# FMA A-Team Manual

Analytical Services
Fisheries Monitoring and Analaysis
AFSC, NOAA Fisheries

2026-02-10

# Table of contents

# Welcome![1]

This is the manual for the Analytical Services Program in the Fisheries Monitoring and Analysis Division at NOAA's Alaska Fisheries Science Center[2].

FMA's Analytical Services Program provides scientific products to support the management of marine ecosystems and commercial fisheries.

This manual is intended to provide an overview for Program staff and others about how we do our work, and our expectations. It is also a space to document institutional knowledge and for important information about procedures and available resources. If you have suggestions for additions or changes, please contact the Analytical Services Program Manager, Jason Jannot (jason /dot/ jannot /at/ noaa /dot/ gov) and review our Contributing policy.

[1] This manual is a collaborative effort of the FMA A-Team, with input from AFSC FMA Division staff.
[2] Jeepers, that's a mouthful! Let's just abbreviate from now on - acronym definitions are here

# Who We Are

The FMA Analytical Services Program adheres to NOAA's mission of Science, Service, and Stewardship.

The mission of the Analytical Services Program is to use fishery-dependent data collected by the North Pacific Observer Program, in conjunction with other data sources collected by various agencies, to create scientific products that inform fisheries management and science.

The FMA Analytical Services Program was a team for many years prior to becoming a fully-fledged program in May 2023. Internally, we informally refer to ourselves as the A-Team.

The Big Picture describes our culture and philosophy in more detail.

Background on the history, science, and management of Alaska fisheries and the North Pacific Observer Program can be found in Appendix A - Alaska Fisheries Background

## Analytical Services Staff

As of 2025, the Analytical Services Program consists of

**Jason Jannot, Program Manager**
Currently Acting FMA Deputy Director
Supervisory Research Fishery Biologist (NMFS)
AFSC, Seattle Building 4, Office 1060

Jason was originally hired as an analyst with the FMA A-Team in February 2023 and became the PM in May 2023. Jason worked as a data analyst for the West Coast Groundfish and At-Sea Hake Observer Programs from 2010-2022 and for the International Pacific Halibut Commission from 2022-23.

**Interests**

- professional: leadership, team building, program management, project management, succession planning
- personal: biking, bluegrass banjo, telemark skiing, travel, books, painting, German language

Learn more about his leadership style here and about him at his personal website.

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**Jennifer Cahalan, Statistician**
Pacific States Marine Fisheries Commission
AFSC, Seattle Building 4, Office 1089

**Interests**

- professional: statistics, sampling design, estimation

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**Craig Faunce, Data Analyst**
Research Fish Biologist (NMFS)
AFSC, Seattle Building 4, Office 1056

**Interests**

- professional: observer effects, annual deployment plans, project management
- personal: sports, nature, music, family

You can learn more about Craig, here

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**Christian Gredzens, Data Analyst**
Research Fish Biologist (NMFS)
AFSC, Seattle Building 4, Office 1065

**Interests**

- professional: spatial analyses
- personal: reading, outdoors, biking, diving

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**Andy Kingham, Data Analyst & Developer**
Operations Research Analyst (NMFS)
AFSC, Seattle Building 4, Office 1057

**Interests**

- professional: database and application development, operations
- personal: sports, fishing, family

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**Geoff Mayhew, Data Analyst**
Research Fish Biologist (NMFS)
AFSC, Seattle Building 4, Office 1057

**Interests**

- professional: modeling, R coding, annual deployment planning

- personal: travel, house projects, woodworking

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**Phil Ganz, Data Analyst**
Fisheries Management Specialist (NMFS)
AKRO, Seattle Building 4, Office 1057

**Interests**

- professional: annual reporting, annual deployment planning, catch accounting, data quality
- personal: family, running

You can learn more about Phil here

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**Former Members**

Cameron Van Horn was hired by PSMFC as a Data Analyst within FMA from 2023 to 2024. Cameron's main contribution was to better understand data quality control measures, particularly data deletions, after observers return from sea.

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*Other FMA staff offices*

- 1061 - Lisa Thompson, Acting FMA Director
- 1062 - Marlon Conception, Debriefing Program Manager
- 1063 - Brian Mason, FMA Training Program Manager
- Anchorage Office - Mike Vechter, EM Programs Coordinator

**Collaborators**
* Jason Gasper Alaska Regional Office (AKRO) Juneau
* Jacklyn Smith NOAA AKD Office of Law Enforcement (OLE), Anchorage

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## How we meet

### A-Team Meetings

#### semimonthly Tuesdays, 1100 PT, Google Meet

Currently, as a whole team, we meet virtually by Google Meet every 2 weeks. We use Google Docs to set agendas, record decisions, and outline action items during these meetings.

The agenda is a single document – this makes finding and referencing old agenda items easier. At the end of each meeting, in prep for the next meeting, the table and agenda outline are copied to the top of the page, the date of the next meeting is added and any items or decisions that were covered and settled or meetings that have passed are removed to make space for the next meeting's items.

During the time between meetings, staff are expected to:

- fill in their updates in the table
- review all the staff updates prior to the meeting and come with any questions
- if appropriate, add items to the Discussion, Meetings or other sections of the agenda

Scrivener duties for the meeting rotate among A-Team staff and are listed at the bottom of the agenda.

Scrivener Duties The Scrivener is responsible for:
1. Setting up the page for the next meeting (see above)
2. Running the meeting and keeping it on time
3. Documenting discussions and decisions, with help as needed from other attendees

### 1:1 with Jason

Each team member has individual in-person meetings with Jason.
Each member is responsible for documenting their 1:1 meetings with Jason, including tracking decisions and action items for themselves. Jason is happy to collaborate in Google Docs with individuals if that is their desire.

## How we give and receive feedback

Feedback, both giving and receiving it, is an important aspect of our team. We expect feedback to be supportive but constructive. Feedback we give and receive can come in a variety of places and times, including but not limited to, during:

- brainstorming sessions
- meetings
- reviews of code or written documents
- practice talks
- post-project/post-meeting debriefs
- 1:1's

See the Feedback section of the Code of Conduct for more discussion and some resources.

## How we share things

**Ask for help, and share what you learn and know:** Most of our learning is done from each other. Struggling through problems alone is inefficient. Ask for and give assistance with awareness of the value of everyone's time.

We think it is useful to have standard ways of sharing things. These don't always have to be followed but are a useful guide. The most important principle is to make it easier for others and your future self!

- Mechanisms for Sharing
  - Code: Github, Google Docs
    - GitHub account: Alaska Fisheries Monitoring Analytics
  - Docs: Rmarkdown, Google Docs, or MSWord
    - A-team Manual
  - Network Drives
    - `Y://Programs Share/FMA_Observers/Observer/A is for ANALYSIS/`
    - Google Drive: `FMA Analysis Group` (request access)
  - FMAnalytics G-Chat Space
  - project specific G-Chat Spaces (e.g., SASH, ADP)
  - Github Issues
- When sharing make sure to describe what you are sharing
- A project-based approach to organizing your work makes it easier to share and solicit feedback from others
  - here is a good guide
  - see also *Good enough practices in scientific computing* (Wilson et al. 2017))

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# Analytical Services Publications

# {#sec-publications} 

## Peer-Reviewed Publications

### 2026

- Gredzens, C., A. Kingham, and J.E. Jannot. 2026. Evaluating and advancing the use of shore-based observers for scientific sampling and catch verification in high-volume fisheries. Fisheries Management and Ecology 0:1-18
  - webstory -link to be added soon

### 2025

- Gasper, J. and J. Cahalan. 2025. Utilizing the random forest algorithm and interpretable machine learning to inform post-stratification of commercial fisheries data. Fisheries Research 281(107253)

### 2024

- Jeroue, L, C. Faunce, A. Kingham, J. Smith. 2024. Estimates of disclosure and vitimization rates for fishery observers in the maritime workplace. Frontiers in Marine Science 11
  - webstory

### 2023

- Cheng, M.L.H. C.J. Rodgveller, J.A. Langan, C.J Cunningham. 2023. Standardizing fishery-dependent catch-rate information across gears and data collection programs for Alaska sablefish (*Anoplopoma fimbria*). ICES J. Mar. Sci. 80(4):1028 - 1042.
- Faunce, C., J. Smith, A. Kingham, D. Jaszka. 2023. Fisheries observers as enforcement assets: 21 Years of lessons from the North Pacific. Marine Policy 158: 1-12. See also WebStory

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## Technical Memoranda and Other Reports

### 2026

- 2026 Annual Deployment Plan for Observers and Electronic Monitoring in the Groundfish and Halibut Fisheries off Alaska

### 2025

- A Summary of Post-Cruise Data Loss in the North Pacific Observer Program from 2014 to 2023
- 2025 Annual Deployment Plan for Observers and Electronic Monitoring in the Groundfish and Halibut Fisheries off Alaska

### 2024

- 2024 Annual Deployment Plan for Observers and Electronic Monitoring in the Groundfish and Halibut Fisheries off Alaska
- Draft 2024 Annual Deployment Plan and Partial Coverage Cost Efficiencies Analysis

## 2023

- Freed, J. C., N. C. Young, A. A. Brower, B. J. Delean, M. M. Muto, K. L. Raum-Suryan, K. M. Savage, S. S. Teerlink, L. A. Jemison, K. M. Wilkinson, J. E. Jannot, K. A. Somers. 2023. Human-caused mortality and injury of NMFS-managed Alaska Marine Mammal Stocks, 2017-2021.

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For publications prior to 2023, see this link and this link.

# Projects

# Annual Deployment Plan (ADP)

# Final Products

# Project Plan

## 1. Project Goals and Deliverables

### 1.1 Goals

- The Annual Deployment Plan (ADP) describes how the National Marine Fisheries Service (NMFS) intends to assign at-sea and shoreside fishery observers and electronic monitoring (EM) to vessels and processing plants engaged in halibut and groundfish fishing operations in the North Pacific.

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### 1.2 Deliverables

- Two Reports: draft & final
- Draft Plan (October)
  - presentation of Draft Plan to Fishery Monitoring Advisory Committee and Partial Coverage Fishery Monitoring Advisory Committee(PCFMAC)
  - presentation of Draft Plan to NPFMC AP and Main Council, typically as a stand alone item under Agenda C.
- Final Plan (December)
  - report of Final ADP given to NPFMC AP and Main Council, typically as part of the NMFS B2 Report. Staff are present for questions but do not provide a formal presentation.

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## 2. Scope Statement

- The ADP is developed under the authority of the Magnuson-Stevens Fishery Conservation and Management Act (Magnuson-Stevens Act) (16 U.S.C. 1862), the Fishery Management Plan for Groundfish of the Bering Sea and Aleutian Islands Management Area (BSAI FMP), the Fishery Management Plan for Groundfish of the Gulf of Alaska (GOA FMP), and the Northern Pacific Halibut Act of 1982.
- The ADP outlines the science-driven method for deployment of observers and EM systems to support statistically reliable data collection. The ADP is a core element in implementation of section 313 of the Magnuson-Stevens Act, which authorizes the North Pacific Fishery Management Council (Council) to prepare a fishery research plan in consultation with NMFS.
- The Council's role in the annual deployment plan process is described in the analysis that was developed to support the restructured observer program (NPFMC 2011) and in the preamble to the proposed rule to implement the restructured observer program (77 FR 23326). The preamble to the proposed rule notes that NMFS would consult with the Council each year on the deployment plan for the upcoming year. In addition, the Council would:
  - Select a meeting for the annual report consultation that provides sufficient time for Council review and input to NMFS. The Council would likely need to schedule this review for its October meeting.
  - Not formally approve or disapprove the annual report, including the deployment plan, but NMFS would consult with the Council on the annual report to provide an opportunity for Council input.
  - The final deployment plan would be developed per NMFS' discretion to meet data needs for conservation and management. (77 FR 23344 & 23345).
- The ADP follows the process envisioned by the Council and NFMS when the restructured observer program was developed and implemented. As a result, both the ADP development and the evaluation of data collected by observers and EM is an ongoing process.
- NMFS is committed to working with the Council throughout the annual review and deployment cycle to identify improved analytical methods and ensure Council and public input is considered.
- More details on the legal authority and purpose of the ADP are found in the Final Rule for Amendment 86 to the BSAI FMP and Amendment 76 to the GOA FMP (77 FR 70062, 21 November 2012). Further details on the integration of EM deployment into the ADP process are found in the final rule to integrate EM into the Observer Program (82 FR 36991).

