NATIONAL WEATHER SERVICE INSTRUCTION 40-201
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Planning
Program Reviews, NWSPD 40-2

PROCEDURES FOR DEVELOPING CFO PROGRAM REVIEW PRESENTATIONS AND MATERIALS

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The changes are as follows: These changes reflect the NWS Headquarters reorganization effective April 1, 2015.

Changes include:

- The addition of broken down infographic examples;
- Sections detailing the scheduling, facilitation, and expectations of Quarterly Program Reviews (QPR);
- Updates to the slide creation and submission process.

signed ___________________________  __12/19/2018___________
John E. Potts     Date
Chief Financial Officer/
Chief Administrative Officer
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1. Purpose & Overview

National Weather Service (NWS) leadership ensures proper and effective program execution, planning, and risk management. To provide for corporate engagement and maintain leadership programmatic situational awareness, NWS has established Quarterly Program Reviews (QPRs) as an internal program review process for Portfolio Directors, Financial Management Center (FMC) Directors, and Program Managers.

The purpose of the Quarterly Program Review (QPR) is to provide National Weather Service (NWS) senior leadership situational awareness on all programs across NWS in a succinct and effective manner. In addition, this venue enables broader engagement across the corporate structure, permitting deeper and collaborative insight from both operational and program management viewpoints.

The QPR will serve as a basis for management to determine which programs require greater exposure. QPRs will occur during the month subsequent to the close of each quarter. They will be conducted in a conference room in the Silver Spring Metro Center. QPRs will be available by video teleconference to support participation by those outside of the Silver Spring area.

Each portfolio will prepare a Google Slide presentation using a pre-built draft slide deck, disseminated by the QPR Coordinator six weeks prior to the QPR. The slides should serve as an overall Program Manager assessment, and the template includes four quadrants: Project Information and Highlights, Scheduling, Issues/Risks, and Finances.

Program presentations will be grouped under their appropriate NWS Portfolio. Office and Portfolio Directors will introduce their Portfolios/Offices and provide overall assessments of the Portfolios. Presentations will be short and focused.

2. QPR Presentation Requirements

Each identified program will develop and present a status update each quarter during the QPR. The listing of identified programs is subject to change.

2.1 Template

Programs will follow the approved QPR draft slide deck for their presentation. The QPR Coordinator will disseminate the draft 6 weeks prior to the QPR. Please see section 3 for detailed information on how to revise quad chart preparation.

2.2 Availability of Time

- Portfolio Directors – 10 minutes per quad chart
- Portfolio Program Managers – 5 minutes per quad chart

2.3 Presentation

- Focus on key accomplishments or critical issues/risks that require Executive Council and/or NWS senior staff awareness, support, and assistance.
- Presentations should be short and focused – it is critical to stay within allotted timeframe per quad.
- 30% of time should be allotted for Q&A.
• Project Information and Highlights (upper left quadrant): Do not discuss the upper left portion of quad, unless the text has been modified significantly.
• Scheduling (upper right quadrant): Briefly address any changes to the planned schedule, with special attention to schedule slips that may lead to issues/risks.
• Issues/Risks (lower left quadrant): Presentations should focus on issues/risks that will require NWS senior leadership’s awareness and/or support.
• Finances (lower right quadrant): When discussing the project finances briefly highlight funding amount, planned execution timeline, and if current expenditures are aligned with the execution timeline.

3. Template Guidance
The following provides Portfolio Directors and Program Managers with guidance to effectively develop presentations. Programs will follow the approved QPR template (viewable in the CFO1 QPR Google Drive). Bullets should be concise and self-explanatory so that individuals viewing the slides out of presentation context can understand.

3.1 General Guidance
• Each identified program will prepare a single slide using the pre-built draft slide deck.
• The slide should serve as an overall Program Manager assessment.
• The template will include four quadrants: Project Information and Highlights; Scheduling; Issues/Risks; and Finances.
• Do not modify the location or title formatting of the template’s quadrants.
• The quadrant body text font style shall be Calibri and black in color. The text size of the quadrant body is to be no smaller than 9 points. Use bold blue text to highlight changes and bold red text to highlight risks. Red text should be used judiciously.

