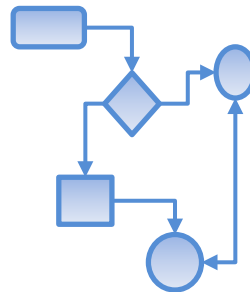


NOAA/National Weather Service

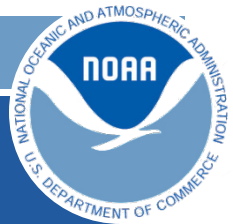
Capabilities and Requirements Decision Support (CaRDS)

NWS Field Requirements Vetting and Validation
in Portfolio-based Governance

Service Program Team / AFS Mission Support Team Roles and Coordination



November 2018



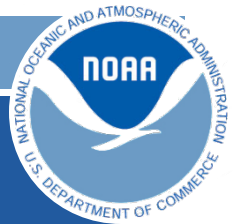
SPT / MST

Service Program Teams (SPT) and AFS1 Mission Support Teams (MST)* play a major role in both the CaRDS process, AOP milestone formulation, and in replacing the Cross Agency Review Team (CART) for 10-102.

This presentation is to help:

- Clarify SPT/MST roles and responsibilities
- Provide details and recommendations on CaRDS process steps within Tier 2

*The formally called “Corporate Project Teams” (CPT) are now called Mission Support Teams.



SPT / MST Roles

Members: Review Requests: address and resolve issues, scope, benefits, and determine if request is indeed a requirement candidate.

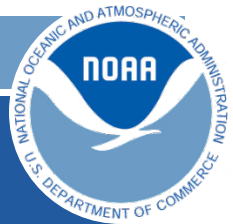
Members: represents their respective Office/Region, therefore must ensure their vote is representative of, and coordinated within, their FMC.

Members: Are to consider the benefit to corporate NWS, not just whether or not it applies to their specific program/office/region.

Team Lead: Engage all team members, requesting they respond to any specific questions and that they provide their vote, ensures issues are resolved.

Team Lead: Engage with SMEs and Service Delivery Portfolios, as appropriate.

Teams document findings, issues, member approval votes including any dissenting opinions, Team Approval decision and recommendation for Tier 3.

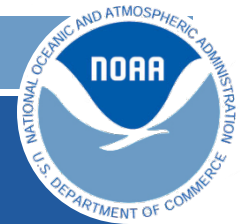


SPT / MST Roles - PSCM

Perform Experimental products cross-agency reviews:

- Review candidate experimental products provided by the Products and Services Change Management (PSCM) manager. Note: PSCM will perform their review and include their findings and recommendations to the Team(s).
- Address questions or issues provided by PSCM.
- Ensure PSCM manager is invited to related meetings.

Team Lead documents findings, issues, member approval votes including any dissenting opinions, Team Approval decision and recommendation for PSCM manager and for Tier 3 if National Product.



Team Responsibility and Authority

SPT/MST members represent their respective service area/program, but also represent their respective FMC (Region/Center/Office).

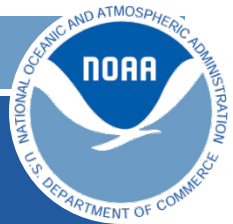
Example: A regional Climate Focal point member should consider the approval decision not just from their climate program perspective, but also from their region's perspective and therefore ensure their decision is cleared by their region.

Team Leads have the authority to request member review, active participation and votes by stated due / meeting dates. Issues regarding member participation should be addressed with the AFSO Director who will engage the Field/Center director or COO as necessary.

Leads should ensure that group decision is based on need and benefit as it applies to 'corporate' NWS, and therefore should seek balance based on strategic priority.

Leads should call members to request their vote if one is not provided by due date. Phone approval is acceptable (record call date).