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# 3. Team

## 3.1 Roles

The core ADP team consists of 4 roles: Project, Technical, and Data Leads as well as a Support role. The Project and Technical Leads as well as the Support Role are typically members of FMA and rotate in and out of each of these three positions as shown in the flow chart below. The Data Lead is typically a member of AKRO SFD and usually does not rotate in and out of these roles.

Duties and responsibilities of each role are described in the table below.

Figure. Three of the ADP roles cycle on a semi-regular basis in the following manner: Technical Lead ==> Project Lead ==> Support Role ==> new Technical Lead…etc.

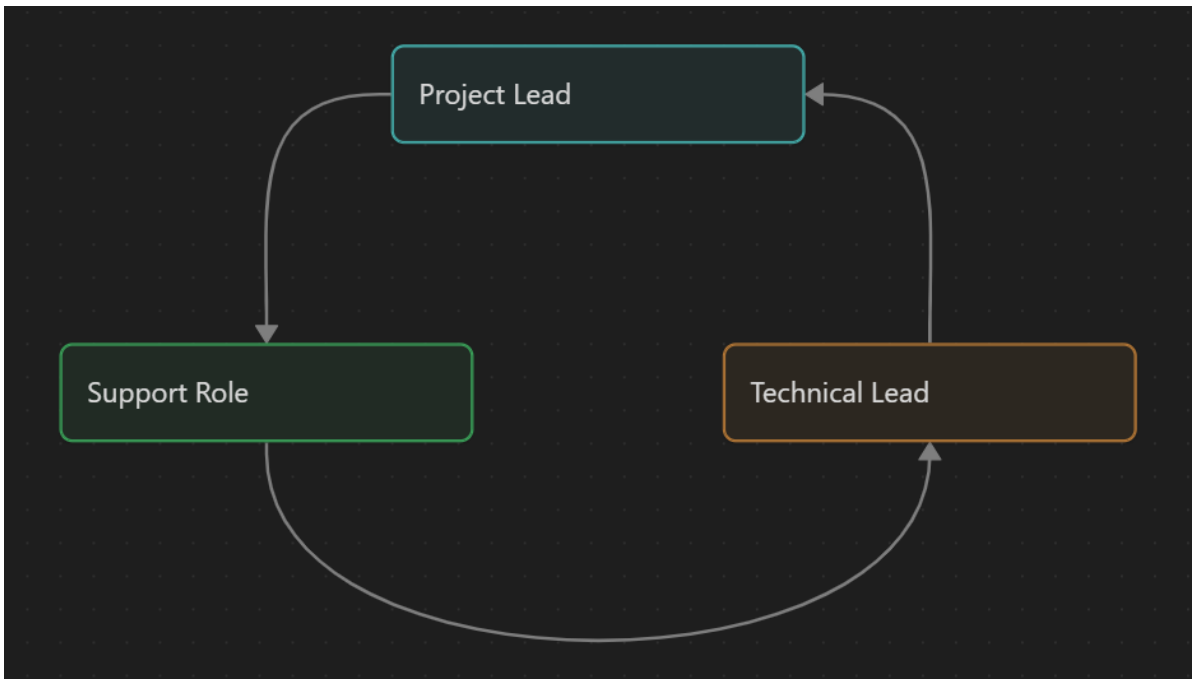


Table. Description of ADP Roles.

| Title(s) | Duties / Roles and Responsibilities | Member(s) |
|---|---|---|
| AFSC & AKRO Leads | * sponsorship and leadership * facilitate discussions with partners & stakeholders * provide review (as needed), oversight, and accountability * help solve conflicts & overcome challenges * review, edit, and publish documents and presentations * present results to stakeholders and answer questions and inquires * promote and broadcast the science and work | FMA Director * FMA A-Team Program Manager * AKRO SFD Leadership |
| Project Lead | * provide SME & support to Technical Lead * help Technical Lead identify and gather data * Hold regular check-in meetings, ensure team is on track and meets deadlines * Track tasks and communicate priorities to team * help solve conflicts and overcome challenges * elevate issues to AFSC & AKRO Leads as necessary * lead writing, reviewing, editing, and publishing of documents * help produce, review, & edit presentations | Former Technical Lead |
| Technical Lead | * in collaboration with Project Lead, identify and gather data sources * write, execute, and troubleshoot main codebase * clearly document and record changes and improvements to codebase * write technical portions of the documents (e.g., deployment methods, technical appendicies) * provide figures, tables, and other graphics for technical portions of the documents and presentations and, as requested, for other sections of the documents * review and edit all written sections of the documents * in collaboration with other leads, develop and present information to NPFMC, PCFMAC and other stakeholders | Former Support |
| Data Lead | * prepare baseline data object for use by Technical Lead * join fish tickets with observer data * support Technical Lead as needed * help write, review, and edit final documents * review and edit presentations as needed | AKRO |
| Support | * provide support and assistance as needed and directed by AFSC Lead, Project Lead, and Technical Lead * investigate potential improvements to the following year's ADP, as needed * provide figures, tables, and written summaries of methods and results of investigations in Appendix of the documents * present results of investigations to NPFMC and other stakeholder groups * help write, review, and edit documents * review and edit presentations of main documents as needed | Former Project Lead |
| EM Leads | * provide written summaries and updates of proposed or current EM EFP projects | AFSC & AKRO EM Leads |
| Regulatory Leads | * update and add regulatory changes that pertain to observers or observer coverage * write, edit, and review regulatory section of documents | AKRO |

| Title/Roles | Duties and Responsibilities | Member(s) |
|---|---|---|
| Comm Leads | * provide information about upcoming outreach or communications * provide contact information for AFSC and AKRO * write, edit, and review communications section of documents | AFSC & AKRO |

Table. ADP chapter or section leads, reviewers, and accountable. Leads are responsible for ensure a draft of the chapter or section is written and edited on time. Reviewers review and edit the chapter or section, and accountable ensure deadlines and quality standards are met.

| Chapter/Section | Team Member(s) | Lead | Review | Accountable |
|---|---|---|---|---|
| Executive Summary | all | Project Lead | AFSC & AKRO Leads | AFSC & AKRO Leads |
| Introduction | all | Project Lead | AFSC & AKRO Leads | AFSC & AKRO Leads |
| Partial Coverage Budget and Cost Assumptions | AFSC Lead, Project Lead, Technical Lead AKRO - provides fee data | AFSC, Project, and Technical Leads | AFSC Lead | AFSC & AKRO Leads |
| Deployment Methods | Project Lead, Technical Lead, Data Lead, Support Team | Project and Technical Leads | Support and A-Team Project Manager | A-Team Project Manager |
| ODDS updates and changes | Project and Technical Leads, Support, ODDS Programmer | Project and Technical Leads | Support and A-Team Project Manager | A-Team Project Manager |
| Regulatory updates and changes | AKRO SFD | AKRO SFD | AKRO SFD | AFSC & AKRO Leads |
| EM Projects | AFSC EM Lead, AKRO EM Lead | AFSC & AKRO Leads | AFSC & AKRO Leads | AFSC & AKRO Leads |
| Communications and Outreach | Project Lead, AFSC & AKRO Leads | Project Lead | AFSC & AKRO Leads | AFSC & AKRO Leads |
| References | Project Lead, A-Team Program Manager | Project Lead | A-Team Program Manager | A-Team Program Manager |
| List of Authors | Project Lead, A-Team Program Manager | Project Lead | A-Team Program Manager | A-Team Program Manager |

| Chapter/Section | Team Member(s) | Lead | Review | Accountable |
|---|---|---|---|---|
| Appendicies | Various, changes from year to year | Authors, Project Lead | Authors, Project Lead | Project Lead, A-Team Program Manager |

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### 3.3 Stakeholders

- NPFMC
- AK Fishing Industry

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## 4. Project Assumptions, Risks, Constraints

### 4.1 Assumptions

- Authors know shoreside plant operations with minimal error.
- Fishing effort is predictable based on data from previous years.
- Proximity allocation method adequately identifies spatio-temporal gaps in sampling.
- Fishers are not fishing differently with vs. without monitoring.

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### 4.2 Risks

- Overspending our budget.
- Not monitoring all of the trips (days) that are high-cost. Cost-efficiency only comes when we monitor all the high-cost days (ca. 1100-1300 days) because then the per-day cost drops.

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### 4.3 Constraints

- Budget
- Trade-off between shoreside EM monitoring and at-sea human observing

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## 5. Key Dates

| **Tasks** | **mid-July** | late-July | late-Aug | **early Sept** | mid-Sept | **late-Sept** | **Oct** | **Nov** | **Dec** |
|---|---|---|---|---|---|---|---|---|---|
| Kick-off meeting | X | | | | | | | | |
| Teams working on sections | | X | X | X | | | | | |
| Analysis complete | | | | X | | | | | |
| Draft Complete | | | | X | X | | | | |
| prepare PCFMAC Presentation | | | | | X | | | | |
| Preliminary NOIP report to Vechter | | | | | X | | | | |
| Draft due to PCFMAC | | | | | X | | | | |
| Present to PCFMAC | | | | | X | | | | |
| Notify FG EM vessels of removal from pool | | | | | | X | | | |
| Prepare NPFMC Advisory Panel & NPFMC presentations | | | | | | X | X | | |
| Draft Report and Presentations due to NPFMC | | | | | | | X | | |
| Present to AP, NPFMC | | | | | | | | X | |
| Incorporate NPFMC feedback into Final Report | | | | | | | | X | |
| Submit Final Report to NPFMC | | | | | | | | X | |
| Present Final Report to NPFMC within B Report | | | | | | | | | X |
| **Deadline**: Trawl CVs opt-in to Full Coverage | | | | | | | 15th October | | |
| **Deadline**: Fixed-gear EM opt-in or opt-out | | | | | | | | 1st Nov | |

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## 6. Budget

- Full coverage fisheries are "pay-as-you-go" system where vessels or plant operators contract directly with observer and EM providers to purchase monitoring services. These fisheries have 100% monitoring.
- The vessels fishing in the partial coverage fisheries with less than 100% monitoring pay a 1.6% landing fee (as of `{r} I(Sys.Date())`) on each delivery. This pays for both shoreside and at-sea monitoring using both human observers as well as EM.

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# Report Outline

*Executive Summary*
*Introduction*
*Partial Coverage Budget and Cost Assumptions*
*Deployment Methods*
*Communication and Outreach*
*List of Preparers and Contributors*
*References*
*Appendices*
*- Appendix A: Council Motions on the ADP*

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# Annual Report

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### Final Annual Processed Reports

2025 North Pacific Observer Program Annual Report (expected July 2026)
2024 North Pacific Observer Program Annual Report
2023 North Pacific Observer Program Annual Report

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# Project Plan

## 1. Project Goals and Deliverables

### 1.1 Goal

- The North Pacific Observer Program Annual Report (AR) provides an assessment the previous year's monitoring achievements and challenges of the North Pacific Observer Program.

