



**The National Weather Service Response
to the
National Academy of Public Administration's (NAPA) Report**

***Forecast for the Future:
Assuring the Capacity of the NWS***

A Presentation to the
NOAA Science Advisory Board

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Outline

- Purpose
- Brief Review: National Academy of Sciences' Recommendations
- Summary: NAPA Report
- NOAA Coordination and Views
- Desired Outcome



Purpose

- Brief the SAB on the NAPA Report:
Forecast for the Future: Assuring the Capacity of the NWS
- Informational Only



National Academy of Science Recommendations



National Research Council's Report *Weather Services for the Nation: Becoming Second to None:*

- 1. Prioritize Core Capabilities**
- 2. Evaluate Function and Structure**
- 3. Leverage the Entire Enterprise**
 - Emphasis on Secondary Value Chain



NAPA Report: *Forecast for the Future*



Strategic	Call for Federal Advisory Committee (FAC)	Tactical*
Future Structure of NWS – Pace of Change		Enhanced R2O/O2R and Training, incl. Social Science
Embraced “Weather-Ready Nation” and six Strategic goals – can’t do it alone		Consistency across the NWS: Decision Support Services – reliable/timely/accurate
Recognized “Secondary Value Chain” – Public/Private Partnership		“Open Weather and Climate” support for Commercial and Research sectors
Centralize functions of Change Management/IT development	Simplify/sustain infrastructure	

*Restructured/transparent budget follows function

*New NWSEO relationship: call for a reset



NWS FACA

- NAPA recommends DOC form new Federal Advisory Committee under agency discretion, EISWG shared between SAB and the new FAC
- Changes in NWS structure and operations raise public safety concerns among EMs, elected officials, and NWS union. An advisory body is needed to serve as nexus between public safety and changes in NWS structure/operations, and hold the public trust. Approaches might include:
 1. Engage EISWG to serve advisory role at least for short term
 2. Stand up short-term FAC with limited charter (e.g. 6 months/3 questions)
 3. Establish longer-term FAC based on experience gained from 1 and/or 2
 4. Legislation (historically, legislation established advisory body for NWS Modernization and Associated Restructuring)



Grand Challenges

1. **Pace of Change:** *Orderly Process vs. Immediate Savings*
2. **Budget Restructuring:** *Aligning budget to function and linking to performance*
3. **Managing Innovation:** *Engaging all stakeholders and avoiding hidden costs*
4. **Consistent Services:** *Timely, Accurate, Reliable Services Consistent Across the Nation*
5. **Labor / Management Relations:** *Building a strategic partnership*



Next Steps

(If “Orderly Process” Prevails)

Short Term (FY13-14)

- Consider options for advisory body/external guidance
- Realign budget following operational function, including consolidation of R2O/O2R and management of IT systems
- Focus on consistent services
 - Design and conduct tests for significant changes; implement others
 - Work across weather and climate enterprise to address Weather-Ready Nation goals
- Initiate NWS/NWSEO effort to re-frame relationship

Medium Term (FY15-17)

- Stand up advisory body for NWS/Weather-Ready Nation
- Increased consistency of forecast products
- Baseline staffing model for decision support services

Long Term (FY18-)

- Consensus process drives ongoing change
- Primary and secondary value chains coupled to build a Weather-Ready Nation

... Budget may drive immediate change path



NOAA Coordination & Views



- Coordination:
 - NAPA briefed NOAA, Congress and NWS Union on report
 - NWS briefed OMB and Congress on response
- Views:
 - NAPA Report is far-reaching and provides strategic and tactical recommendations
 - NWS/NOAA “embraces” report; finds it consistent with recent NAS “Second to None” study
 - Some steps already underway (especially restructured, transparent budget process)
 - Grand Challenges have to be addressed for all of us to move forward



Desired Outcome



- *Informational Only*



Backup Slides

1. List of high-level NAPA Recommendations
2. Additional detail on five “grand challenges” for NWS



NAPA Report Recommendations

Recommendation 1: Continued additional and ongoing change to improve the operations and services of the organization.

Recommendation 2: NWS improve its engagement with the weather enterprise and core partners to enhance the primary and secondary value-chains.

