

Operations and Workforce Analysis (OWA) Project: Charter for All Workstream Core Teams

The National Weather Service (NWS) Operations and Workforce Analysis (OWA) project is supported by four “Core Teams” that are each focused on one of the following topics:

- Communications and stakeholder engagement
- Organizational structure
- Operating model (including Impact-based Decision Support Services or IDSS)
- Workforce analysis

The membership of the Core Teams include NWS employees from across the organization who were approved for participation by NWS leadership. They also include National Weather Service Employees Organization (NWSEO) bargaining unit members who were recommended by NWSEO for each workstream. McKinsey & Company, which is working as an independent third-party consultant for NWS, is also participating on the teams. The Core Teams will provide essential support to the overall OWA project. This charter will establish the scope of activities and responsibilities of the Core Teams.

The main activities of the Core Teams are to:

1. **Support the Operations and Workforce Committee (OWC)**¹ in reviewing project analyses, developing and assessing options for the OWA, and answering questions or replying to requests for additional information.
2. **Assist and collaborate** with NWS OWA project leadership and McKinsey as they conduct their assessment of the NWS to ensure a collaborative and customized approach while preserving objectivity and independence. This collaboration could include participation in data calls, working groups, and/or research, and through providing guidance on action steps to take leading up to OWC² meetings.
3. **Augment and support** the data, information, perspectives, and ideas collected through application of individual expertise, experience, and insights (e.g., adding the perspective of Weather Forecast Offices, recommending subject matter experts (SME) for specific topics).
4. **Review and engage** on McKinsey's methodologies, insights, results and recommendations for accuracy and suggest changes if needed. To ensure an unbiased assessment, McKinsey will have final determination on the content presented to the OWC but it will be developed in a joint and collaborative effort with the Core Teams and subject matter experts.

Expectations for each member of the Core Teams include the following (may be adapted as needed, and notice will be given to ensure awareness and agreement with any changes):

- **Confidentiality: Core Team members, consultants, and SMEs are expected to maintain at all times the highest level of privacy and confidentiality regarding all information and materials shared as part of the OWA project, including initial findings and of all Core Team discussions, unless otherwise indicated (e.g., to share an approved project update that is intended to reach all NWS staff). Any interim reports or materials are considered to be**

¹ The National Weather Service (NWS) Executive Council (EC) established the NWS Operations and Workforce Committee (OWC) for the purposes of providing guidance to and making decisions on the OWA project.

drafts and are not to be shared beyond the Core Team and any consultants or SMEs who are providing independent advice. Core Team members will indicate their understanding of this requirement by signing this Charter. Consultants and SMEs will be covered as appropriate by separate non-disclosure agreements.

- **Commitment:** Core Team members are expected to fully participate in regular team meetings (in person or as conference calls, depending on location); in addition they are responsible for completing document reviews, communication steps. and other actions between meetings.
- **Role:** Core Team members are critical to the OWA in contributing insights in their areas of expertise, conducting analyses of surveys and interviews and generating input / data / that can inform the options and reports that McKinsey provides to the OWC.
- **Scope:** The Core Team activities are pre-decisional, only. In this capacity Core Team members provide input / data / guidance, serving a critical role as action-oriented groups such that when decisions are made (e.g., the approval of language for a survey or information for the website), the teams will be responsible for next steps.
- **Support:** The Core Teams will call on and engage with a cohort of Subject Matter Experts (SMEs) within the organization when needed to address specific questions, analyses or provide other expert insight
- **Duration:** The Core Teams will be in place through Phase II of the OWA project and will be considered for extended participation Phase III based on availability, interest and relevance to their area of expertise. Phase II will extend through approximately mid-October of 2015.

If you, or another Core Team member, have any questions or concerns about the Core Team Charter or other aspects of your participation, please contact Joanne Swanson Kagan, NWS OWA Project leader, at joanne.swanson@noaa.gov; Direct: 301-427-9066 or Cell: 240-393-0415. Thank you for your service to this project.

I have reviewed the Operations and Workforce Analysis (OWA) Project: Charter for All Workstream Core Teams, and I confirm that I will strictly maintain the confidentiality of all information in accordance with the Charter.

Name	Signature	Date
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