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### 1.2 Deliverables

- Written Report - published as a NOAA Processed Report in the NOAA Institutional Repository
- Oral Presentations
  - May - presentation of the AR to the Fishery Monitoring Advisory Committee (FMAC)
  - May - presentation of AR to NPFMC SSC, AP, and Main Council
  - Final Report - published as a processed report

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## 2. Scope Statement

- This is an annual summary of Fisheries Monitoring and Analysis Division|FMA and Alaska Regional Office activities for the year prior. This is a joint project between Fisheries Monitoring and Analysis Division|FMA 's Analytical Services Program , other members of Fisheries Monitoring and Analysis Division|FMA , Alaska Regional Office and NOAA Office of Law Enforcement .

- The Annual Report provides information, analysis, and recommendations based on the deployment of observers and Electronic Monitoring (EM) systems by the North Pacific Observer Program (Observer Program) in the halibut and groundfish fisheries off Alaska. Section 313 of the Magnuson-Stevens Act (16 U.S.C. 1862) authorizes the North Pacific Fishery Management Council (Council), in consultation with National Marine Fisheries Service (NMFS), to prepare a fishery research plan for the purpose of stationing observers and EM systems to collect data necessary for the conservation, management, and scientific understanding of the commercial groundfish and Pacific halibut fisheries of the Bering Sea and Aleutian Islands (BSAI) and Gulf of Alaska (GOA) management areas. Observers and EM systems collect fishery-dependent information used to estimate total catch and interactions with protected species. Managers use these data to manage groundfish and prohibited species catch within established limits and to document and reduce fishery interactions with protected resources. Scientists use fishery-dependent data to assess fish stocks, to provide scientific information for fisheries and ecosystem research and fishing fleet behavior, to assess marine mammal interactions with fishing gear, and to assess fishing interactions with habitat.
- The Observer Program is the nation's largest observer program and covers vessels in both partial coverage and full coverage. In the full coverage component of the program, every trip is monitored by 1 or 2 observers and the vast majority of groundfish harvest is covered by this portion of the program. Each year, the Annual Deployment Plan (ADP) describes the science-driven method for deployment of observers and EM systems on vessels in the partial coverage component of the program (50 CFR 679.51(a)). The ADP specifies the scientific deployment design for the partial coverage fisheries and the selection rate—the portion of trips that are sampled by observers and EM.
- The following year, the agency provides an Annual Report with descriptive information and scientific evaluation of the deployment of observers and EM. The ADP and Annual Report process provides information to assess whether the objectives of the Observer Program have been met and a process to make recommendations to improve implementation of the program to further these objectives.

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## 3. Team

### 3.1 Duties and responsibilities

| Title/Role | Duties and Responsibilities | Member(s) |
|---|---|---|
| AFSC & AKRO Leads | sponsorship, leadership, and oversight - facilitate discussions with partners & stakeholders - schedule meetings and coordinate group communication - provide review (as needed), oversight, and accountability - help solve conflicts & overcome challenges - review, edit, and publish documents and presentations | FMA Director - FMA A-Team Program Manager - AKRO SFD Leadership |
| Chapter Leads | provide SME - identify and gather data and information needed for chapter - Hold check-in meetings to ensure chapter team is on track as needed - Track tasks and communicate priorities to chapter team - help solve conflicts and overcome challenges - elevate issues to AFSC & AKRO Leads as necessary - lead writing, reviewing, editing, and publishing of documents - provide alt-text for 508 compliance tables, equations, and figures - help produce, review, & edit presentations | Varies by Chapter |
| Support | provide support and assistance as needed and directed by AFSC, AKRO, or Chapter Leads - provide, data, tables, figures, legends, written text or summaries, or other information to ensure clear and complete chapter reporting - help write, review, and edit and finalize chapter for publication - review and edit final document and presentations as needed | Varies by Chapter |
| Appendix Lead and Support | conduct analysis and gather data and information - provide data, tables, figures, and summaries as needed - write, edit, and review text and written summaries | Varies by Appendix |
| Review | review, edit, and offer suggestions for improving text, tables, figures, and message - reject, accept, or clarify other contributors comments and suggestions as needed and appropriate - ensure organization and message are logical and clear | Varies by Chapter/Section |
| Cover | collate, review, and approve front and back cover photos - provide files and support to AFSC Comms to complete front and back covers - review final front and back cover for quality, ensure on-time completion | FMA Analytical Services PM & Outreach Coordinator, AFSC Comms |

| Title/Role | Duties and Responsibilities | Member(s) |
|---|---|---|
| 508 Compliance | ensure document meets 508 compliance - distribute final document to NPFMC and associated committees and stakeholders | AKRO (508 compliance); AFSC Leads (distribute to NPFMC) |
| Processor Report | submit final document to RPTS - respond to technical editor requests for edits and corrections - ensure final document is reviewed and approved by all reviewers within RPTS - ensure final document is published in NOAA Institutional Repository - disseminate final processed report URL, as needed | FMA Analytical Services PM |

### 3.2 Roles

| Chapter/Section | Lead | Support | Review | Accountable |
|---|---|---|---|---|
| AFSC Leads | Lisa Thompson | Jason Jannot | – | – |
| AKRO Leads | Jason Gasper | | – | – |
| Executive Summary | AFSC & AKRO Leads | Chapter Leads | AFSC & AKRO Leads | AFSC & AKRO Leads |
| Chapter 1 Team - Introduction | Jason Jannot | Joel Kraski | Chapter 1 Team | Chapter 1 Team |
| Chapter 2 Team - Fees and Budget | Lisa Thompson | Andy Kingham , Geoff Mayhew , Cathy Tide | Chapter 2 Team | Chapter 2 Team, Jason Jannot |
| Chapter 3 Team - Deployment Performance Review | Geoff Mayhew | Christian Gredzens , Craig Faunce , Phil Ganz | Chapter 3 Team | Geoff Mayhew Jason Jannot |
| Chapter 4 Team - Descriptive Information | Jason Jannot Joel Kraski | Lisa Thompson , Gwynne Schnaittacher , Mike Vechter , Joel Kraski | Chapter 4 Team | Jason Jannot Chapter 4 Team |

| Chapter/Section | Lead | Support | Review | Accountable |
|---|---|---|---|---|
| Chapter 5 Team - Compliance and Enforcement | Jacklyn Smith | Craig Faunce , Andy Kingham , Alex Perry | Chapter 5 Team | Chapter 5 Team Jason Jannot |
| Chapter 6 - NMFS Recommendations | Lisa Thompson Jason Gasper | Jason Jannot | Jason Jannot Lisa Thompson Jason Gasper | Jason Jannot Lisa Thompson Jason Gasper |
| Citations | Jason Jannot | Geoff Mayhew | Jason Jannot | Jason Jannot |
| List of Authors | Jason Jannot | Alaska Regional Office | Jason Jannot | Jason Jannot |
| Appendicies | Authors | Authors | Authors | Authors, Jason Jannot Lisa Thompson Alaska Regional Office |
| Cover Team | Jason Jannot | Gwynne Schnaittacher , AFSC Comms | Cover Team | Cover Team |
| 508 Compliance | Alaska Regional Office | Alaska Regional Office , Jason Jannot | Alaska Regional Office , Jason Jannot | Alaska Regional Office , Jason Jannot |
| Processed Report | Jason Jannot | Phil Ganz | Jason Jannot | Jason Jannot |

## 3.3 Stakeholders

- Industry
- NPFMC
- the public

# 4. Key Dates

| Task | Feb | Mar | Apr | 1st week May | 2nd week May | 3rd week May | 4th week May | 1st week June | 2nd week June |
|---|---|---|---|---|---|---|---|---|---|
| Convene FMA-only Kick off meeting | X | | | | | | | | |
| Request EM Budget info from PSFMC | X | | | | | | | | |
| Convene FMA-AKRO Kick-off meeting | | X | | | | | | | |
| Bi-weekly Meetings | | X | X | | | | | | |
| Chapter work | | X | X | | | | | | |
| Draft Complete | | | | X | | | | | |
| Draft final edits, Word version, & 508 compliance | | | | | X | | | | |
| Draft FMAC Presentation | | | | | X | | | | |
| Presentation Approval from AFSC | | | | | X | | | | |
| Post to FMAC Agenda | | | | | X | | | | |
| FMAC Presentation | | | | | X | | | | |
| Incorporate FMAC feedback | | | | | | X | | | |
| | | Mar | Apr | 1st week May | 2nd week May | 3rd week May | 4th week May | 1st week June | 2nd week June |
| Draft SSC Presentation | | | | | X | X | | | |
| Draft AP Presentation | | | | | X | X | | | |

| Task | Feb | Mar | Apr | 1st week May | 2nd week May | 3rd week May | 4th week May | 1st week June | 2nd week June |
|---|---|---|---|---|---|---|---|---|---|
| Draft NPFMC Presentation | | | | | X | X | | | |
| Approvals for SSC, AP, and NPFMC Presentations | | | | | | X | | | |
| Post to SSC, AP, and NPFMC Agendas | | | | | | X | | | |
| SSC, AP, NPFMC Presentations | | | | | | | X | X | |

| | Mar | Apr | 1st week May | 2nd week May | 3rd week May | 4th week May | 1st week June | 2nd week June |
|---|---|---|---|---|---|---|---|---|
| Incorporate Council feedback and finalize report | | | | | | | X | X |
| Create Cover | | | | | | | X | X |
| Submit to RPTS for Processed Report Publication | | | | | | | | X |
| Publish Processed Report | | | | | | | | no later than Aug 1 |

# The Big Picture {#sec-big-picture}

# Team Culture

Team culture is a set of values, goals and attitudes that members of the same team practice to create a productive and healthy workplace atmosphere. It represents all the ways people behave and the attitudes and beliefs that inform those behaviors, including

The culture is everyone's responsibility.

### Benefits of a Strong Culture

1. A more enjoyable work environment
2. Greater engagement in the work
3. Conflict is managed in a healthy manner
4. Contributions are celebrated and valued
5. Inspires leadership - even among those who have no formal supervisory duties
6. Attracts and re-

Trust is the foundation for a strong culture. Hypercompetitiveness can be destructive to individuals and to a strong culture. ## Principles

## NOTE: This section is still being developed with the help of all Program Staff.

#### Service

NOAA's Mission statement is science, **service**, and stewardship. We are the Analytical **Services** Program. Therefore, we should strive to build a culture around service and adopt a service mindset by asking "How can I help?".

**Service** in practice...

* puts the needs of others first
* actively listens
* asks questions
* suspends judgement
* is empathetic
* helps resolve issues and challenges
* exhibits self-awareness
* shares time, knowlegdge, expertise, and energy

Even when the person being asked doesn't feel they need help, **asking `How can I help?` has multiple benefits** including:

1. Making others feel supported
2. Reinforces the service mindset
3. Builds communication skills
4. Leads to broader opportunities for learning and growth
5. Produces better results
6. More positive about those you work with

#### Integrity

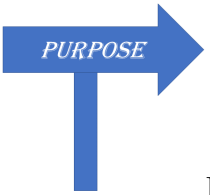
#### Open-Mindedness

#### Personal Development

#### Science

NOAA's Mission statement also includes **science**.

