



The Deputy Secretary of Energy
Washington, DC 20585

September 23, 2009

MEMORANDUM FOR HEADS OF DEPARTMENTAL ELEMENTS

FROM: DANIEL B. PONEMAN 
SUBJECT: Establishment of the Operations Management Council (OMC)

As you know, we have now begun regular Program Review Meetings to review Program Office objectives, to monitor progress toward those objectives, and to address any impediments to their achievement.

A similar logic now leads us to establish a council to address the mission-support functions of the Department insofar as they commonly affect the achievement of our mission objectives. The Department of Energy depends vitally on the effective operation of our mission-support offices. We will not succeed in meeting the goals the President and the Secretary have set for the Department without human talent and diversity; contract and project management and procurement; fiscal accounting and discipline; information technology infrastructure, health, safety and security protections; legal and policy judgments and advice; internal auditing, investigation and adjudications; intelligence support; accurate energy data and analysis; and congressional and intergovernmental outreach.

The Support Offices that serve these functions perform indispensable services in pursuit of our mission objectives, and the success of our Program Offices and the success of our Support Offices are inextricably intertwined.

While the needs of each program are unique in many respects, they share many common attributes that can most efficiently be met by a coordinated approach to the support functions. Given the scale and complexity of the Department's operations, pooling our efforts through the Support Offices also offers significant savings and efficiencies, while avoiding inconsistent treatment of similar cases along with the confusion that would entail.

In reviewing several of these factors, in July the National Academy of Public Administration review of the Department of Energy recommended the establishment of an Operations Management Council, "consisting of the leadership of the mission and mission-support organizations and chaired by the Deputy Secretary, whose responsibility it is to determine and assess mission-support requirements that will enable DOE to successfully accomplish its mission."



The Secretary and I accept this recommendation, and hereby establish the DOE Operations Management Council, comprised of the following standing members:

- Deputy Secretary, Chair
- Chief of Staff, Alternate Chair
- The Under Secretaries
- General Counsel
- Chief Financial Officer
- Chief Human Capital Officer
- Chief Information Officer
- Chief Health, Safety, and Security Officer
- Director, Office of Management

When appropriate to the topic under consideration, other program or support officer managers may be invited to participate in OMC deliberations and actions.

The Chair shall appoint an Executive Secretary of the Council, who will be responsible for distributing agendas and records of decisions, as well as for monitoring implementation of OMC decisions.

The OMC will provide a forum to tackle cross-cutting management issues of strategic importance to the Department (e.g., overall management reform, M&O contractor oversight, the GAO high-risk list, the relationship between the field and headquarters, human resources, IT architecture). Any program or support office manager may propose an item for consideration by the OMC, along with a memorandum defining the issue, providing the background, and offering proposals or options for consideration.

The OMC is intended to promote efficient and responsive mission support for Presidential and Secretarial objectives, while resolving any conflicts or impediments to that end.

The initial OMC meeting will be held in the near future, to consider options that have been developed to improve worker safety at the Department.

By September 30, please provide this office with other proposed agenda items for early consideration by the OMC.