Recommendation 3: NWS engage both internal and external stakeholders to secure support for the concept and their commitment to collaborate to achieve mutual goals in the national interest.

Recommendation 4: NWS establish a formal advisory committee under the procedures established by the Federal Advisory Committee Act.

Recommendation 5: NWS better align its resources and operations to effectively and efficiently meet the emerging needs of the Weather-Ready Nation paradigm.

Recommendation 6: NWS conduct additional zero-based analyses of staff alignment and functions.

Recommendation 7: NWS expand its recruitment to include competencies needed for Weather-Ready Nation such as internal and external communication skills, problem-solving, collaboration, conflict management, and leadership.

Recommendation 8: NWS examine its training and development strategies and technology to build an improved training and development framework that marries the science, leadership, and decision support skills needed to ensure the success of Weather-Ready Nation.



NAPA Recommendations, Cont'd



Recommendation 9: NWS and NWSEO collaborate to re-frame the labor/management relationship in keeping with the true partnership spirit of Executive Order 13522, which will necessitate the pre-decisional involvement sought by the union and the increased organizational results sought by management within a climate of mutual trust.

Recommendation 10: Consolidate the current distributed management of the NWS Research to Operations (R2O) and Operations to Research (O2R).

Recommendation 11: NWS establish Configuration Management and Security Risk Management over its information technology systems.

Recommendation 12: NWS conduct an NWS-wide analysis of its enterprise architecture, dissemination systems, and telecommunications infrastructure and identify opportunities for consolidating, integrating, or eliminating hardware or systems given current or anticipated future operational scenarios.

Recommendation 13: NWS conduct an NWS-wide requirements analysis of its facilities.

Recommendation 14: NWS prioritize and accelerate its efforts to develop mobile computing applications and the use of Virtual Private Networks and rapidly transition these technologies for use in mobile, forward-deployed, and remote applications.

Recommendation 15: NWS, in conjunction with its partners, develop a process and structure to guide significant organizational and operational changes.



Grand Challenges

1. **Pace of Change:** *Orderly Process vs. Immediate Savings*
2. **Budget Restructuring:** *Aligning budget to function and linking to performance*
3. **Managing Innovation:** *Engaging all stakeholders and avoiding hidden costs*
4. **Consistent Services:** *Timely, Accurate, Reliable Services Consistent Across the Nation*
5. **Labor / Management Relations:** *Building a strategic partnership*



Grand Challenge

(1) Pace of Change



Context for all NWS resource decisions for the next few years

- NAPA recommends orderly change in NWS with time for full engagement of all stakeholders
 - “...NWS will need to address the diversity of opinions of internal and external stakeholders on what to change, how to change, and the appropriate rate of change.” (p. 11)
- Fiscal environment seeks immediate change to achieve savings