##




Purpose

- Why do we do this? We firmly believe that economically and environmentally sustainable fisheries management:

- Must rely on data collected directly from commercial fishing vessels
- The highest quality data is collected by scientific observers placed on commercial fishing vessels at sea or at shoreside processing plants
- Both shoreside landing receipts and


We are committed to:

-

Using all commercial fishing data sources, in combination with each other or other environmental or economic data when appropriate, to produce the best available science

-

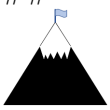
Developing high-quality science for use in fisheries management and to advance the fields of fisheries science and management

- Disseminating and communicating the best science based on these data

- Sharing our data, knowledge, and advice to the greatest extent possible

- Developing, enhancing, and fostering positive and strong collaborations among ourselves and our stakeholders
- What is the inspiration that guides and motivates the team to achieve the mission?

##



Mission

-

What do we do? Our mission is to provide the highest quality best available science for use in managing fisheries and marine resources.

The FMA Analytical Services Program adheres to NOAA's mission of Science, Service, and Stewardship. Science[^the-big-picture-1] from the FMA A-Team:

[^the-big-picture-1]: Scientific products might include (but is not limited to) data, data products, software, web applications, summaries, reports, analyses, models, presentations and advice.

- is rigorous, quantitative, and best available; - based on statistics and evidence and; - aims for transparency & reproducibility. Service from the FMA A-Team:

- is to provide the best-available science for use in decision-making; - based on clear, consistent and effective communication and collaboration; - aims to share data, knowledge, and information


Stewardship from the FMA A-Team:

- is to protect living marine resources, commercial fisheries, and the people who work in, on, or with marine ecosystems; - based on the diverse skill set and evolving abilities of the people and leveraged technologies and; - aims to be rational, ethical,

What does the team aim to do to fulfill its purpose and achieve it's vision?

## Internal Stakeholders {#subsec-stakeholders}

Internal stakeholders include:

- Each other (ASP staff)
- FMA Staff
- AFSC Staff
- NOAA Staff

## External Stakeholders

External stakeholders often include, but are not limited to:

- NPFMC and advisory bodies
- Academics and other researchers
- ADFG and other AK State personnel
- NGO's
- The U.S. Public

Alaska Native's and U.S. Federally recognized Tribal Nations are not stakeholders. They are co-owners and co-managers of the resource. Find out more here.

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# Code of Conduct {#sec-code-of-conduct}

A **Code of Conduct** is a set of basic ground rules that we ask team members to follow. The goal is to create an open and inclusive space for our work that helps us achieve our collective goals. Along with our Big Picture, the **Code of Conduct**

* provides a benchmark for self-evaluation * helps define our identity * establishes behavioral guidelines

We expect all team members to adhere to the policies and guidelines outlined here, as well as those found in the AFSC Code of Conduct.

*The FMA Analytical Services Program is dedicated to providing a harassment-free experience for everyone, regardless of gender, gender identity and expression, sexual orientation, disability, physical appear-*

This code of conduct applies to all A-Team spaces, including group and individual meetings (face to face and remote), workshops, email correspondence, chat and web channels, and code repositories. Anyone who violates this code of conduct may be

## Managing Conflict

To promote healthy resolutions to conflict, build trust, and develop a sense of psychological safety on th A-Team, **all members of the Analytical Services Program are expected to:**

1. Delay entering into conversations when feelings are "elevated" (i.e., high level of frustration, anger, upset, etc.)
    - Why? Anger impacts the way you process information. Other emotions can have negative impacts on communication as well.
    - What to do
        - If you are angry, do not confront the person until you are able to have a rational conversation where you are open to hearing them and can actively listen.
        - If you are confronted by a person who is angry or upset
            * Do not to become defensive
            * Politely request to delay the conversation
            * Follow-up when emotions have settled
2. Always assume positive intent of others. If your initial response is negative, try to change your viewpoint and find a positive explanation.
3. Recognize the humanity in yourself and others. This means:
    - Recognizing that no one is perfect, we all make mistakes.
    - Gracefully and sincerely apologizing when mistakes are made.
    - Gracefully accepting a sincere apology for mistakes when given.
    - Cultivating real compassion for yourself and others.

How to Actively Listen

How to have an uncomfortable conversation

---

## Feedback

Feedback is meant to change outcomes. Feedback can be either reinforcing, i.e., it reinforces behaviors or actions that lead to outcomes we want, or redirecting, i.e., it outlines behaviors or actions that lead to unwanted outcomes and provides alternative behaviors or actions that lead to desired outcomes.

Giving and receiving redirecting feedback can be difficult. However, if we don't get feedback, we can't see our own blind-spots. If we don't provide constructive ways for others to improve, then we can't expect them to improve and we can't expect to have our own needs met.

Healthy, productive teams have members who give each other six (6) or more reinforcing feedback comments for every redirecting feedback comment.

Reward your colleagues for good work and deeds. Here's some ways to recognize them.

Simon Sinek has some great advice for how to give difficult feedback (watch at least to the 6:10 mark; but the whole clip is worthwhile).

Effective communication skills are like muscles, we need to exercise them. You can't go to the gym for 9 hours and expect to be in shape. But if you go for 30 minutes a day, every day, you will eventually get in shape. Similarly, the first time you try to give or receive feedback in a new way, it might go badly. But eventually it will get better and easier - but never easy.

Not having a conversation because it will be hard is not an excuse for not having a conversation. Difficult conversations avoided today become tomorrow's even more difficult conversation.

This resource from UBC outlines best practices for giving and receiving feedback.

How to Create a Culture of Feedback

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## Psychological Safety

### What is Psychological Safety?

All members of Analytical Services (including the Program Manager) are expected to conform to a set of behavioral norms that are designed to make the workplace a psychologically and physically safe space.

> A **norm** is a rule that guides behavior toward the usual, typical, and/or standard behavior of a group.

A psychologically safe space is:

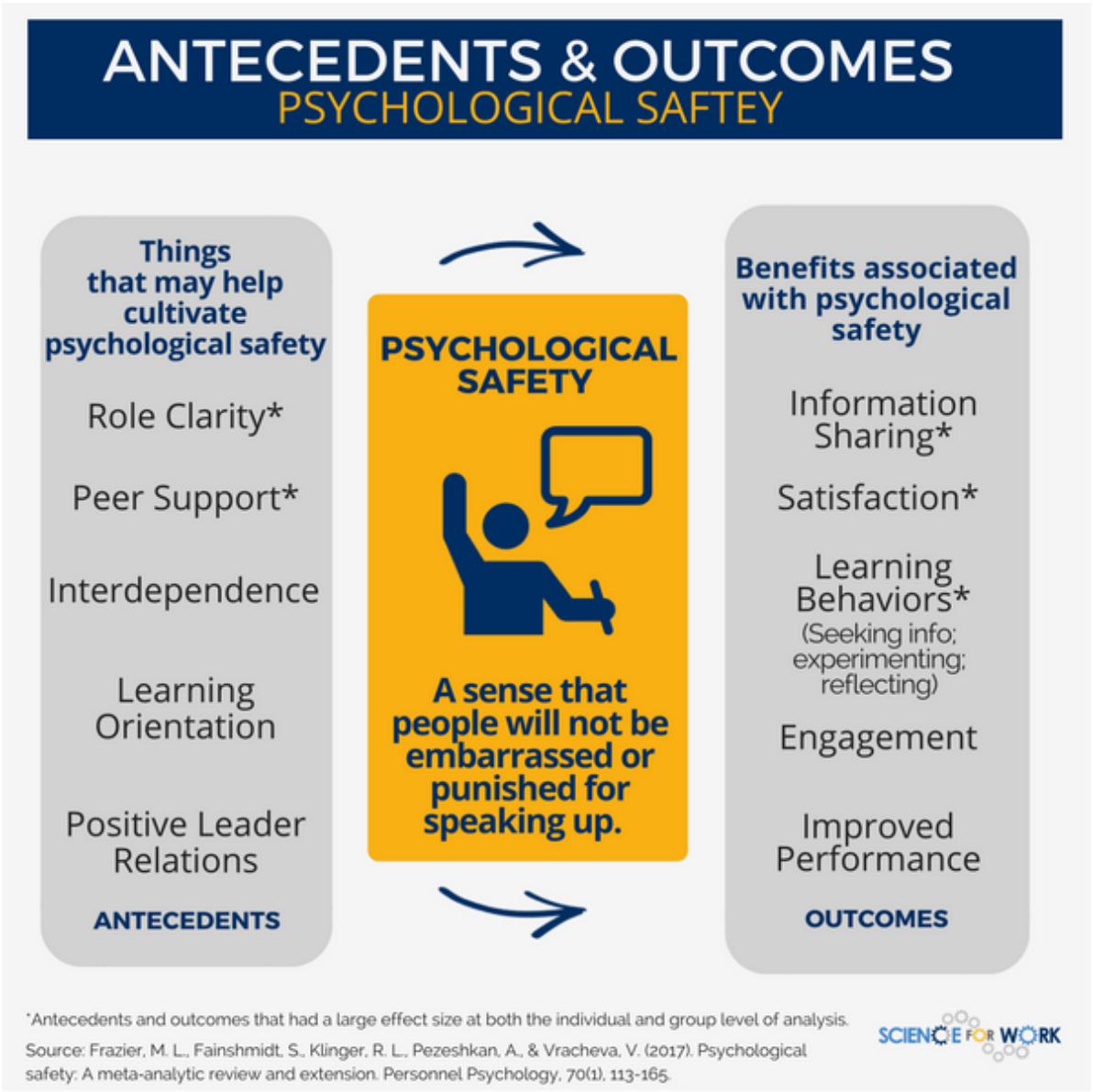
> "a climate in which people are comfortable expressing and being themselves." – Amy Edmondson, *The Fearless Organization*

In practice, this means that people feel comfortable taking risks, being themselves, speaking their minds, and being openly vulnerable in front of co-workers. The ability to be vulnerable in a workplace is directly related to the consequences that individuals feel they might be subject to if they are openly vulnerable.

In a double-blind research study of teams, Google found that the most important feature of highly effective teams was the presence of psychological safety.

## Why Do We Need Psychological Safety in the Workplace?

Evidence shows that creating a psychologically safe workplace is strongly linked with highly effective teams[1] which are more likely to share ideas, give and welcome feedback, experiment, and discuss mistakes openly[1,2]. Psychologically safe workplaces are linked to higher employee satisfaction[2]




[1] https://rework.withgoogle.com/guides/understanding-team-effectiveness/steps/identify-dynamics-of-effective-teams/

[2] https://scienceforwork.com/blog/psychological-safety/

Both images above are from Science for Work.

### How Do We Create Psychological Safety in the Workplace?

To promote psychological safety, we can:

1. Develop self-awareness so that you can adjust your emotional responses and learn to react in a way that invites open discussion.

2. Demonstrate concern for other team members as people so that they feel comfortable speaking up and showing up as their whole selves.

3. Ask questions, show appreciation for other's ideas, and suspend judgement.

4. Engage in positive dialog to inspire honest conversations.

5. Own up to our mistakes and share learnings from failures.

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See also the resources for Psychological Safety and Wellness

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## Reporting Harassment

If you are being harassed by a member of the FMA A-Team, notice that someone else is being harassed, or have any other concerns, please contact the FMA Analytical Services Program Manager, Dr. Jason Jannot, at jason.jannot@noaa.gov. If you do not feel comfortable reporting to Jason, please contact Jennifer Ferdinand (FMA Division Director) or Lisa Thompson (FMA Deputy Director) or any other AFSC supervisor. Other methods of reporting available to you include:

- NOAA Sexual Assault Sexual Harassment Helpline
- NOAA Workplace Violence Prevention and Response Program
- NOAA Workforce Management Office
- NOAA Office of Inclusion and Civil Rights

In addition to the AFSC's Code of Conduct, the Dec. 8th 2022 Policy Statement on Equal Employment Opportunity from NOAA provides a good explanation of NOAA's stance and policies against harassment, discrimination, and violence in the workplace.

