

**From:** Anderson, James  
**Sent:** Friday, June 25, 2010 10:50 AM  
**To:** Bromwich, Michael R; Beaudreau, Tommy; Ishee, Mary Katherine; Cruickshank, Walter; Gould, Greg; LaBelle, Robert; Tribsch, George; Thornhill, Alan D  
**Cc:** Wheatley, Sandra; Callis, Patricia; Stoltz, Melissa; Mabry, Scott; Yang, Annie; Ekholm, Craig; Eckl, Mark; Pope, Robert; Teague, Teresa; Good, Keith; Goldblatt, Jennifer; Zatarain, Vicki; Gibbs Tschudy, Deborah  
**Subject:** Bureau Abbreviation  
**Importance:** High

Executive Committee,

Please be advised that BOE should not be used as the abbreviation for the Bureau of Ocean Energy Management Regulation and Enforcement. Until further notice the abbreviation **BOEMRE should be used**. Administration Division Chief's and Program Chiefs of Staff have been included on this message so as they can disseminate this information to the appropriate points of contact.

**James G. Anderson**

Acting Associate Director for Administration & Budget  
Bureau of Ocean Energy Management, Regulation, and Enforcement

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**From:** Bromwich, Michael R  
**Sent:** Monday, June 21, 2010 10:51 AM  
**To:** MMS Employees Nationwide  
**Subject:** Hello to All of You

Two weeks ago this is the last thing I thought I would be doing-- taking over as the head of a large and important agency, in a Department in which I've never worked, and addressing an audience of close to 1,700 people, working across the nation, some of whom are helping the country every day deal with the largest environmental catastrophe in our history.

But here I am -- Fate never quite reveals what it has in store for any of us. I did not foresee that I would be asked by the President and Secretary Salazar to take on this important job but I am sincerely delighted to be here and am looking forward to meeting with you, hearing your concerns, and moving this agency forward as quickly as possible.

As you probably know, most of the issues this organization deals with are new to me. I am not foolish enough to pretend that I know things that I do not. But I know that doing this job effectively will require me to learn many things from you -- across the full breadth of our responsibilities in all of the organization's programs, on the substance of the issues,

on process, and about this organization. I look forward to beginning that process so I can make the right decisions based on the best information available.

Although I am new to the agency, I think I do have some relevant experience -- leading large and important organizations, diagnosing organizational and substantive problems, prescribing structural and substantive solutions, and implementing those solutions. The seven years I spent in the 1980s as a federal prosecutor in New York and DC taught me a very important lesson, which I have carried with me and had reinforced in the 20 years since -- to make judgments based on facts, not rumors; on evidence, not newspaper articles. That's the approach I bring to everything I do, and it is the approach I will bring here.

Let me share with you some of the experience I've had in both the public sector and private sector over the past 20 years, which is much more relevant to my new role than my time as a prosecutor. From 1994-1999, I served as Inspector General for the Department of Justice, where I led an organization composed of criminal investigators, auditors, inspectors, lawyers, and administrative service professionals. I learned many important things during my tenure as IG -- but probably none more important than to draw upon the talents and capabilities of the career personnel in my organization. I could not have succeeded without them; they were outstanding. Many of them remain my friends today. On the whole, I have enormous respect for career personnel and admire their choices to make public service a career.

Over the past ten years, I have had exposure to many organizations going through difficult times and in need of reform -- the DC Police Department, which I monitored for six years; the Houston Police Department Crime Lab, which had performed very flawed work in extremely important cases, including death penalty cases; and the Delaware Department of Correction, which the Department of Justice found to be providing inadequate medical and mental health care to inmates. In each case, a process of diagnosing the problems, prescribing change, and implementing change led to vast improvements in the operations of those agencies. All of them saw their operations improve, as well as their reputations.

I understand that morale in this organization is very low. I don't see how it could be otherwise given what everyone has been through in recent months. Needless to say, some of the agency's wounds have been self-inflicted, by people no longer here. But I am not making judgments based on media reports or conventional wisdom. I will make judgments and decisions based on performance and on what I see. I will not make personnel or organizational changes just for the sake of putting my

imprint on the agency -- that's not my management style and that's not my record.

But we do have a mandate to change some of the ways we do business, involving both the structure of the agency and the substance of what we do. We will be working through the structural issues in the months ahead. Importantly, we have a mandate to be far more aggressive in regulating the oil industry and far more aggressive in applying sanctions when companies don't follow the rules. I take that mandate seriously, and I have been promised the resources necessary to accomplish this change. The current situation has underscored the absolute need for us to have more tools and resources to do our jobs as well as possible. We will use those additional tools and resources to be more active regulators and more aggressive enforcers, and to enhance our capacity for exercising all of our important responsibilities in managing the OCS and revenues from Federal and Indian leases.

I also wanted you to know that Secretary Salazar has signed orders changing the name of the organization from MMS to the Bureau of Ocean Energy Management, Regulation, and Enforcement (BOE). Obviously, simply changing the name does not change anything of substance, but our hope is that the name change is the first step in a series of more substantive and meaningful changes that we as an agency will implement together in the near future.

Again, I am delighted to be here and look forward to meeting you and working with you.

Best regards.

MRB