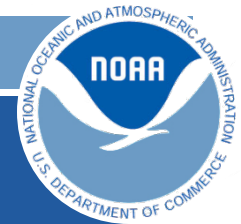
Note: Information based on the [SPT Charter](#), however these also apply to the AFS1 Misison Support Teams



Notification and Keeping Track of Documentation

The CaRDS site lists all requests, their status, and is a repository of documents. The documents are 'Static', so only the initial version, then any updated version provided by the teams are entered and available on the site.

In order to facilitate review and edits, CaRDS analyst will create a Google drive folder for each new request, and pre-populate it with the initial versions of the Request and the Validation Decision Information (VDI) document. These will be converted from .docx to Google Docs format to facilitate editing by team members.



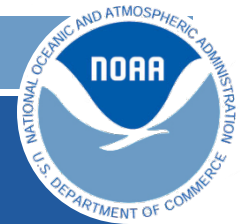
Documentation and Notification - continued

Experimental products without Requests (e.g. pre-existing whose comment period ended) will be entered in folders by the Products and Services Change Management lead.

Experimental candidates use a slightly different version of the VDI – they use an “EPDI”; Experimental Product Decision Information document.

When we send out the notification email to the team lead(s), we will specify the nature of the review, for example “New CaRDS Request” or “Review Experimental Product for Extending Commend Period”

Note that folders and their documents are initially shared with ‘edit privilege for the Team Leads, and “can comment” for all others. SPT leads are to share them or send via email to other stakeholder as needed.



Process Steps – Logistics Detail

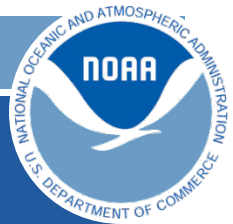
Preparation for Tier 2

Upon receipt of a new Request the Analyst prepares a Google Drive Folder and adds to it the Request and the Validation Decision Document (VDI).

The Primary SPT/MST is typically identified based on the Request. The Analyst may determine (either by direct information provided in the request, or by the nature of the request) that other Teams* need to provide their concurrence.

*The teams will be referred to as either the Primary Team or Non-Primary Teams (NPT) in this presentation.

Note: If the Request is not clear the analyst may go back to the originator and request edits or additional information prior to engaging Tier 2.



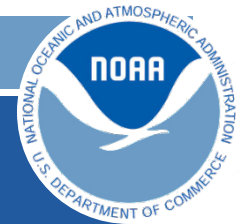
Process Steps – Logistics Detail

1. The analyst sends the Primary team Lead (and any already identified NPT) an email which includes the link to the Google folder, notifying them that a new request is ready for the team(s) to address.

Note: The analyst may include specific questions or issues to be addressed in the VDI.

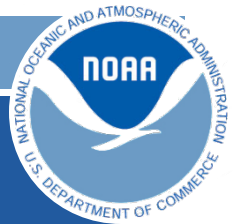
2. The team Lead reviews the request, and considers issues or questions which need to be addressed by the team (pre-populate the VDI). If input or concurrence is needed from other teams, the Lead should notify them.
3. The team Lead notifies team members **and the Originator*** that a new Request is to be reviewed by their team. The email is to include the link, so members can add information to the document(s) and when ready, indicate their Approval (or Not Approved) next to their name in Table 1 on the document (a list of all team members / stakeholders involved in the review) of the VDI.

* It is important to include the originator in the meetings for clarification and to address any recommended changes to the original request.



Process Steps – Logistics Detail

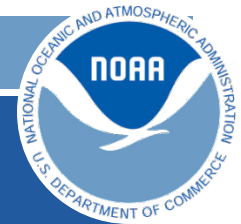
5. The email from the Lead is to [include a due date for final votes](#) and the meeting date for when the request is to be addressed. It should include any issues or questions identified by the lead which members are to address, and indicate that members are expected to be prepared to provide their approval decision on that date.
6. Leads should invite the CaRDS analyst and any other applicable team leads to the meetings. For Experimental products, the PSCM manager is to be invited.
7. The teams should work together to make an approval decision by consensus. If there is one or more dissenting vote, their vote and rationale is documented in the VDI to ensure situational awareness at Tier 3.
8. Team Lead must address any issues raised by members. Often team members indicate one or more issues in the VDI, but not resolution is indicated. All issues should be addressed by the team and resolved if possible.