## Drug Free Workplace

A drug-free workplace is a condition of employment for all federal employees to refrain from using illegal drugs on or off-duty.

# Onboarding

## Welcome to the FMA A-Team!

Our group is excited that you have decided to join our team!

Here are some resources to help you get settled. We hope that these on-boarding resources, guidelines, and tips will make your transition to FMA seamless and enjoyable.

AFSC Onboarding Checklist for Federal and Non-Federal Staff

For Federal FTEs, check out the following for many good resources:

NOAA Fisheries New Hire Employee Resource Group
Fisheries New Employee Orientation website
New Employee Onboarding

Foreign Nationals should review the AFSC Interal Foreign Nationals webpage during their first few days of employment.

## CAC - Common Access Card

A CAC will give you access to buildings and computer systems. It is the necessary first step to getting started.

Both **Federal and non-Federal employees** will need a CAC.

Foreign Nationals (FN) **are not** assigned a CAC. FNs will need to obtain a CAC Waiver. Work with your NOAA Sponsor.

### Get a New CAC

CAC cards are only issued at Defense Department authorized locations (referred to as "RAPIDS" offices) and may or may not be associated with a NOAA facility. For AFSC staff, the following locations are the closet RAPIDS stations.

1. Seattle staff = WRC building 1, site ID 105831 (phone: 206-526-6571)
2. Juneau staff = Federal Bldg, site 102444 (phone: 907-463-2170)

### Renew a CAC

See the CAC Renewal page on MyAFSC.

### Western Regional Campus (WRC), Seattle, WA

Most likely you will be assigned space at the WRC campus. The FMA Division is housed in building 4.

Access for buildings 1, 3 & 4 is Weekdays 0445-2100 (to honor CBA flex hours) and for entering the gate.

General Access (not an employee assigned workspace) for buildings 1, 3,& 4 will be 0600 - 1800 Weekdays.

The default gate departure time will be set for 2330.

There is no standard weekend access for all employees. 24 / 7 access to campus and buildings required to support missions will be determined on a case-by-case basis with approval from leadership.

## IT

On the first day, an A-Team member (likely Jason), will bring you to OFIS to:

- get computer equipment
- set-up accounts (including an Oracle database account)
- get logged into NOAA computer & Google account
- request a VPN account
- download software needed (e.g., R, RStudio, SQL Developer, Endnote)

### Confidential Data

Data used by the Analytical Services Program in it's raw[1] form is considered to contain confidential information. As such, you will need to read and sign a Statement of Non-Disclosure (SON). Work with the PM to get this completed in the early days of on-boarding.

All confidential data must be summarized to meet the Rule of Three before being shared with anyone who does not have a current, signed SON on file with FMA. The rule of three requires that, when data is aggregated, every data point in the aggregated data set includes a minimum

[1] Raw here could mean the data has gone through QAQC processes as well as other processing. However, the data has **not** been summarized to meet the rule of three.

of three entities which mask the confidential information in such a way that individual entities cannot be identified or tied to a specific data point.

More general information on confidential data can be found here.

### Other IT Resouces

IT Onboarding webpage
IT Resources
IT Help
Software Management and Permission

## General Adminstrative Resources

General Admin Resources

## Health & Safety

Health and safety resources (e.g., reporting an accident) can be found here.

# Schedules, Leave, Duties, Performance

## Schedules, Time & Attendance

### non-Federal employees

Guidance on schedules, time and attendance should be provided by your employer. Please also be sure to work with the A-Team Program Manager on setting your schedule.

### Federal employees

If you are federal employee, you will access your time-sheets through the GovTA web portal. Within one week of on-boarding Enterprise Services will create a new profile for you in GovTA.

You should:

- work with the Program Manager to set your work schedule
- familiarize yourself with the definitions and rules around Alternative Work Schedules
- fill out an Employee Work Schedule Form

### Telework Policy for NOAA FTEs - please note the following

The new DOC telework policy is 52 hours of telework per leave year. Please fill out the forms in the Telework section of the AFSC Intranet page.

Note that under this policy, you could be directed by management to complete your duties via telework during periods of work stoppage due to Weather & Safety. This does *not* count against your 52 hours and only applies if you are able to telework (i.e., power is out at AFSC, but power is on at your home/telework location). {If you do not have a telework agreement in place, then you would take Weather & Safety leave.}

Time and Attendance Resources

## Leave

### non-Federal employees

Guidance on leave should be provided by your employer.

### Federal employees

Use GovTA to request leave. You can find resources related to leave here

In 2023, NOAA added a new leave category `66-Administrative Leave - Wellness`. The category "…aims to provide workplace liabilities that increase employees' engagement, retention, and interest in their health and wellness." (HRGB #1018, FY23). This program allows for up to 40 hours per year of leave to participate in wellness activities during work hours. Below is some guidance, but please see the policy for a complete understanding of the rules and the FAQ for further information.

Administrative Leave to participate in wellness activities:

1. Must be coordinated with, requested to, and approved by your supervisor before being taken.
2. Must be displayed on your G-calendar.
3. Must be used in increments of at least 15 minutes.
4. Generally may not exceed more than 1 hour on any given work week.
5. May be used in conjunction with lunch periods, or at the beginning or end of a workday.
6. Must be used within the employee's established work hours.
7. Is not allowed on the employee's days off, or while the employee is otherwise on approved leave, or when the employee is on overtime.
8. May not be combined with other instances of approved Administrative Leave.

See the policy for eligibility, employee responsibilities and allowable activities.

## Working Over-Time (more than 40/80)

### non-Federal employees

Obtain guidance on over-time from your employer.

### Federal employees

For Federal staff, there are three mechanisms for being compensated for working more than 80 hours in a pay period (PP):

- Overtime Pay
- Credit hours for those on maxi-flex schedules
- Compensatory time

### Overtime Pay

Overtime pay is awarded for working beyond the 80 hours in a pay period. This should not occur often during the year. As best as possible, please work with the Program Manager ahead of time to gain approval for overtime work. If you are on a Maxi-Flex schedule, Credit Hours can be claimed *in lieu* of overtime pay. Guidelines:

- Gain approval from Program Manager beforehand
- Work with PM and Timekeeper to fill out paperwork

### Credit Hours

If you are on a Maxi-Flex schedule, Credit Hours can be claimed *in lieu* of overtime pay. Guidelines:

- Can carry up to 24 credit hours
- No advance approval is needed
- Properly record credit hours on time-sheet
- Submit a Request for Premium Pay in GovTA

### Compensatory Time

Compensatory time can be awarded for **travel** that occurs outside or beyond normal working hours or days (e.g., "red-eye" flight, travel on weekend, etc).

Compensatory time for working (as opposed to traveling) is typically not awarded. Rather, overtime work is typically compensated via overtime pay or credit hours (see above).

A quick guide for how to claim and record Compensatory Time for traveling can be found here.

## Duties

Both Federal and non-Federal employees will work with the PM to determine specific responsibilities, individual projects, deliverables, and duties. Duties and responsibilities will be revisited (with the PM, and when appropriate, members of the A-Team) during the year and updated to reflect any changes on a regular basis.

Duties that team members might assume, depending on interest, time, Program/Division/Center priorities, and needs include (but are not limited to):

- leading and assisting in designated research projects
  * Note that "leading" in this context means acting as Project Manager

- participation in professional development opportunities
- presenting analyses and results to NPFMC and other stakeholders

- developing and submitting research funding proposals
- submitting and publishing NOAA Technical Memorandum and other reports
- submitting and publishing peer-reviewed journal articles
- participating in outreach activities
- attending scientific and professional conferences

### Observer Training Class

The Program Manager **strongly encourages all new and existing Program staff** to attend relevant portions of the 3 week observer training class. This might be a requirement for any new staff members who have never observed before or who have not had observer training with FMA in the last 3 years.

More details can be found in the Observer Training appendix, but check with the Program Manager or the FMA Training Program Manager for the most up-to-date schedule.

## Performance

### non-Federal employees

Guidance on performance reviews should be provided by your employer.

### Federal employees

Soon after joining the A-Team, you should work with the PM to create an annual, individual Performance Plan. Specific responsibilities, individual projects, deliverables, and duties will be reflected in the individual Performance Plan. This document will guide your work and will be revisited (in discussions with the PM) during the year and updated to reflect any changes on an annual basis.

Duties that team members might assume, depending on interest, time, Program/Division/Center priorities, and needs are listed above under Duties.

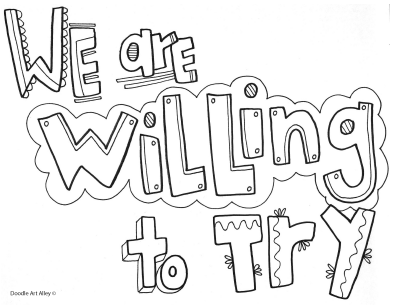
More about the performance process can be found here.

The AFSC Awards page lists the many ways Federal employees can be recognized and awarded for their achievements including opportunities to nominate your peers for their hard work.

## AFSC Contact Card

Federal staff are encouraged to set-up an AFSC Contact Card, for example, see Jason's Contact Card. This is optional and not required but provides a public facing profile so that others within and outside NOAA can find you and can be linked to other social media accounts (e.g., Research Gate, LinkedIn, etc.). You can request a Contact Card here

# Expectations




# {#sec-expectations}

## NOAA Fisheries CORE Policies

Most of NOAA Fisheries policies can be found in the CORE Policy Handbook

Many other NOAA Fisheries employee resources can be found here .

## Professional Behavior

All FMA Analytical Services staff (including the PM) are expected to adhere to the code of conduct and norms of behavior listed in Chapter 4 Code of Conduct of this manual.

It's important for all of us within the Program to *always, always* show respect and courtesy to others in all of our professional communications and interactions – that includes face-to-face, virtual meetings, emails, phone calls, chat, and text. It also includes all interactions among Program staff or any professional interactions outside the Program.

**As a service Program our most important asset is our relationships!**

Professional behavior includes, but is not limited to:

1. Always using an appropriate tone and volume when speaking. Yelling is almost never necessary, unless there is an emergency or someone is in immediate danger.

2. Always using appropriate body language to help emphasize our point. When words and body language send different messages, humans defer to *the message in the body language.* This means that intimidating body language such as leaning across a desk, getting into someone face, standing up, looming over a person, or beating our chest are all inappropriate behaviors in the workplace. They are counterproductive to getting your message across.

3. Always using appropriate language – that means no swearing, no inappropriate or derogatory descriptions of others such as "ignorant", "idiot", "stupid". These create a toxic work environment and they are unnecessary and counterproductive.

4. Always work to support each other, not to undermine others. This means we do not "talk trash" or disparage others under any circumstances.

See also the resources for Psychological Safety and Wellness.

## Availability

- Core hours for the AFSC are 9:30 am to 2:30 pm, T,W,Th.
- A-Team members are encouraged to work in the office on one or more of these days.
- Core hours do not apply on Monday or Friday.
- NOAA Telework Policy for Federal employees requires 2 days in the office per pay period.
- Non-Federal employees should follow the telework guidance from their employer.

