**CSS Implementation:**

**Defining Responsibility for CEOS Essential Business and Core Activities**

**CEOS Self-Study: Key Recommendation on Organizational Functions**

*“Articulate the organizational functions and relationships that CEOS needs in order to perform and sustain its work, and consider whether modification of the leadership structure and organizational elements is needed to support these functions. Clarify roles and responsibilities for CEOS Leadership at all levels.”*



**Charge to the Topical Team on CEOS Essential Business/Core Activities:**

*The charge to this topical team is to identify the main responsibilities of the CEO, DCEO, SEO, Working Groups, Virtual Constellations, and SBA Coordinators, using the information gathered in the CEOS Self-Study and Annexes, and to highlight areas where responsibility is a) unclear, b) overlapping, or c) where there are important areas where no one has responsibility; and to develop a suite of options for addressing unclear areas, overlaps, and gaps.*

At the 2011 Plenary, the incoming SIT Chair affirmed that one of the needs for implementing the CSS recommendations on Organizational Functions was to get to a clearer, shared understanding of the roles and responsibilities of CEOS leadership individuals and groups, and to understand and articulate who has responsibility for major CEOS activities (as distinct from the wide range of people in various roles who fully participate in those activities).

CEOS activities are robust and complex. They range from the top-level encapsulation of CEOS major organizational goals (shown in the table below) to the accomplishment of CEOS daily business, the ongoing inter-organizational technical coordination work of the Virtual Constellations, Working Groups, and Societal Benefit Areas, and the development of CEOS tools and informational products and services. Likewise, CEOS has developed a complicated leadership and organizational structure over the years, as it has grown to accomplish an ever-widening range of goals. Clearly identifying and articulating responsibility (and participation) for this matrix of people and activities is in itself a complex task, and one that had to be split into several components in the CSS implementation plan in order to keep focus on the importance of each piece.

The responsibility for CEOS top-level activities that encapsulate CEOS major goals was determined first, through a dedicated session at SIT-27 in March 2012. The outcome of the SIT-27 session was decision regarding responsibility and participation for CEOS top-level activities as follows:

|  |  |  |  |
| --- | --- | --- | --- |
| 1. Substantive space-borne coordination, scientific, and user-focused activities | | 2. Top-level strategy development and guidance | |
| Responsible | Participates | Responsible | Participates |
| SIT Chair | WGs, VCs, SEO, CEO/DCEO, special teams like CTF, SDCG, and others | CEOS Chair | Troika, SEC, Plenary, SIT Chair, WGs and VCs (to distil messages up to CEOS leadership) |
| 3. Internal CEOS coordination | | 4. External CEOS coordination | |
| Responsible | Participates | Responsible | Participates |
| CEOS Chair | SEC (with support from CEO/DCEO, SEO), Plenary, SIT Chair | CEOS Chair | SEC (with support from CEO/DCEO), Plenary, SIT Chair, VCs and WGs |

As shown in the table, the major outcome of the session was affirmation that the responsible party for each top-level activity is either the CEOS Chair or the SIT Chair. Note that while the SIT-27 session framed the discussion in terms of the top level activities and who has responsibility for them, in so doing it also identified major organizational functions of the CEOS Chair and SIT Chair.

Having come to a shared understanding of who is ultimately responsible for these top-level activities and what are some major functions of the CEOS Chair and SIT Chair, the next step is to get to a similar shared understanding of the responsibilities for essential business and the core activities that support and enable the top-level activities, i.e. those undertaken by the CEO, DCEO, SEO, Working Groups, Virtual Constellations, and Societal Benefit Area Coordinators.

The CEO, DCEO, and SEO occupy unique positions within CEOS, serving as the only individuals who support CEOS’s activities and goals full time for the duration of their tenures. Yet there is no shared understanding of the scope of these three critical roles, and there are no formal Terms of Reference describing what does and does not fall within their range of responsibilities. Without this shared understanding, the tendency will be for these roles to either be marginalized or to accrete additional duties to the detriment of existing ones, and for the individuals occupying the roles to be either overtaxed or underutilized. Looking forward, the lack of a shared understanding will negatively impact the ability to recruit and retain individuals to fulfill these important roles.

The Working Groups, Virtual Constellations, and Societal Benefit Area Coordinators conduct much of the technical coordination of CEOS and take primary responsibility for fulfilling many of CEOS’s obligations toward customers such as GEO. There is a wide variation in the form of and functions undertaken by these groups, and it should not be the intent of this CSS process to force them into identical shape or structures. However, as CEOS looks forward to the potential for creating additional such groups, a shared understanding of the overall shape and function of these groups, as well as the expectations that CEOS places upon them (and vice versa), will be essential to ensure that they can successfully recruit members and that their missions are properly supported by member agencies.

Therefore, the goal of and charge to the Topical Team on CEOS Essential Business/Core Activities is to come to a shared understanding of the things that these groups and individuals are actually charged with the responsibility for doing, and furthermore to understand how many collateral responsibilities they each bear.

The Team is *not* expected to conduct a new, exhaustive study of this topic, since that work was already done during the CEOS Self-Study. Instead, the Team should heavily draw upon and extract relevant sub-sections of the CEOS Self-Study Synthesis Report as well as the CSS Annexes (Study Team Reports on Executive Functions, Working Groups and SBAs, and Virtual Constellations), in which these issues were evaluated in depth.

**The charge to this topical team is to identify the main responsibilities of the CEO, DCEO, SEO, Working Groups, Virtual Constellations, and SBA Coordinators, using the information gathered in the CEOS Self-Study and Annexes, and to highlight areas where responsibility is a) unclear, b) overlapping, or c) where there are important areas where no one has responsibility; and to develop a suite of options for addressing unclear areas, overlaps, and gaps.**

Process:

* This *white paper* sets up the discussion for your topic. The charge to your Team is to produce an *options paper* (not a single closed-form solution) for your topic.
* Team work is conducted entirely by teleconference and email.
* A draft version of your options paper should be submitted to the SIT Chair Team by September 1, so that it can be distributed before the SIT Technical Workshop.
* A breakout session on the Monday prior to the SIT Technical Workshop will be devoted to your Team’s topic, to share Team results, gather input, and answer questions.
* Your Team leadership will present a brief report within the SIT Technical Workshop on either Tuesday or Wednesday.
* After the SIT Technical Workshop, your paper should be refined based on input gathered, so that a clean draft can be distributed prior to Plenary.
* At Plenary, decisions will be made regarding the best set of options for CEOS to implement, based upon the material that your Team has prepared.
* Options decided upon at Plenary will be incorporated into the CEOS Strategic Documents.