Central challenge: Orderly process vs. immediate savings



Grand Challenge

(2) Budget Restructuring



Goal is a transparent budget process, aligned by function

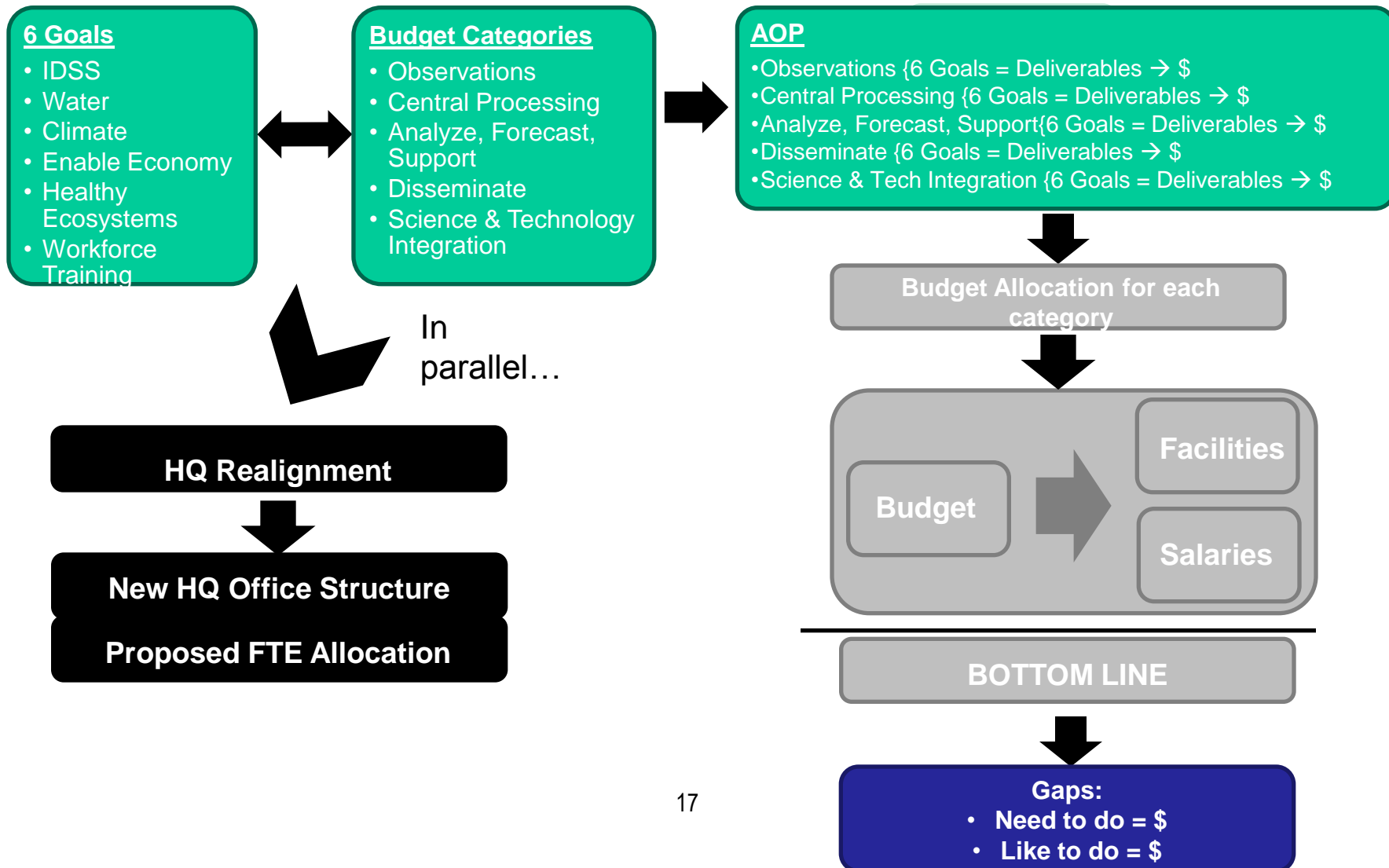
- NAPA findings support NWS request for realignment of program, project or activity (PPA) lines by operational function and service delivery
- Timeline drives parallel efforts to realign and gain approval

Central challenge: Aligning budget to function and linking to performance



Grand Challenge

(2) Budget Restructuring





Grand Challenge

(3) Managing Innovation



Foundation for orderly process to manage change

- NAPA recognizes current strengths *and* shortcomings
 - Hidden costs of uncoordinated local innovation
 - Enormous potential of innovative workforce
 - Importance of external engagement
- Improved R2O → agile NWS that can prove significant changes work

Central challenge: Engaging all stakeholders and avoiding hidden costs



Grand Challenge

(4) Consistent Services



Meeting needs for consistency in products as well as decision support services

- NAPA highlights inconsistent products and services that confuse emergency managers and others, e.g.
 - WFO boundaries; different products in different regions; different release times; Inconsistencies within same WFO product stream
- NAPA found stakeholders endorse Weather-Ready Nation paradigm, including enhanced decision support services

Central challenge: Timely, Accurate, Reliable Services Consistent Across the Nation



Grand Challenge

(5) Labor/Management Relations



Context for all changes with workforce impacts

- NAPA calls on management and NWSEO to
 - Re-frame the labor/management relationship
 - Provide training for managers, union officials
 - Create a strategic partnership founded on mutual trust

Central challenge: Building a strategic partnership between NWSEO and NWS management