You are **not** expected to be available 24/7. Similarly, unless it is an emergency, do not expect responses to emails or any communication before or after regular business hours on weekdays (6 am - 6 pm), or any time on weekends/holidays/flex-days. However, because we recognize that A-Team members should be able to create a working schedule that is right for them, team members will not be penalized for sending communication outside normal working hours.

## Google

### G-Mail

We communicate largely via email on the A-Team. You should therefore check your email at least once a day during the normal work week.

### G-Calendar

Much of our work is communicating and much of that communication comes in the form of meetings. Therefore, you should:

- Make your calendar visible to others.
- Keep your calendar up-to-date

- Add your working location and hours
- Add leave and out of office (OOO) to your calendars
- Set-up automated OOO message, if OOO for longer than 1 day
- Busy/Private appointments during regularly scheduled work hours should only be used for non-work related activities for which there is approved leave, e.g., doctor's appointment, parental duties, etc. Please use "Focus Time" or other similar titles to block uninterrupted work time.

## Attendance at regularly scheduled events

Attendance, either virtual or in-person, is reasonably expected at:

- Semimonthly A-Team meetings
- Individual 1:1 with Jason (in-person when possible)
- Regularly scheduled project meetings
- NPFM Council Meetings
- FMA All-hands

Attendance is strongly recommended when possible at:

- AFSC All-Hands
- Other Center-wide Meetings

### Tardiness & Absence

Let's face it - life happens. Be kind. If you're going to be late, please notify someone else in the meeting as soon as you realize it and provide a time frame for arrival. If you know in advance that you aren't going to attend the meeting, decline on your calendar.

## Expectations of the Program Manager

As of 2025, Jason Jannot is the FMA Analytical Program Manager. You can read about his leadership and management philosophy here.

The Program Manager will (at a minimum) provide the A-Team with:

- Clarity (the `why?`)

- Guidance (the `how?`)
- Expectations (the `what?`)
- Collaboration & Communication (the `who?`)
- Prioritization & Gate-keeping
- Accountability
- Visibility & Public Recognition
- Support Overcoming Barriers
- Timely Administrative Support
- A Professional and Ethical Role Model

In addition to the above, the Program Manager will (at a minimum) provide individual team members with:

- Positive feedback & constructive criticism on work
- Professional career support and development, including but not limited to:
  - opportunities for
    * training
    * presenting (e.g., conferences, meetings, outreach, etc.)
    * publishing
    * advancing (e.g., promotion, details, etc.)
    * collaborating
    * leading
    * mentoring
- Regular meetings to discuss work & maintain progress on goals
- Empathetic listening
- Coaching

## Expectations of Team Members

A-Team members will (at minimum):

- behave professionally and ethically in all work interactions
- strive to produce the best science, given the constraints

- grow and maintain technical and inter-personal skills
- share knowledge, experience, code, and time

- adopt a service mindset
- adopt a collaborative working mindset

- adapt and be flexible, within reason

- communicate clearly and effectively
- communicate both successes and sticking points regularly

- contribute to creating a positive, inclusive, and safe work culture

Remember, as a government agency, we serve the people of the United States and *service* is 1/3$^{rd}$ of NOAA's mission. Adopting a service mindset when approaching each other, stakeholders, partners, and collaborators will magnify our positive impacts on marine ecosystems, commercial fishing, and the wider world.

Some ways to adopt a service mindset:

- Share - code, knowledge, resources, opportunities
- Serve as a role model

- Serve as a resource for other members of the A-Team

- Nominate your peers for their hard work and achievements - AFSC Awards page.
- Participate in outreach activities
- Mentor others when appropriate, especially new team members

## Team Collaboration and Communication

Although the Program Manager is your primary supervisor, everyone should always feel like they can reach out to anyone else on the A-team for help or collaboration.

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# Communication {#communication} 

There is a plethora of communication methods and technologies. However, the communication tool should be chosen based on the purpose of the communication. The purpose of this section is to explain how communication tools differ so that the tool used is appropriate given the topic(s) and timelines.

## Email 

**Topics**: Single topics requiring simple or little or no context, explanation, or discussion
**Time**:

- Immediate action is not required and/or;
- Discussion is very limited or unnecessary and/or;
- Completion time is not pressing

**Tone**: It can be very difficult to get the right tone in an email. Sometimes it's worthwhile to write the email but delay sending it. Then go back and check the tone after taking a pause.
**Pros**: Creates a record
**Cons**: Can be slow, lost, ignored
**Tracking**: Formally captured in writing - creates a record
**Uses**:

- Simple requests for a single action or, at most, a few closely related actions
- Short summary of a single topic
- Routine tasking
- Follow-up summaries from video calls/FTF/phone calls

**Consider**: moving to a video call/FTF or phone call if the email chain goes back and forth more than a few times or in-depth discussion is necessary.

## Video call/Face-To-Face Meeting (FTF)

You are expected to follow the AFSC Guidance on Inclusive Meetings in Hybrid Work Environments. The slide deck from the AFSC FAQ session describing this guidance is also available.

**Topics**: Sensitive, complex, or multiple topics
**Time**: Lengthy discussion necessary; actions or responses will be discussed
**Tone**: Voice inflection, body language and body posture can be distorted or hidden by the tech. Eye contact can be misinterpreted, misleading, or absent.
**Pros**: Can screen share/show
**Cons**: Requires some planning
**Tracking**: No formal tracking - requires participants to take notes; Video calls can be recorded.
**Use**:

- To collaborate with team members
- To build rapport and relationships
- To provide or receive feedback
- To provide or receive coaching
- For instructional/side-by-side training/teaching
- When there are multiple participants
- When screen sharing/showing is needed

**Consider**: using other methods for simple updates that are informational only and require no response.

## Chat

**Topics**: Single, non-sensitive topics which require no explanation, sharing general information (e.g., links, papers, etc.)
**Time**:

- Immediate response is necessary, requested or implied
- Discussion is very limited or unnecessary
- Very simple responses expected

**Tone**: Fast pace can lead to misunderstandings of tone and intent, similar to email.
**Pros**: Fast
**Cons**:

- No record created

- Limited ability to engage in depth
- Links to files will be lost if history is turned off

**Tracking**: No formal tracking - requires participants to take notes or screen shots.
**Use**:

- To ask simple questions
- To check-in for current/near-future availability
- Share informational link
- Real-time discussion among team during formal meetings, e.g., FMAC, PCFMAC, Council, etc. - though discussion will be limited

**Consider**: moving lengthy discussions to a video call or FTF.

## Phone 

**Topics**: Sensitive or complex topics
**Time**:

- Immediate response or action is necessary
- Discussion could be lengthy
- Completion time is pressing

**Tone**: Voice inflection can be distorted, lost or misinterpreted due to tech; requires careful listening and voice control.
**Pros**: Can address time sensitive issues quickly
**Cons**: No screen show/share, body language missing
**Tracking**: No formal tracking - requires participants to take notes
**Use**:

- Emergencies
- Urgent, time sensitive requests
- Contact necessary during off-hours or off-days
- When video call/FTF is not possible but topics are sensitive or complex
- Quick topics that are time sensitive

**Consider**: following up with an email summary of the conversation

## Mobile Text/SMS 

**Topics**: Extremely time sensitive topics or contact necessary outside normal work days/hours, requires zero explanation
**Time**:

- Immediate response or action is necessary
- No discussion
- Very simple responses expected

**Tone**: Fast pace can lead to misunderstandings of tone and intent, similar to email and chat.
**Pros**: Can address time sensitive issues quickly
**Cons**: No screen show/share
**Tracking**: Creates a record, but there might be limits and constraints
**Use**:

- Emergencies
- Urgent, time sensitive requests
- Necessary contact during off-hours or off-days
- To check-in for current/near-future availability

**Consider**: moving to another method as soon as practicable.

# Collaboration & Code Review

## Git Manager Software

Here are some apps (called "clients") you can use to help you manage your Git interface (i.e., less command line, more point-and-click):

Fork - Jason's favorite and it's free and easy to install
Rstudio - has a built-in Git interface
GitHub Desktop - probably one of the more famous clients
sourcetree - another common one

You can read about those and many others here.

## NOAA Open Science Git Resources

GitHub and Git NOAA Open Scapes resources

## Collaboration using Git

Currently, this is an amalgamation of Jason's Git Collaboration notes and the 2024 ADP Team Charter

Determining the "Git Work Flow" is a huge part of working in a team! Be sure to check out the "Guidelines" section in the previous link for best practices when developing a workflow.

Jason suggests the Centralized Workflow (see link above) which keeps a linear history[1].

## How to Collaborate

1. Add collaborators to repository
2. Collaborators clone repository to their local machine
3. Make changes
    a. Create a New Branch
    b. Name it appropriately e.g., jason/newfeature
    c. Make changes locally on the new branch
    d. Commit changes to the new branch
        i. As a general rule, you should commit when you finish something that allows your code to work - usually ends up being a couple times an hour.
    e. *See below before completing this step* - Push changes to the remote repository…this will create a pull request….

## Before Pushing to the Repository

1. Switch to your local main branch (`$git checkout main`)
2. Pull the remote main into your local main (`$git pull origin main`)
3. Switch to your dev branch (`$git checkout <your-dev-branch-name-here>`)
4. Merge your local main to your local dev branch (`$git merge main`)
    a. **NOTE** This is where conflicts will show up if they will occur
    b. Fix any conflicts
5. Do some checking before pushing:
    a. Check the commits that will be pushed (`$git log - - oneline`; `q` escapes you back to the `$`)
    b. Check your connection (`$git remote -v`)
6. Push your changes (`$git push origin <your-branch-name>`)

[1] If you don't like the Centralized Workflow, try the Trunk-based Workflow.

# Code Review

Please first review Appendix J - Contributing, before initiating a pull request.

## Pull Request

A pull request is a request by a collaborator for the repo owner to "pull" the new code into the main branch (or other branch) which will then reflect those changes on the remote repos when others pull that branch down.

### Pull Request - What are they good for?

Pull request can simplify code review. They are a discussion point between coders. They can be used to:

- review and discuss code: a new feature, improvements, strategy, etc.
- address issues
- any time new code is added to the repo

#### What are the benefits of pull requests as code review[2]?

1. Increases the quality of the code
2. Decreases probability of breaking stuff
3. Frees time from micromanaging other peoples code
4. Reduces the need for meetings
5. Email notifications act as the interface
6. They create a history - all discussion & code (even if it is ultimately rejected), lives on a branch

The downsides include (see also[2]):
1. You have to wait to have your code reviewed by others
2. Reviewer can get backed up & overwhelmed

### How to Submit a Pull Request

1. Go to the repo, at the top click on `Pull Requests`
2. Create a `New Pull Request` (green button upper right)
3. Ensure you are comparing the right branches
4. Look at the `gitdiff`
5. Give it an appropriate succinct title
6. Include a descriptive message

[2]For a counter argument to pull requests, see this video

a. What has been done

b. How to use the new code

c. What someone could do to test the code, e.g., do…
see also: Pull Request Messages

7. Create the request

8. Add a reviewer - upper right hand corner. Will trigger an email.

9. Once reviewed, the pull request will be merged with the branch (typically main)

NOTE: You can add more commits to a single pull request, provided it has not been reviewed and merged. *However*, only do this for very minor changes - missing spaces, typos, missing last lines etc.

### How to Review a Pull Request

1. Open the pull request

2. Review the code changes

3. Reviewer - provide comments and feedback as comments

4. Originator - respond to comments, perhaps add comments

5. Reviewer - Approve changes (upper right corner) and add approval comment

6. Reviewer - merge pull request

7. Originator - delete the branch once the code has been merged. *Please do this so that our remote is clean!*

8. *DONT FORGET TO PULL* the new code to your local instance to get latest code.

see also Reviewing Pull Requests

## Issues

Issues are a great way to improve code outside the normal pull request-review process. Issues can be used to propose:

1. Fixes to broken code

2. Cool new features

3. Tackle TODO lists
4. Document Q&A

Use `tags` (right sidebar) to highlight the type of issue being submitted.

