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MANAGEMENT REVIEW COMMENTS

By Jim Odlin

1. Pg. 10 INTERACTING WITH THE PROCESS IS GOOD, BUT NOT AT ALL STAGES. Many like the "Town Hall" format. I find this hard to reconcile with later comments.
2. Pg. 12 BUILDING A SHARED SENSE OF ACCOUNTABILITY FOR OUTCOMES AMONG NERO, NEFSC, AND NEFMC.
"The Council recommends a decision to NMFS for approval, and NMFS Implements How do we change this? It is the Law.
3. Pg. 12 DEFINING CLEAR, OBJECTIVE CRITERIA FOR DETERMINING THE SUCCESS OF MANAGEMENT DECISIONS. I recommend we do an annual review before priority setting of each FMP and major management actions, how it stacks up to the goals and objectives of the actions, goals and objectives to be set up in clear and measureable ways.
4. Pg 12 DEVELOPING A SHARED VISION AND STRATEGY TO GUIDE THE PROCESS. One thing the industry and the Council need is stability and consistency. The Council often starts in a totally new direction even before we know the results of a previous action. We must somehow build in something that says a measure of previous results must be necessary before another action can be undertaken.
5. Pg 12 CREATING A MORE WELCOMING ENVIRONMENT AT THE COUNCIL MEETINGS. Again, how does this reconcile with the previous statement many like "Town Hall atmosphere" we need clear goals and objectives of each management action and a problem statement and have the committee and council chair, read the goals and objectives at each and every meeting? If people are reminded of the goals, objectives and problem statements it is my feeling they will feel more confident on where we are going?
6. Pg 12 REDUCING THE NEGATIVE IMPACT OF LAWSUITS AND POLITICS ON THE PROCESS. I think this is beyond the council's control.
7. Pg 12 AT THE COUNCIL LEVEL, MEMBERS ADMITTED TO FEELING INTIMIDATED OR PRESSURED INTO A DECISION BY POLITICAL INFLUENCE. I have never felt this way and wonder what we could do about it.
8. Pg 13 REESTABLISHING "DEVELOPMENT OF THE COMMERCIAL FISHING INDUSTRY" AS PART OF THE NMFS MISSION. I think this is a very good point and should be an objective. At least we should be trying to achieve the national standards of OY and for net gain to the nation, I think this have been forgotten along the way.
9. Pg 14 SIMPLIFY GOVERNANCE: LEADERS FROM NERO, NEFSC, NOAA LEGAL, AND THE COUNCIL SHOULD CLARIFY EXPECTATIONS OF EACH GROUP AND REFRESH ROLES AND RESPONSIBILITIES. EXPLORE WAYS TO ELIMINATE UNNECESSARILY REDUNDANT PROGRAMS, ACTIVITIES, AND RESOURCES AMONG NERO, NEFSC, AND THE COUNCIL AT KEY HAND-OFF POINTS. I have thought we had done some of this but we FAILED to follow through, how do we structure this and have self discipline by the council to follow through and build it in?

- NEFSC AND THE COUNCIL: ELIMINATE REDUNDANT REVIEWS AND ACTIVITIES OCCURRING BETWEEN THE SAW/SARC AND THE SSC. CLARIFY ROLES AND RESPONSIBILITIES BETWEEN NEFSC AND THE SSC. ESTABLISH A MORE COLLABORATIVE WORKING RELATIONSHIP TO ELIMINATE MULTIPLE BACK-AND-FORTH.

10. Pg. 15

- THE COUNCIL AND NMFS: DEVELOP AND IMPLEMENT A COLLABORATIVE PROCESS FOR COUNCIL/PDT AND NMFS/SFD/GC TO CREATE, REVIEW, AND APPROVE RULES. APPLY THIS ACROSS ALL PDTs. DEFINE CLEAR TIME-REDUCTION INITIATIVES TO MANAGE EXPECTATIONS FOR INTERNAL NMFS REVIEWS. *Annual progress reviews must be implemented.*

Pg. 15

MAXIMIZE COLLABORATION:

- REDESIGN THE COUNCIL MEETINGS TO BE MORE COLLABORATIVE AND WELCOMING TO STAKEHOLDER PARTICIPATION. CHANGE THE LAYOUT OF ROOM; ENGAGE FACILITATORS TO KEEP THE MEETING FOCUSED, ON TO PICK AND TO MINIMIZE INDIVIDUALS DOMINATION THE CONVERSATION: AND PROVIDE COFFEE AND REFRESHMENTS. *I disagree with a facilitator this to me is the Chairmen's job. As far as coffee goes it seems a childish request.*

SPECIFIC FINDINGS

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11. Pg. 16 POSITIVES

- COUNCIL MEETINGS ARE PROFESSIONAL AND OPEN. *Again, 1st we hear in the report people like the format and then we hear it is too intimidating.*

12. Pg 16 CHALLENGES

- THERE ARE POCKETS OF LOW-PERFORMING COUNCIL STAFF. A NUMBER OF INTERVIEWEES SUGGESTED THAT STAFF HAVE BECOME COMPLACENT. IT WAS BELIEVED THAT THERE ARE NO PERFORMANCE CRITERIA OR STANDARD THAT STAFF MUST MEET. *I think we as a council take on too much in each action. We also do a lot of committee work, come to council vote on some things then we let it die, this has to be hard on staff over time. I do agree we need performance standards and reviews.*

13. Pg 16 THE COUNCIL GOVERNANCE IS TOO COMPLICATED; THERE ARE TOO MANY COMMITTEES AND GROUPS. *Again, we did a whole year or more of work about merging FMP's coming up with one recommendation and the council let it die, big wasted effort. How do we prevent this type of thing from going on?*

14. THE COUNCIL GIVES POOR GUIDANCE TO COMMITTEES, AND THEN DOWN TO THE PDTS. CONSEQUENTLY, PDTS SPEND TIME DEVELOPING MISGUIDED ACTIONS. Again, I think we try to do too much per action do not have well developed problem statements and goals and objectives are too broad and unspecific, lets do Mom and apple pie type of objectives, herring is a perfect example
15. THE COUNCIL AVOIDS MAKING DIFFICULT DECISIONS, OR DECISIONS ARE OFTEN PUT OFF UNTIL FURTHER INFORMATION IS GATHERED. I agree with this the chairmen of the council and committees must insist that action be taken at all stages.
16. Pg. 17 BRINGS IN A FACILITATOR TO PREVENT “FILIBUSTERING” AND TO ENCOURAGE FULL PARTICIPATION FROM THE COUNCIL MEMBERS AND AUDIENCE. Again, I disagree with this facilitator idea.
17. DEVELOP A STRATEGIC PLAN FOR NEW ENGLAND FISHERIES. NEW ENGLAND SHOULD BEGIN A COLLABORATIVE STRATEGIC PLANNING PROCESS THAT WILL HELP THEM DEFINE PRIORITIES AND ACTIVITIES OVER THE NEXT 5 YEARS. Finally, I think this will likely be a waste of time we have a hard time keeping to our priorities even for one year, the likely hood of a future council being tied up by a 3 or 4 year old plan of priorities is very poor something will always come up example could be a dramatically different assessment that whip saws us or some new legislation in Washington or a new renewal of Magnuson with changes (example ACL, AM and SSC requirements) any one that does not think Congress will again modify Magnuson is naive.