Process Steps – Detailed Information

9. Team Leads are to provide a copy of the request and pertinent information to their corresponding AFS Division chief for their situational awareness. This should be done after the team agrees with the content and scope of the request.
10. Primary Team Lead notifies the CaRDS analyst when the VDI is complete so it can be uploaded to the CaRDS site.

CaRDS analyst will QC the VDI to ensure issues are resolved. Analyst will ensure that the Division Chief has been made aware of the request, then update status and decisions for the request on the CaRDS site and forward the completed VDI with team approval decision and recommendation to AFSO Director for Tier 3 evaluation



Process Steps – Detailed Information

The information provided for Tier 3 should be as complete as possible and documented in the Validation Decision Information document.

Example 1:

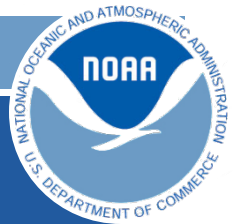
Incomplete: *We think other regions can benefit from the requested capability.*

CORRECT: *Original requested capability was for ER. SPT determined that this request should be developed for all regions. SPT approves for all regions.*

Example 2:

Incomplete: *The Request should include 7-10 day graphics as well.*

CORRECT: *SPT determined that 7-10 day graphics should be included the Mission Need or Requirement section of the request and be part of the requirement. The request has been updated with concurrence from the Originator.*



Process Step 10 - continued

Example 3:

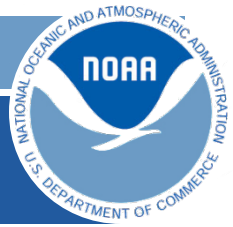
Do not state something like: *The request should also describe XYZ.*

INSTEAD: *The team and the Originator should reach an agreement and update the request so it describes XYZ.*

As part of ensuring completeness, the team should replace questions in the VDI with the answer or resolution thereof.

Bottom Line: Provide complete information for Tier 3. The only unanswered questions provided should be those which require higher level decision or those which are related to solution options.

Another “Take-Away”: Include the originator at meetings. The teams can edit the Request – provided the originator is involved and agrees with the changes.

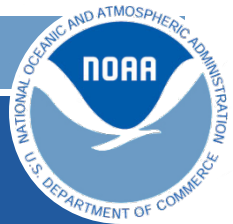


Process Steps

The same basic steps apply for review of **Experimental products**.

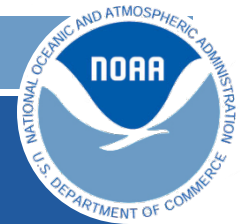
However, as previously mentioned, the notification will come from the PSCM manager, and it will include the results of the initial PSCM review, their recommendations, and any specific issues for the teams to address.

The associated folder for experimental products will include the 10-102 'package' documents as appropriate, such as the PDD, Draft Notification, analysis of comments, etc.



SPT Meetings

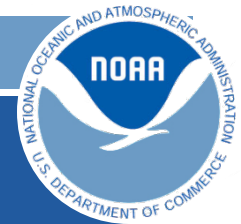
- ALL SPTs are to have recurring, scheduled meetings (either every two weeks or monthly).
- SPT/MST Leads can request review and feedback/Approval vote by mail for 'simple' requests with no anticipated issues. However if there are issues which come up the request should be addressed at a meeting unless the issues can be resolved via email/phone call.
- Ensure you have an approval 'vote' from each voting member (region/center, etc.), including any dissenting information. Lead should call members that have not provided their vote.
- Eighty percent (80%) of voting members, or their authorized delegate, must be in attendance for a decisional meeting to be held.