3.2 Definitions of Status Assessments

<table>
<thead>
<tr>
<th>Color</th>
<th>Definition</th>
</tr>
</thead>
<tbody>
<tr>
<td>Green</td>
<td>The program is ‘on target’ to achieve baseline scope objectives, meet NWS AOP milestones as scheduled, effectively mitigate all identified issues/risks, and fully obligate allotted budgetary resources as planned. All four quadrants need to be ‘green/on target’ for the overall assessment to be green. Any area not ‘on target’ needs a lower status. If there are resolvable issues that the FMC, Portfolio or Program can manage, then the program remains green.</td>
</tr>
<tr>
<td>Yellow</td>
<td>FMC and/or Portfolio management intervention may not effectively resolve identified issues. Senior NWS management attention may be required.</td>
</tr>
</tbody>
</table>

All efforts of the NWS internal program review process use the same basis in assessing a program’s status. The following definitions provide for a common understanding of the three assessment colors to minimize misunderstandings and misconceptions. These definitions apply to the individual quadrant and overall assessments.
Red: The program has identified the need for senior NWS management attention on issues beyond the FMC, Portfolio, and Program’s ability to resolve. The nature of these issues can be internal or external to the Program.

3.3 Title and Program Manager’s Overall Status Evaluation – Top of presentation

Corporate Portfolio
Portfolio Status as of: June 30 2016

Using black, bold text, insert the program’s title at the top of the presentation. “Project Status as of” refers to the last day of the quarter (December 31, March 31, June 30, or September 30). Modify the large status bubble in the top right corner with the manager’s assessment of the program’s overall status (red, yellow, green). The overall status should not be higher than the lowest status of the four focus areas. This assessment sets the stage for the entire presentation. If the overall assessment is other than green, the presentation conversation should focus on the quadrant which most attributes to the lowered assessment.

3.4 Project Information and Highlights – Upper Left Quadrant

Project Information and Highlights

Lead:
John Potts, Portfolio Manager

Scope: Corporate and Common Services which enable NWS’ mission for the Nation. These efforts have been expanded to include: OCL, ERM/IA, OOE

Major FY 2016 Initiatives:
1) Operations and Workforce Analysis
2) Governance
3) Property Transition
4) Internal Hiring
5) National Procurement Initiative

Estimated Benefits:
1) A high-performing organization with integrated, efficient, and effective management processes
2) Sound resource management practices and reduced risk
3) IT security which protects integrity of scientific enterprise

List key POCs in this quadrant. Always list the Program Manager. Additionally, list external team members critical to program’s success, such as the Contracting Officer. The program’s scope is to be explicitly listed. Estimated benefits including anticipated outcomes, positive impacts, and quarterly accomplishments may be listed as well. The status bubble should be modified as needed to reflect the Program Manager’s assessment. Assessment considerations should include whether the project scope is at risk or if a particular requirement is no longer feasible.
3.5 Scheduling – Upper right quadrant

<table>
<thead>
<tr>
<th>Milestone</th>
<th>Completion Quarter</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Establish project documentation.</td>
<td>FY19 Q1</td>
<td>Complete</td>
</tr>
<tr>
<td>Document project mission.</td>
<td>FY18 Q4 -&gt; FY19 Q1</td>
<td>Cancelled</td>
</tr>
<tr>
<td>AOP: Install new IT system in Sterling, VA.</td>
<td>FY19 Q3</td>
<td>On Track</td>
</tr>
<tr>
<td>NOAA AOP: Complete demonstration of NWM-based FIM capability.</td>
<td>FY19 Q4</td>
<td>On Track</td>
</tr>
<tr>
<td>Install 3 widgets.</td>
<td>FY19 Q4 -&gt; FY19 Q3</td>
<td>Ahead</td>
</tr>
<tr>
<td>Upgrade 7 gadgets.</td>
<td>FY18 Q4 -&gt; FY19 Q1</td>
<td>Delayed</td>
</tr>
</tbody>
</table>

This section lists critical milestones in the program’s schedule. In the table list all NWS AOP milestones aligned with the particular project/program. NOAA AOP’s that do not align with a particular project can be placed on another supporting slide. Each AOP milestone must appear at least once in the portfolio’s collective slide deck.