### How to submit an Issue

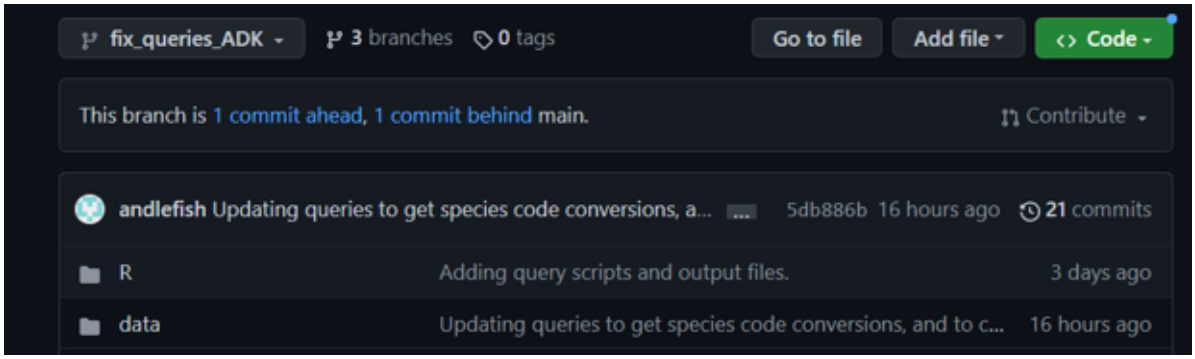
1. Open an issue
2. Give it a succinct but appropriate name
3. Give it a `tag`
4. Use the `@` in the body of the issue to mention others who might be interested or involved in the issue resolution
5. Use simple pseudo-code (via Markup code) to describe your proposed changes.
6. Provide a minimal reproducible example for bugs/errors, a.k.a. a repex
7. Be sure to close the issue once it is complete.
    a. Pro Tip: You can use the following statement to make Github automatically close an issue: `this closes issue #<insert-issue-num>` see example here

### Assigning Issues

1. Feel free to assign yourself the issue, but be sure to eventually tackle the issue.
2. *BEFORE ASSIGNING TO OTHERS* discuss with the other person and/or the PM to ensure assignment is appropriate and does not conflict with current priorities.

## Compare Two Branches on GitHub

1. Open the branch with the newest commits
2. At the top you'll see the number of commits difference like this:




3. Click on the link "<#> commit ahead"
4. That will bring you to the diff page! Voila!

## To link a pull request with an issue

Link Pull Request with Issue

See Git Tips for additional tips and resources.

# Publication Process with AFSC

# {#sec-publicationprocess}

## Style

Please refer to the AFSC Style Guide for questions about style.

Please refer to the Federal standards for plain language guidelines - it's a great resource for how to be a better writer, irrespective of your audience!

Should I use NMFS or NOAA Fisheries?

Is it Fish, Fishery, or Fisheries?

How do I cite my AFSC Affiliation?

What's the proper spacing around a degree symbol?

## RPTS Research Publications Tracking System

Tacking our science is important to you, the Analytical Services Program, AFSC, and NOAA. Science is what we produce and therefore documenting our science through a formal process provides both authors and the organization with a mechanism for recognition and dissemination of our work.

All formal research documents that present data, research, science, analyses, findings or conclusions where an author or co-author cites affiliation with AFSC, must go through review and approval using the RPTS system.

> **Manuscripts destined for review by peer-reviewed journal cannot be submitted to the journal until they have been entered into RPTS and completed the internal review process!**

The AFSC Intrasite Publications and RPTS describes the process and should be your first resource when moving to publication.

RPTS login

In short the process is as follows:

1. Submit your manuscript to RPTS.
2. Analytical Services Program Manager will complete the Technical Review.
3. FMA Division Director will complete the Information Quality Act review.
4. Submit to the journal for peer-review. Follow the peer-review process.
5. **IMPORTANT** After publication, log into RPTS and update the status of the publication.
6. The final step should submit the publication to the NOAA Institutional Library for archiving.

# Paying for Publication Charges

Note that when possible, all publications should be Open Access.

Publishing is *free* when publishing a NOAA Technical Memo, or in Fishery Bulletin, Marine Fisheries Review, or any Wiley Publications.

The best resource is Purchasing Open Access/Publication Page Fees.

## Using a Purchase Card to Pay for Publishing

If your publication charges are < or = 3500 USD, then speak with the A-Team Program Manager about using a Purchase Card first. They might direct you to reach out to the AFSC Acquisition Team at `afsc.acquisitions@noaa.gov`.

## Using a Purchase Order to Pay for Publishing

Use a Purchase Order (PO) for any costs >3500$ = maximum allowed for a purchase card charge. First, please speak with the A-Team Program Manager. They might direct you to reach out to the AFSC Acquisition Team at `afsc.acquisitions@noaa.gov`.

# Travel (Federal employees)

## Domestic Travel

To request domestic travel approval use the Travel App for all domestic individual travel. For foreign travel requests, please work directly with your travel arranger.

While on travel collect receipts for:
1. Lodging - ensure the balance shows 0.00 (zero)!
2. Local transport
3. Checked baggage charges

Receipts for food or other incidentals are not necessary.

Upon return:
1. Create and approve the final travel voucher in E2
2. Include receipts

AFSC Travel FAQ

## Foreign Travel

This summarizes NOAAs requirements for international travel while working for the government. This does not cover requirements for non-government employees (e.g., contractors, grantees, PSMFC, etc.).

This document is not intended to replace NOAA or U.S. government requirements or guidance but rather as a resource to guide you to the appropriate forms and documentation which you will need. Always read and defer to the official NOAA/U.S. Government guidance, policy, forms, instructions, and directives.

Be sure to understand and read the linked resources carefully as the process and forms can be quite confusing.

The best source for information is NOAA's Finance Office Foreign Travel webpage.

You can also find this information on the ***My AFSC intranet ==> Administrative ==> Travel***. However the information is not as easy to find on this page.

### IMPORTANT: Give yourself lots of lead time to complete these forms and steps. A minimum of two months is recommended, especilly if you do not already have a government issued passport.

# Overview of Requirements

1. Travel must be 'approved' by the Program Manager, which could be an informal approval (e.g., verbal approval) which might or might not come with caveats (e.g., depending on budget, Program/Division needs, timing, etc.).
2. A travel authorization submitted thru the AFSC Travel Request App. This does not need to be completed with final signatures (e.g., authorized) for the purposes of the Foreign Travel Checklist, but see point (1) above.
3. A completed Foreign Travel Checklist.
4. A valid Counter Threat Awareness Training (CTAT) certificate. This can be obtained through the CLC. This training is good for 6 years. **NOTE: CTAT training on the CLC takes approximately 5 hours to complete all modules.**
5. An official government passport, valid for 5 years (Passport Instructions). You cannot use your personal passport while traveling internationally on US government business. However, if you plan on taking leave while on international government travel, you will need to have both your personal and official passports. Use your government passport when traveling for work and personal passport when traveling on leave. If you have had an official passport issued within the last 15 years, you can apply for a renewal, otherwise apply for a new official passport.
6. A visa for the country, if needed. You can check this official list. Scroll down to find the country and visa requirements. You must have an official passport before you can obtain a visa.
7. Electronic Country Clearance cable notifies the Department of State officials in Washington, D.C., and embassy and post officers abroad, of a traveler's presence in a foreign country. Department of State policy requires embassy clearance for official travel to a foreign country.

# Other Resources

Department of Commerce (DOC) Foreign Travel Regulations

NOAA Foreign Travel Regulations

Department of State Emergencies and Crises

Department of Homeland Security

# Facilities

AFSC buildings on the Seattle Sand Point Campus (a.k.a. Western Regional Center [WRC]) are only accessible during work hours and with a CAC.

Map of NOAA Sand Point Seattle Campus

There is a cafeteria in Building 2 that offers snacks and drinks (coffee, tea, etc.). Full lunch meals are no longer offered. As of `r Sys.Date()` WRC is experimenting with food trucks on campus on T,W, & Th, 1100-1330, located in the upper parking lot of Building 3. Eventually there will be a Food Truck calendar.

## Office space

Our physical offices are in Building 4 of the WRC.
The following are FMA A-Team (and affiliated staff) office numbers:

- 1060 - Jason Jannot, FMA Analytical Services Program Manager
- 1065 - Christian Gredzens, Research Fishery Biologist, NOAA
- 1057 - Andy Kingham, Operations Analyst, NOAA
- 1057 - Geoff Mayhew, Research Fishery Biologist, NOAA
- 1056 - Craig Faunce, Research Fisheries, NOAA Biologist
- 1089 - Jennifer Cahalan, Statistician/Analyst, PSMFC

**Affiliated staff**

- Alaska Regional Office (AKRO) Juneau A-Team collaborators
  - Phil Ganz
  - Jason Gasper

Other FMA staff offices

- 1061 - Lisa Thompson, FMA Deputy Director
- 1062 - Marlon Conception, FMA Debriefing Program Manager
- 1063 - Brian Mason, FMA Training Program Manager

## Reservations - Rooms & Vehicles

Reservations for rooms or government vehicles can be found here

## Parking

To obtain either a vehicle or a bike parking pass for the Seattle Sand Point Campus, contact Pass & ID Security Office in Building 1 (206-526-6571). You will need to fill out a WRC Parking Form.

## Transit Benefits for Bicyclists

### Federal employees only

Allows for reimbursement to employees who use a non-motorized bicycle for a substantial portion of travel between your residence and the work site. Reimbursement can be up to $20 per month, not to exceed $240 per calendar year for bicycle commuting expenses.

More information on bike benefits and instructions.

## Transportation Subsidy

### Federal employees only

NOAA offers this non-taxable transit-fare subsidy program to encourage federal employees to use public mass transportation while commuting to and from work. Qualified employees are provided with a monthly benefit based on the distance to and from work. The monthly maximum subsidy transit benefit allowance is $270. Unused benefits do not carry over to the next month.

More information on the transit subsidy program and application.

# Offboarding

AFSC Offboarding Checklist for Federal Staff

AFSC Offboarding Checklist for Non-Federal Staff (contractors and affiliates)

## Exit Interview

Set up a dedicated time to meet with the A-Team PM to talk about your time in FMA, and to go through the appropriate checklist above. Besides the checklist, things to talk about include the best part of being part of the FMA A-Team, whether you got the support you needed and what could we improve for someone in your role in the future.

## Project Documentation

Project work should be hosted in the A-Team Github repository and saved on the `FMA Analytics Group` Google drive.

Each project should have an easily found README text file that provides information for others so they can navigate and use your work, and give contact information for authors (and any data creators/use restrictions if confidential data). Ideally, the README should also include links to publications and presentations from the work.

## Publications and Presentations

Ensure that publications and presentations from your projects are archived in the appropriate folder in the `FMA Analytics Group` Google drive.

## Data

Data used in support of your projects should be:

- Saved in appropriate, non-proprietary format with accompanying metadata
- **Not** included/hosted on github or any other public repository (unless non-confidential/anonymized)

- Accessible to A-Team members.
- Briefly described in the project README.

## Code

Code used or developed for your projects should be:

- complete and well-documented, including information in a README about what each file does and workflow to run the code.
- hosted in the A-Team Github repository and saved on the `FMA Analytics Group` Google drive.

