Improving Safety at NIST

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NIST

**National Institute of
Standards and Technology**

Technology Administration
U.S. Department of Commerce

Things I want to share…

- My approach
- My priorities
- Path forward

Major ingredients

1. Leadership
2. Professional safety support
3. Active participation

Major ingredients

1. Leadership
   - Responsibility
   - Sets priorities and direction for organization
   - Defines roles
   - Delegates authority
   - Accountability

Actions

- Strengthen Director's office
- Clarify roles and relationships within line management
- Increase focus on operations
- Strengthen management support
- Established/modified senior positions
- Addressing Boulder management

Current reporting lines at NIST (omitting staff positions and Boulder)
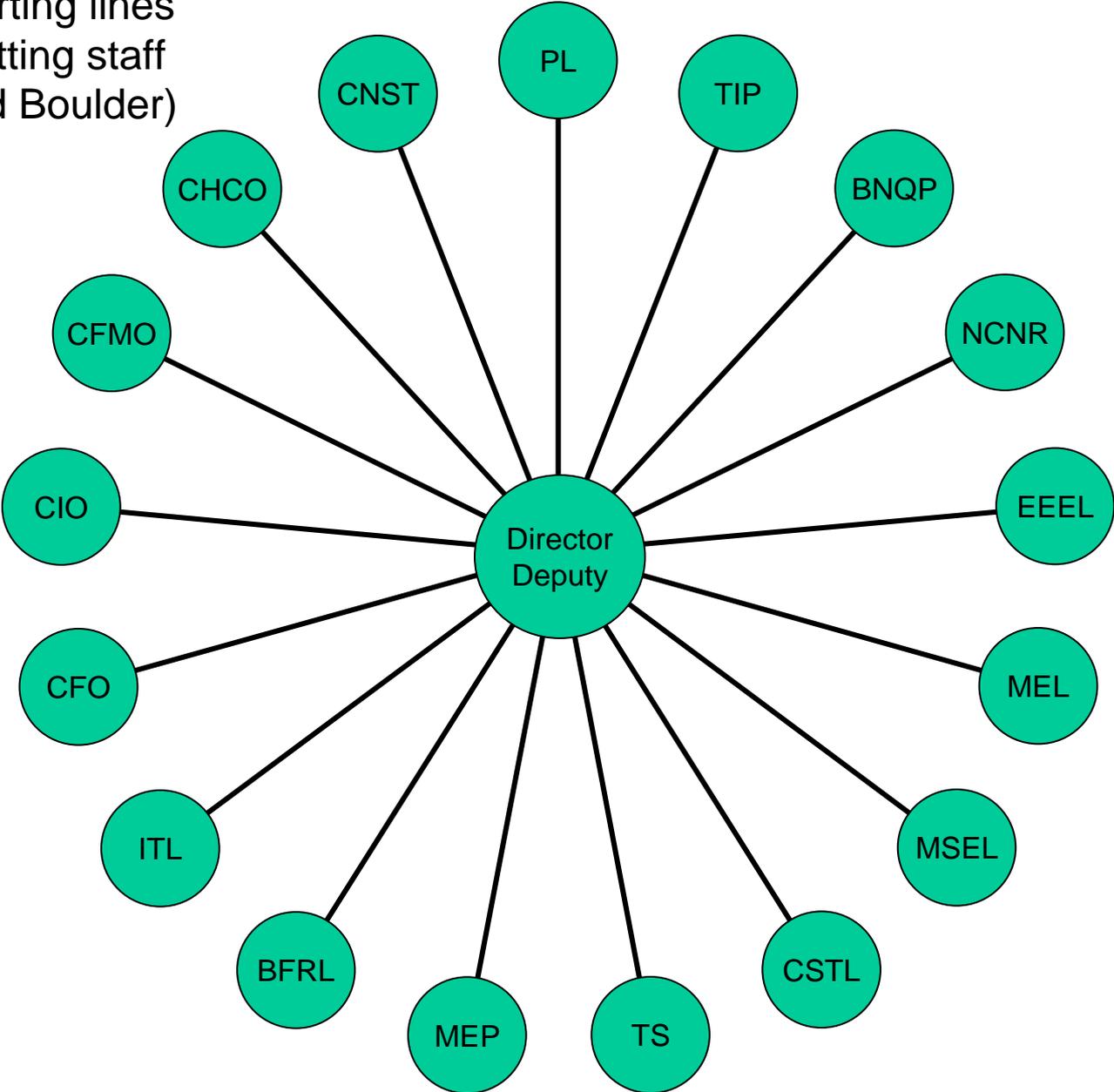
NIST Directorate
(staff positions not shown)

Director (vacant)

Deputy Director

Chief Scientist
Assoc. Director for Laboratory Programs

CFO

Laboratory OU Directors (10)
PL, CSTL, BFRL, ITL, EEEL,MEL, MSEL, TS, CNST, NCNR

External Program OU Directors (3)
TIP, MEP, BNQP

Chief Officers (5)
dCFO, CIO, CFMO, CHCO, CSO

Major ingredients

1. Leadership
2. Professional safety support

    ■ Central role in safety management program

    ■ Defines requirements and performance standards

    ■ Professional resource for line organizations

    ■ Reporting and analysis

Actions

- Identifying benchmark organizations
- Seeking senior safety executive
- Realigning safety office within NIST
- Safety "surge"

Major ingredients

1. Leadership
2. Professional safety support
3. Active participation
   - Thoughts on "safety culture"
   - Safety is about how work is done
   - Fully integrated into work processes
     - Management and supervision
     - Work activities
     - Business and support systems

Actions

- Increase safety support

- Resources

- Improve information sharing

- Establish meaningful metrics/goals

Where are we now?

- Large mismatch between safety office and programs

- Inadequate resources

- Decentralized

- Efforts not integrated into normal work process
  - Seems like an "off-normal" activity
  - Viewed as a trade off

- Heightened sensitivity

- Strong desire to improve

- Aligns with NIST core value of "excellence"

Major ingredients

1. Leadership
2. Professional safety support
3. Active participation

My priorities as communicated to staff….

1. Strengthen management
2. Improve safety management
3. Align NIST for the future

Path Forward

Immediate work activities:

- Clarify roles and responsibilities

- Ensure adequate authority

- Strong support for local efforts

- The "surge"

- Share information/best practices

- Reprioritize resources

Path Forward

Building a stronger safety program:

- Establishing clear and effective line relationships

- Defining roles, responsibilities, authorities, accountability

- Strengthen supporting management functions

- Benchmarking other organizations

- Rebuilding an effective safety office

- Define clear performance goals and measures

- Move from local effort to integrated safety management approach – risk-based prioritization

Discussion