Denote NWS AOP milestones with the prefix “AOP:” before the milestone description, and NOAA AOP’s with “NOAA AOP:”. Before each QPR, CFO1 will check for AOP milestone inclusion and notify Portfolios if any are missing. Note the following requirements for displaying information in this quad:

- “Milestone” column: Each milestone should have a quantifiable element to measure progress.
  - “Completion Quarter” column: Each milestone must have a target completion quarter.
  - Indicate milestone target completion changes with “arrows.”
    - Example: FY18Q4 -> FY19Q2.
- “Status” column: The cell should be filled with one of the following terms:
  - On Track: The milestone will finish as planned and reported on the completion quarter column.
  - Delayed: The milestone will finish after the original completion quarter. Refer to the completion quarter column above for directions on how to report that change.
  - Ahead: The milestone will finish before the original completion quarter. Refer to the completion quarter column above for directions on how to report that change.
  - Complete: The milestone is accomplished.
  - Cancelled: The milestone will not finish.
3.6 Issues/Risks – Lower left quadrant

Issues/Risks

Issues:
1) After recalculation of assessments, additional $15,5475 was BOP’d to OHD. Need to amend the Interagency agreement with USGS and get the funds put on an IPAC account for USGS.

Mitigation:
1) Amendment has been prepared and is going through approvals now.

The lower left quadrant covers Issues/Risks to the execution of the program. Issues and Risks should be listed separately. Program Managers should utilize the standardized 5x5 risk matrix (see example - Appendix A) to determine the consequence and likelihood of issues and risks to include in this quadrant. At a minimum, all risks falling within the red zone of the 5x5 matrix are to be included. Those risks within the yellow zone are within Program Manager’s discretion to be included. No risks within the green zone are to be included in this quadrant. The need for senior NWS leadership involvement in mitigating any issues or risks should be considered in determining the Program Manager’s assessment for this quadrant.

3.7 Finances – Lower right quadrant

Finances

Finances and budget performance are covered in the lower right quadrant. For the full year (Q1-4), list all applicable funding sources and amounts for your program, including:

- Operations, Research and Facilities (ORF);
- Procurement, Acquisition and Construction (PAC);
- Supplemental appropriations;
- Reimbursable agreements and;
- Carry-over funding.

NWS direct appropriations should be listed by Program, Project or Activity (PPA). Indicate total obligations year-to-date through the end of the last fiscal quarter. List any planned obligation that did not occur in the past quarter. If major obligations are planned in the current quarter, list those. Resource managers should be consulted in determining actual and pending obligations. Listed
obligations should correspond with the associated Portfolio’s Annual Spend Plan Management Contract. Portfolio Directors should include information about obligation status and execution status as needed. Within the Execution status section, Program Managers should articulate salient details and plans associated with obligations.

4. **QPR Follow Up**

During the QPRs, additional clarification or program details may be requested by the Portfolio Director, the Chief Information Officer (ACIO), the Executive Council members for leadership situational awareness and decisions.