SPT Governance - Voting

- It is the responsibility of each voting member to represent their Office/ Director and vote on items as presented by the SPT Lead.
- An approval decision can be based upon a simple majority of voting members – Note: At least 80% of the members must be represented at the meeting if a vote is to take place.
- All dissenting opinion(s) will be recorded and provided to the next higher tier for consideration.
- Any dispute or need of arbitration shall be provided to the AFSO Director
- If a Team decision of “non-approval” occurs, then an appeal to the next higher tier is available by either a SPT member or the request originator.

Note: Governance based on SPT Charter, same should apply to MSTs.



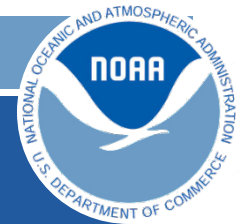
MULTIPLE TEAM COORDINATION

Requests often need to be reviewed and evaluated by more than one SPT / MST.

The CaRDS analyst will review all submitted requests and INCLUDE all the identified* affected Teams in the initial email to the Team(s). MST leads are also notified of all new requests, they are to notify the SPT lead if their team is to provide input.

*The Analyst MAY identify NPTs which should review the request and provide a concurrence decision, however, **every Primary Lead must consider whether or not other teams should be involved as it may not be obvious to the analyst.**

Meetings arranged by the Primary Team should include invitation to all applicable NPT leads. Likewise NPT leads are to invite the Primary team lead if they hold their own meeting.



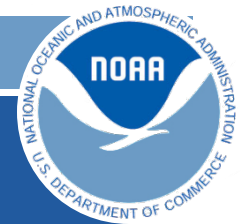
MULTIPLE TEAM COORDINATION

For Requests being addressed by multiple teams, the Validation Decision Information document will include:

- List of all Primary Team members and approval decision from each voting member listed.
- List of all necessary NPTs and the corresponding lead name (not all their members).
- Input from NPT leads reviewing the request with their concurrence decision.

NOTE: NPT input is to be provided by the corresponding team lead.

The Primary Team Lead must address any dissenting votes or issues provided by any NPT reviewing the request with the NPT lead.



MULTIPLE TEAM COORDINATION

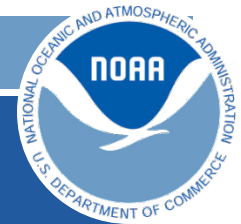
Guidance for SPT/MST teams which are Non-Primary Team (NPT)

It is up to the NPT team leads to determine whether or not their team must meet in order to address the request and provide a concurrence decision. In many cases, the concurrence may be provided by the NPT lead based on their service area needs without having to engage all their team members.

The NPT leads are to provide their concurrence in the VDI.

Do NOT just indicate issues raised by your team members in the VDI. The NPT leads should address issues raised by their team members and provide one team concurrence decision.

Any issues from the NPT which remain un-resolved must be actively addressed (not just written in the VDI) within the NPT and with the Primary Team Lead.



Process Steps – Logistics Detail

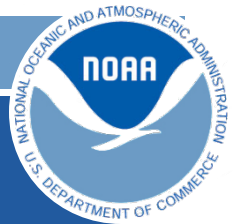
Timeframe

A frequently asked question is: ‘What is the timeframe for processing requests?’.

Recommendation: Team leads should provide the notification to the team ten days before a decision meeting is scheduled.

We therefore will state that Tier 2 decisions will generally take place within two weeks, with a maximum time of one month.

- Longer times, when necessary, are to be tracked, along with justification.



Tracking Progress and keeping 'Pace'

We have recurring SPT/MST monthly meetings to get updates, assist with coordination, and help address cross-team coordination.

All Leads (or their designee) currently working on requests or experimental products are to attend.

These meetings will allow us to:

- Update status, schedules and other information in CaRDS.
- Look at and share 'lessons learned'.
- See if CaRDS or PSCM analysts can do something to help the teams move on a request.
- Provide face-to-face among multiple Teams working on a request.
- Assist in resolving issues and identifying those which need AFS Director involvement.