



May 3, 2002

Subject: Dub McNamara - Letter of Recommendation

To Whom It May Concern:

I have known Dub McNamara since July 1997 when BJ Services contracted with a consulting company to assist in the effort to ensure that our information technology environment was ready for the year 2000. Dub was the Project Manager for this engagement and he established and managed the project, a worldwide technology assessment/upgrade at over 300 locations. The project was completed successfully, on time and on budget. I was extremely impressed with the project management methodology, which Dub utilized as well as his abilities to design and develop Access databases, Excel spreadsheets, etc. to address every conceivable project related need. While utilizing a very structured methodology, Dub demonstrated the flexibility to adjust effectively to BJ's unique constraints and resource limitations. He worked closely with all BJ project personnel to ensure that all issues were addressed in an effective, timely manner so as to keep the project on schedule.

Later, in late 2001, I contacted Dub again. I wanted to design, document, and implement a standard project management methodology for the IT department. We had very good technical people, but our projects were generally late, over budget, and sometimes did not meet the project sponsor's expectations. From our previous experiences with Dub, I knew that he was the one to assist us in this effort. Again, Dub worked with us to design a methodology that addressed all the elements of a successfully managed project, but without the superfluous busywork, which exists in some of the off-the-shelf methodologies. Dub interviewed BJ's project managers and key management personnel to document and understand the current environment. He then worked me to design and document a methodology to address our unique situation and needs. He designed and developed electronic templates for all project documents. He developed tools to help streamline the project documentation and reporting. He developed training materials and gave classroom instruction to our project managers and project team members. The training and methodology was well received. We have only been working with it for 4 or 5 months, but we are making good progress in the professional management of our IT projects. Dub did an excellent job for us in a very short time.

In summary, Dub is the most knowledgeable and capable individual in the area of project management that I have ever had the privilege of working with. I consider him an expert in project management methodology. He has demonstrated excellent skills in leading, coaching, training, and mentoring project managers. He works well with all levels of management. He thinks and works out-of-the-box. His is innovative and adaptive to unique situations, limitations, and barriers that must be addressed in planning and managing a complex project. He has superior written and verbal communication skills. He is not afraid to roll up his sleeves and get into the details of project issues and challenges. I would work with Dub again in a minute and I would love to have him on my staff if I had a position available which is worthy of his talents and capabilities.

Sincerely,

A handwritten signature in blue ink, appearing to read 'Stephen C. Crawford'.

Stephen C. Crawford
Director – Corporate IT

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