4.1 **Action Items**

After weekly and quarterly program reviews, CFO1 and Chief of Staff (COS) will capture and disseminate meeting follow on actions within one week. These will be posted on Google Drive. Contact CFO1 staff for details.
Acronyms

AA – Assistant Administrator
AHPS – Advanced Hydrologic Prediction Service
AOP – Annual Operating Plan
ASOS – Automated Surface Observing System
AWIPS – Advanced Weather Interactive Processing System
CFO – Chief Financial Officer (or Office of the Chief Financial Officer)
CFO1 – Budget Formulation, Execution and Program Analysis Division of the CFO’s Office
CIO – Chief Information Officer
COOP – Cooperative Observers Program
COS – Chief of Staff
DAA – Deputy Assistant Administrator
DAM – Data Assimilation and Modeling
FMC – Financial Management Center
FY – Fiscal Year
GRP – Ground Readiness Project
HFIP – Hurricane Forecast Improvement Project
HQ – Headquarters
IT – Information Technology
MADIS – Meteorological Assimilation Data Ingest System
NextGen – Next Generation Air Transportation System
NEXRAD – Next Generation Weather Radar
NLSC – National Logistic Support Center
NOAA – National Oceanic and Atmospheric Administration
NPN – NOAA wind Profiler Network
NRC – National Reconditioning Center
NWC – National Water Center
NWR - NOAA Weather Radio
NWS – National Weather Service
NWSTG – NWS Telecommunications Gateway
OCFO – Office of the Chief Financial Officer
OCOO – Office of the Chief Operating Officer
OPPSD – Office of Planning and Programming for Service Delivery
ORF – Operations, Research and Facilities
PAC – Procurement, Acquisition and Construction
PPA – Program, Project or Activity
TOC – Telecommunications Operation Center
USRCRN – U.S. Regional Climate Reference Network
WCISS – Weather and Climate Computing Infrastructure Services
WCROSS – Weather and Climate Operational Supercomputing System
WFO – Weather Forecast Office
WPR – Weekly Program Review
WRIP – Weather Radio Improvement Project
WRN – Weather-Ready Nation
APPENDIX A – Typical 5x5 Risk Matrix Example

<table>
<thead>
<tr>
<th>ID</th>
<th>Approach</th>
<th>Risk</th>
</tr>
</thead>
<tbody>
<tr>
<td>6</td>
<td>M</td>
<td>Sensitivity Analysis above tolerance</td>
</tr>
<tr>
<td>2</td>
<td>M</td>
<td>System fails achieve threshold performance</td>
</tr>
<tr>
<td>4</td>
<td>W</td>
<td>Delays in partner reimbursable funding</td>
</tr>
<tr>
<td>1</td>
<td>M</td>
<td>IT Security solution</td>
</tr>
<tr>
<td>8</td>
<td>W</td>
<td>Thin Client Performance</td>
</tr>
<tr>
<td>11</td>
<td>M</td>
<td>Delays in contractor meeting CDR</td>
</tr>
<tr>
<td>15</td>
<td>M</td>
<td>Contract Officer retires prior to CLIN 4 Award</td>
</tr>
</tbody>
</table>

**Trend**
- Up: Increase
- Down: Decrease
- Flat: Unchanged

**Criticality**
- Critical
- Medium
- Low

<table>
<thead>
<tr>
<th>Trend</th>
<th>Cost</th>
<th>Schedule</th>
<th>L x C Trend</th>
<th>Approach</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>No Incr</td>
<td>No Slip</td>
<td>Decreasing (Improving)</td>
<td>M - Mitigate</td>
</tr>
<tr>
<td></td>
<td>+10% Incr</td>
<td>1 month</td>
<td>Increasing (Worsening)</td>
<td>W - Watch</td>
</tr>
<tr>
<td></td>
<td>+20% Incr</td>
<td>1 Qtr</td>
<td>Unchanged</td>
<td>A - Accept</td>
</tr>
<tr>
<td></td>
<td>&gt;20% Incr</td>
<td>2 Qtr</td>
<td>New</td>
<td>R - Research</td>
</tr>
</tbody>
</table>

**Consequences**
- Cost: No Incr, +10%, +20%, >20%
- Schedule: No Slip, 1 month, 1 Qtr, 2 Qtr, >2 Qtr