A, Integrated Safety Management Policy](#)
  - [DOE G 450.4-1B, Integrated Safety Management System Guide for use with Safety Management System Policies \(DOE P 450.4, DOE P 450.5, and DOE P 450.6\); the Functions, Responsibilities, and Authorities Manual; and the Department of Energy Acquisition Regulation \(Two Volumes\)](#)
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**What's In It For Me**

The completion of this activity is expected to help you become familiar or refresh your understanding of the ways that ORO builds safety into each work activity—in particular, the planning for each work activity. By carefully planning our work activities, we are better able to recognize safety concerns and issues, establish controls as necessary, and thereby carry out the work more safely.

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**Flowdown of Safety to ORO's Overall Planning Activities**

The *Oak Ridge Office Annual Performance Plan* flows from the DOE Headquarters strategic goals and integrates customer requirements and strategic objectives from DOE planning documents.

Based on the Department of Energy Strategic Plan, the Office of Science Strategic Plan, and the Department's emphasis on the President's Management Agenda (PMA), the Oak Ridge Office determined it was necessary to have an

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overarching plan that is integrated and links to these important documents. Furthermore, it was important that the overarching plan be consistent with the Oak Ridge management approach outlined in the Management System Description (MSD). Thus, each year, Oak Ridge develops the Annual Performance Plan (APP) which is intended to be a top level plan for tracking progress of the Oak Ridge Office in meeting established milestones and performance objectives throughout the year.

The Oak Ridge APP ties to the DOE Strategic Plan via the goals and applicable key intermediate milestones, to the PMA via the goals and applicable DOE objectives, and has been cross-walked with the Office of Science Strategic Plan to show areas of Oak Ridge support. In addition, the APP also contains a section on Oak Ridge Federal Management and Infrastructure which is specific to Oak Ridge and not contained in the other higher level documents. The APP is supported by organizational and program plans.

Specific measures (i.e., what needs to be accomplished during the fiscal year) and associated target dates in the APP are identified by the organization to support the objectives and goals. When identifying the measures and target dates, other documents such as the Environmental Management Project Execution Plan; contractor performance evaluation plans; the Office of Science Facilities Plan; the Project Analysis and Reporting System (PARS); the Standard Accounting and Reporting System (STARS) Implementation Plan; and the Oak Ridge Assurance Memorandum were considered in order to capture important performance objectives and external commitments.

Performance plans for Senior Executive Service employees, managerial employees, as well as for all other employees, cascade from these important documents. Thus, accomplishments in support of the DOE Strategic Plan, the SC Strategic Plan, the PMA, and the APP can be tracked.

On a monthly basis, the Oak Ridge APP is reviewed and its status checked by senior management. The “red, yellow, green” system is employed for a visual assessment of each milestone. Areas of concern and issues are addressed as part of the Oak Ridge continuous improvement program.

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**Examples of ORO’s  
Day-to-day Safety  
Planning and  
Incorporation into  
Work Activities**

ORO employees are responsible for performing their jobs while protecting themselves, the public, and the environment. Management is responsible for taking the lead in proactively supporting a safe work environment. All ORO employees working in general office areas are informed of hazards and safe work practices related to their work environment, and they are held accountable for performing their work safely. Management addresses safety through various activities, including the following:

- Safety training such as:
  - Ergonomic safety practices.
  - Lifting/moving practices.
  - Review of the ISM procedures for general office areas.
  - ISM issues and lessons learned.

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- Some organizations perform annual inspections of general office areas and report the findings to ORO management. A Safety and Health Walkthrough Checklist was developed for inspecting general office areas (see the Safety First Web Site).
- Division/site safety representatives perform monthly walkthroughs and report their findings to ORO management.
- Within each ORO organization, staff meetings, as appropriate, are used to identify safety/health issues.
- Position descriptions for technical supervisors and managers communicate the ISM expectations.
- Some organizations conduct fire evacuation and shelter-in-place drills, with feedback to senior management and employees.
- An industrial hygienist from the AMESH organization performs ergonomic evaluations. ORO management will request specific evaluations as needed. ORO employees may request an ergonomic evaluation when they deem necessary.

In addition, ORO management has established and implemented processes to confirm that general office areas are in an adequate state of readiness to perform work safely. ORO management will maintain effective vertical and horizontal communication to ensure that employees remain cognizant of all standards and requirements applicable to their responsibilities, work activities, and associated hazards. Senior management has established a safety culture that encourages the use and adherence to approved procedures to identify the hazards associated with work activities.

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**To Learn More**

Click on these documents for more information about how safety is integrated into ORO's planning activities.

- SCMS Procedures or other Oak Ridge Office documents
  - ORO Safety First Website,  
<https://sharepoint.oro.doe.gov/Pages/Default.aspx> (Internal)
  - ORO Directives Management Group, Key Management Documents,  
[http://www-internal.oro.doe.gov/dmg/oro\\_keymanagementdoc.htm](http://www-internal.oro.doe.gov/dmg/oro_keymanagementdoc.htm)
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