



Department of Energy

Washington, DC 20585

August 14, 2014

Mr. James A. Ajello
Chair
Environmental Management Advisory Board
U.S. Department of Energy
1000 Independence Avenue, S.W.
Washington, D.C. 20585

Dear Mr. Ajello:

Thank you for your June 20 letter. The Office of Environmental Management (EM) welcomes the advice and recommendations from the Environmental Management Advisory Board (EMAB) on issues affecting EM's program that will help EM continue to address contract and project management improvements.

The recent findings and observations submitted by the Boards' Acquisition and Project Management Subcommittee dated May 22, cover two activities that EM is currently pursuing to ensure best practices are being applied across the EM complex.

Observation 1: Workshops for Federal and Contractor Managers

EM plans to continue to support and conduct the periodic contract and project management workshops for federal and contractor personnel. Experience has shown that the benefits of face-to-face communication of lessons learned, successful approaches, and situations to avoid can result in savings in project execution costs which outweigh the meeting costs.

Observation 2: Preventive Maintenance Practices on Facilities and Utility Systems

EM senior management directed the EM sites to perform an extent of condition review of their deferred maintenance practices, considering (in part) their corrective and preventative maintenance backlogs. The Office for Safety, Security, and Quality Programs has recently commissioned a team to review the site responses, collect additional information as necessary, and complete a report summarizing status and identifying potential lessons learned.

Recommendation 2014-1: Conduct Contract and Project Management Workshops

EM's Contract and Project Management Workshop held on August 5 and 6, was designed to be EM specific and to serve as a tool for continuous improvement of contract and project planning and execution. The objectives of the workshop were to enhance the knowledge and understanding of EM's policies and practices relative to the roles and responsibilities of acquisition and project management professionals, and instill



a corporate mindset complex-wide on the significance of structured contract improvement of contract and project management principles.

If you have any questions, please contact me or Mr. J. E. Surash, Deputy Assistant Secretary for Acquisition and Project Management, at (202) 586-6382.

Sincerely,

A handwritten signature in cursive script that reads "Mark Whitney".

Mark Whitney
Acting Assistant Secretary for
Environmental Management

cc: Colin Jones, EM-1
Monica Regalbuto, EM-2.1
Candice Trummell, EM-3
Mark Gilbertson, EM-10
Kenneth Picha, Jr., EM-20
Frank Marcinowski, EM-30
James Hutton, EM-40 (Acting)
J. E. Surash, EM-50
Dennis Deziel, EM-60
Melody Bell, EM-70 (Acting)