

NE Fisheries Tiger Team

Findings and Recommendations

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Tiger Team Overview

Scope

- Improve the process of developing FMP actions

Activities

- Develop common understanding of major challenges
- Share best practices across PDTs and organizations
- Recommend tactics to improve interactions & process
- Agree on next steps to improve staff-level productivity

Membership

- Over a dozen staff from NEFMC, GARFO, and NEFSC had several meetings and conference calls over many months



Desired Outcomes

- 1. More efficient process** to ensure documents are completed and implemented on time
- 2. Lower frustrations among staff** and increased staff morale and retention
- 3. Stronger sense of collaboration** across the three organizations and within NMFS
- 4. Commitment and accountability** from key players across the board



Tiger Team Report

Findings organized by major challenges identified

- Process, Participants, Priorities, and Data/Systems

Deliverables (Appendices)

- Shared Tools and Templates: public calendar, action timeline, and process document
- Clarified constraints and regulations: GARFO guidance on timing of actions and applicable laws
- Updated Action Plan to support PDT planning and roles and responsibilities
- Pilot “concision” workshop to improve documents



Major Challenges

1. The **process** for preparing and reviewing FMP actions is inconsistent and constrained by insufficient timeframes
2. The **essential players** are not consistently identified and engaged appropriately during the FMP development process (right people/right time)
3. The Council **overcommits** to management actions and seems insensitive to resource constraints, exacerbating stress on the review process
4. **Data and system** constraints and requirements are not recognized early enough in the FMP development process



I. Process Recommendations

- Finalize, approve, and institutionalize the **Action Plan template**
- Identify and formalize *Implementation Teams* for each action
- Institutionalize the ‘concision’ mindset and best practices across FMPs
- Document and agree on **standard process and timelines** for the reviews



2. Participation Recommendations

- Formalize a *Project Manager* role within the Region
- Establish and uniformly implement a formal request process for additional technical resources on the PDT
- Establish a regular meeting at the deputy level to discuss resource allocation and challenges (*OpCor*)
- Assign *protected resources staff* to each PDT
- Assign a Council staff member as the primary POC for Protected Resources across all FMPs



3. Prioritization Recommendations

- Prioritize **statutory requirements**, then consider **discretionary provisions**
- Avoid including an excessive number of alternatives that go beyond the reasonable range required under NEPA
- Focus on **objectives**, avoid side projects
- When prioritizing, agree on what must be 'put on hold'
- Encourage the Council to **consider long-term implications** of actions



4. Data/Systems Recommendations

- **Include staff** from data collection and analytical groups on PDTs and Implementation Teams
- **Conduct requirements gathering analysis** for actions earlier, limit the scope to ensure a reasonable implementation timeline
- Clearly **communicate** progress on the data system improvement project(s)



Take-Aways

- Realistic timelines need to be established and communicated, and buy-in must be made up front by all parties.
- To realize our desired objectives, it is critical that we commit to the agreed upon process and we follow through on our agreements.
- If we can formalize milestones, diversions from the process should be the exception, not the norm.
- A key to our success is to focus on collective objectives and to overcome territoriality.

We are in this together!

