**Terms of Reference:**

***CSS Implementation Topical Teams***

**Background**

1.  In order to help facilitate the work of the Committee on Earth Observation Satellites as it tackles the challenges and opportunities of providing coordination of civilian space-borne observations of

Earth, in 2011 CEOS conducted a Self-Study (CSS) to identify past successes, strengths, opportunities, and areas of challenge. The output of the Self-Study was an assessment of current CEOS structure, achievements and challenges, together with a series of recommendations to address structural issues and key challenges. The focus for calendar years 2012-2013 is to outline options for implementing the CSS recommendations as accepted at the 2011 CEOS Plenary.

2. The overall plan for developing responses to the CSS Recommendations is contained in CSS Implementation Blog #1 (attached, and posted on the CEOS website under the heading Publications/Governing Documents).

3. As part of the response, a series of *ad hoc*, short-term Topical Teams is charged with developing sets of options for implementing particular CSS recommendations. These Topical Teams are governed by these *Terms of Reference*. The timeline is for each Team to develop an Options Paper for consideration and decision at the 2012 CEOS Plenary.

**Objectives and Scope**

4. The main objective for each Topical Teams is to develop options for addressing issues identified in the CSS, and to prepare an Options Paper for consideration and decision at the 2012 CEOS Plenary. The topical areas are as follows:

* Responsibility for CEOS Essential Business and Core Activities
* CEOS Decision-making Process
* A Common Understanding of Major Meetings

Each Topical Team has been provided with a white paper that outlines the issue under their purview, and which provides guidance on completing the assignment. Teams have latitude to conduct their work as best fits their topical areas, while maintaining coordination with each other and with the SIT Team. All Team work will be conducted via teleconference and email.

The Topical Teams are *not* expected to perform extensive research to understand the issues within their topic, since that research and analysis was performed as part of the CSS and is available in the CSS Synthesis Report and Annexes. Teams are expected to review relevant CSS material, and to develop a suite of options to be discussed at the 2012 Plenary, and from among which CEOS will select a way forward.

The relevant CSS Key Recommendations and the corresponding charge to each of the three Topical Teams are as follows:

**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.*

**CEOS Self-Study: Key Recommendation on Decision-making and New Initiatives**

*“Develop a process for reviewing and selecting new activities with consideration for CEOS objectives and available resources.”*



**Charge to the Topical Team on the CEOS Decision-making Process:**

*The charge to this topical team is to develop a suite of options for a CEOS decision-making process, and to identify what governance requirements and responsibilities would be needed for implementation of that process. The process should address a) selection of new projects and how to adjudicate among multiple candidate projects when resources preclude doing all; b) criteria for sunsetting old projects when and as appropriate; and c) approaches for CEOS to decide whether a project is within its scope and mandate, or would be better handled by another organization.*

**CEOS Self-Study: Key Recommendation on Objectives of Meetings**

*“Develop coordinated objectives and formats for the CEOS Plenary meeting, SIT meeting(s), and SEC telecons to encourage discussion and decision-making. Balance reporting with strategic discussions that engage and utilize participation from all CEOS functional groups.”*



**Charge to the Topical Team on a Common Understanding Of Major Meetings:**

*The charge to this Topical Team is to analyze the flow of the CEOS year and the kinds of business that need to be accomplished in each major meeting, and to suggest options for adjusting the current flow to improve meeting utility, to ensure a balance between reporting and discussion/decision-making, and to ensure that Working Groups and Virtual Constellation needs are met. The Team should consider not only the purpose and structure of existing meetings, but whether the current number and schedule of major meetings are optimum for CEOS as it moves forward.*

**Process and Milestones**

5.  The Topical Teams are *ad hoc* and short term, with a goal of producing a rough draft report by September 1, 2012, and a 2nd draft to be circulated prior to the 2012 CEOS Plenary.

* Each Topical Team receives a *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 each 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 each Team’s topic, to share Team results, answer questions, and gather input from attendees.
* Team leaders will present a brief report within the SIT Technical Workshop on either Tuesday or Wednesday.
* After the SIT Technical Workshop, options papers 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 each Team has prepared.
* Options decided upon at Plenary will be incorporated into the CEOS Strategic Documents.