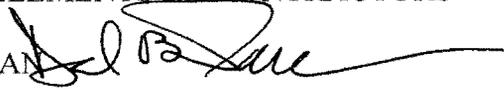




**The Deputy Secretary of Energy**  
Washington, DC 20585

December 2, 2009

TO: DEPARTMENTAL ELEMENTS and CONTRACTORS  
FROM: DANIEL B. PONEMAN   
SUBJECT: Management Principles

Many thanks to all for your insights and suggestions on this subject, which inform the following principles:

1. Our mission is vital and urgent.
2. Science and technology lie at the heart of our mission.
3. We will treat our people as our greatest asset.
4. We will pursue our mission in a manner that is safe, secure, legally and ethically sound, and fiscally responsible.
5. We will manage risk in fulfilling our mission.
6. We will apply validated standards and rigorous peer review.
7. We will succeed only through teamwork and continuous improvement.

