

Mr. Daniel B. Poneman
Deputy Secretary of Energy
1000 Independence Ave., SW
Washington, D.C. 20585

Subject: Project Management

Dear Mr. Poneman:

At the December 3, 2009 meeting of the Operations Management Council, an action item was assigned jointly to the Energy Facilities Contractors Group (EFCOG) and the National Laboratory Directors Council (NLDC) to develop a report on project management processes in use in the DOE contractor complex. Specifically, the scope of the report was to describe the implementation of project management certification programs in the field and to identify best practices in project management within the contractor community.

As requested, EFCOG and the NLDC have collaborated on this report which was prepared by the EFCOG Project Management Working Group (PMWG) and the NLDC's Chief Operating Officers (COO) Working Group. EFCOG and NLDC together represent over 60 DOE contractors across various DOE and NNSA program offices including all of the national laboratories.

Contractors were surveyed on their project management certification practices and best practices, and select senior level project managers were interviewed and contributed advice and ideas based on their many years of experience. We received several ideas from the field for performance improvement and we have also incorporated them for your consideration.

We appreciate this opportunity to support the Department's efforts to improve project management within the complex. We believe that a robust and continuing dialogue among DOE offices and the contractor community on ways to improve project management performance is in direct support of our goal of pursuing excellence on all of the projects we execute.

Kind regards,



Pamela Horning
Chair, EFCOG



Samuel Aronson
Chair, National Laboratory Directors Council

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EFCOG Directors
NLDC-COO Working Group