## Turning in equipment

Return all equipment (e.g., computer and peripherals) you have been using to the A-Team PM. Ensure all office furniture is present and remains in your office.

## Terminating Access

- Access to your `@noaa.gov` account will terminate on your last day. Transfer ownership of Google Docs to the A-Team PM.
- CAC access to the NOAA facilities and computers will be terminated when you leave Federal service. Ensure you have all your personal belongings prior to your last day.

# Psychological Safety

## Reporting Harassment

If you are being harassed by a member of the FMA A-Team, notice that someone else is being harassed, or have any other concerns, please contact the FMA Analytical Services Program Manager, Dr. Jason Jannot, at jason.jannot@noaa.gov. If you do not feel comfortable reporting to Jason, please contact Jennifer Ferdinand (FMA Division Director) or Lisa Thompson (FMA Deputy Director) or any other AFSC supervisor. Other methods of reporting available to you include:

- NOAA Sexual Assault Sexual Harassment Helpline
- NOAA Workplace Violence Prevention and Response Program
- NOAA Workforce Management Office
- NOAA Office of Inclusion and Civil Rights

In addition to the AFSC's Code of Conduct, the Dec. 8th 2022 Policy Statement on Equal Employment Opportunity from NOAA provides a good explanation of NOAA's stance and policies against harassment, discrimination, and violence in the workplace.

## Summaries & Handouts

- The Openscapes talk on Psychological Safety in open data science teams by Tara Robertson (there is also a resource list at the end of this slide deck!)

- Worksheet from NOAA Psychological Safety training

## Books

- Feminist Fight Club talks about how members of the group can hand the mic back if it's taken away, giving credit, support quieter members, etc. It is focused on women supporting women, not Psych Safety specifically.
- This Chair Rocks by Ashton Applewhite (and her TED talk [12 mins])

## Studies

- Canadian study "The Tallest Poppy" from the Women of Influence group
- Paper: "Know Before You Go: A Community-Derived Approach to Planning for and Preventing Sexual Harassment at Oceanographic Field Sites."

## Videos

Brene Brown's TED talk on vulnerability (20 mins)

# Wellness Resources

NOAA provides an array of resources in the area of health and wellness.

a. NOAA ADR Program uses two approaches for early intervention and dispute resolution, which are mediation and facilitated problem-solving.

b. Federal Occupational Health (FOH) supports programs to improve the health, safety, and productivity of the federal workforce through webinars and activities (i.e., Creating Belonging through Psychological Safety, Social Security Retirement, etc.).

c. Mindful NOAA offers mindfulness practices and educational opportunities to improve workplace culture through employee health, resilience, performance, and leadership.

d. Reasonable Accommodations allows employees to request a change or modification in the work environment or in the way things are customarily done.

e. NOAA Nursing Mother's Program serves to offer the emotional support and work-site assistance nursing mothers need as they transition back into the workplace.

f. NOAA Workplace Violence Prevention & Response Program works to establish a culture of professionalism and respect through: violence prevention and response; education and training; victim support; reporting procedures; and appropriate accountability that enhances the safety and well-being of all NOAA employees, affiliates, and visitors.

g. NOAA Sexual Assault Sexual Harassment (SASH) offers a helpline phone: 866-288-6555, option 1, text: 202-335-0265, NOAA online chat, and reporting email: `noaa.victimservices@noaa.gov`.

h. WorkLife4You helps you and your household better manage daily responsibilities and life events.

i. Drug Free Workplace is a condition of employment for all federal employees to refrain from using illegal drugs on or off-duty.

j. Employee Assistance Program (EAP) provides services — including counseling sessions and advice on a wide range of issues — to create a positive and productive work environment for all employees and their managers.

k. NOAA Behavioral Health and Wellness provides training, information, services, and resources on a wide range of behavioral health and wellness topics.

# Alaska Fishery Background

- Alaska Fishing Fleet Profiles An older publication (2012) with information about the fishing fleets prosecuting federally managed fisheries off Alaska.

A basic understanding of Alaska fisheries can be gained by reading the `Summary of Management Measures` in the Executive Summary section of the various Fishery Management Plans (FMPs):

- BSAI Groundfish FMP
- GOA Groundfish FMP
- Crab FMP
- Other Alaska FMPs

Alaska Fishery Ecosystem Plans, Amendments to FMPs, and Conservation Area Summaries can be found at this link.

A History of Federal Marine Fisheries Research in Alaska is an eBook presenting historical timelines and accounts of the Alaska Fisheries Science Center as well as fisheries research in Alaska.

# North Pacific Observer Program

NPOP Publications

NPOP Observer Manual

NOAA Fisheries Fishery Observers

NOAA Fisheries Bycatch and Prohibited Species Catch in Groundfish and Shellfish Fisheries in Alaska

NOAA Fisheries Seabird Bycatch in Alaska

NOAA Fisheries Electronic Monitoring in Alaska

# North Pacific Fishery Management Council (NPFMC)

The NPFMC website has lots of information, background and history related to Alaska Fisheries. In particular, you might want to peruse their on-line library.

Both past and current NPFMC meeting agendas, along with past and current agendas for Plan Teams, SSC, and other Council bodies can be found here.

# Stock Assessment

Current BSAI and GOA SAFE Reports

A Guide to Stock Assessment of Bering Sea and Aleutian Islands Groundfish

Fish Stock Assessment 101

The ABC's of Stock Assessments(a video)

# Fishery Management

NOAA Fisheries Sustainable Fisheries Management

Understanding Fisheries Management in the US

Status of US Fisheries

# Observer Training Classes

The FMA holds the introductory 3-week observer trainings monthly from December to August. All are conducted in room 1055 of Building 4 (Seattle). The materials are consistent throughout the year so you can attend portions of different classes as needed to work with your schedule. Talk with the A-Team Program Manager and/or the Training Team Program Manager, Brian Mason.

Table 1: Schedule for 2024 3-week observer trainings.

| Year | Dates | Days | Location |
|---|---|---|---|
| 2023 | Nov 27 - Dec 15 | M-F | Seattle |
| 2023-24 | Dec 21 - Jan 16 | Th-Tues | Remote/Seattle |
| 2024 | Feb 26 - Mar 15 | M-F | Seattle |
| 2024 | Apr 1-19 | M-F | Seattle |
| 2024 | May 16 - June 6 | Th-Tues | Seattle |
| 2024 | June 10 - July 1 | M-M | Seattle |
| 2024 | July 8-26 | M-F | Seattle |
| 2024 | Aug 12-30 | M-F | Seattle |

The full schedule can be found here.

# NOAA, AFSC, FMA Resouces

## NOAA

NOAA's Vision and Mission

## AFSC

AFSC Intranet

### Strategic Science Plans

AFSC Strategic Science Plans define vision, mission, core values, goals and objectives for a 5 year period.
FY2023-FY2027

### Annual Guidance Memos

Annual Guidance Memorandums prioritize activities for a single year to meet the objectives in the Strategic Science Plan.
FY2024
FY2023

## FMA

FMA Activity Plans

Overview of the North Pacific Observer Program (NPOP)

NPOP Observer Manual

NPOP Publications

# More Git

## To remove a file from *Tracking* that is already being tracked

**!!!! IMPORTANT NOTE !!!!** ==> The following steps will *completely remove* the files on **all remotes** once they checkout a branch that contains this change. The files will only exist in your local repo. (Of course you can always push them back up if anyone complains…)

1. Move the file outside the git repository, i.e., save to your local machine/Desktop
2. Add all the file/folder names that you want to stop tracking in the repo but keep locally to `.gitignore`.
3. On the command line, execute
    a. For a file: `$git rm --cached put/here/your/file.ext`
    b. For a folder: `$git rm --cached folder/\*` (if the files are in a folder you need to use /* to escape the *)
4. Commit your changes:
    a. `$git commit -m "<Message>"`
    b. Push to remote.

## To *completely Remove* an item from the repo

1. On your local machine, navigate to file and delete it
    a. The git status should show that file was deleted.
2. Stage all uncommitted changes (`$git add -u`)
3. Commit the deletion (`$git commit -m <commit message>`)
4. View changes on the branch (`$git log -online`)

5. ensure local main is up-to-date with remote main (`$git checkout main`; `$git pull origin main`)

6. Ensure your branch is up-to-date with your local main (`$git checkout <your-branch-name>`; `$git merge main`)

7. Push your changes to the remote (`$git push origin <your-branch-name>`)

## Publish to `gh-pages`

To create **new** GitHub page:

1. Create a `gh-pages` branch using the terminal. In the terminal:
    a. `$ git checkout --orphan gh-pages`
    b. `$ git reset -- hard` **!! Make sure all changes have been committed !!**
    c. `$ git commit --allow-empty -m "Initializing gh-pages branch"`
    d. `$ git push origin gh-pages`

2. In GitHub
    a. Settings ==> Pages ==> set
        i. **Source** ==> Deploy from Branch
        ii. **Branch** ==> `gh-pages/root`
        iii **Save**

3. `.gitignore` - If this is a `quarto` document, be sure that you ignore the source folder, e.g., `_book`, `_site`, etc. and remove from tracking in the terminal by `$ git rm -r _book`.

4. `_quarto.yml` - Ensure that any "site" or "repo" tags are associated with the correct URLs.

5. In the terminal, `$ quarto publish gh-pages`

6. Could take a few minutes to complete deployment, refresh browser to see site.

### To update already existing `gh-pages`

1. Make changes, commit, and push to `main`
2. In the terminal, `$ quarto publish gh-pages`

3. Could take a few minutes to complete deployment, refresh browser to see site.

## Incorporate an existing repository, tags, and history within a subfolder of a parent repository

This is example code from Craig Faunce. The example code does it on a separate branch. In this example the parent is MAIN-REPORT and the subfolder is chapter-1, but the example below 'chapter1' is an alias used. I used this to include the Ann-Deployment chapter from github into my local version of the enterprise repository annual-report, and then push to enterprise cloud as a separate branch. The code below was used as a template.

### 1. Clone MAIN-REPORT (LOCAL)

```
git clone git@github.your-enterprise.com:<group>/MAIN-REPORT.git
cd MAIN-REPORT
```

### 2. Add Chapter-1 as a new remote (LOCAL)

If Chapter-1 is also on Enterprise, change the URL accordingly.

`git remote add chapter1 git@github.com:<user>/Chapter-1.git`

### 3. Fetch every branch AND every tag from the new remote (LOCAL)

`git fetch chapter1 --tags`
- this took a while with Ch3!

### 4. Create a work branch to stage the import (LOCAL)

`git checkout -b merge-chapter1`
- the new branch is called 'merge-chapter1' here

### 5. Import Chapter-1 into a sub-folder while preserving full history (LOCAL)

`git subtree add --prefix=Chapter-1 chapter1 main`
- use 'master' if needed, as was the case for chapter 3.

### 6. Quick sanity check (LOCAL)

`git log --oneline --graph --decorate --all | head`
- should show all commits.

### 7. Push the work branch and tags to Enterprise (LOCAL)

`git push origin merge-chapter1`
`git push origin --tags` - optional but recommended

### 8. Open a Pull Request to merge 'merge-chapter1' into MAIN-REPORT's main branch (GUI)

Review, approve, and merge as usual.

### 9. House-cleaning after the PR is merged (LOCAL)

`git checkout main` - or 'master'
`git pull origin main`
`git branch -d merge-chapter1`
`git remote remove chapter1` - optional cleanup

# Jason Jannot's Leadership Philosophy

Jason's philosophy is that the best leaders are capable of adjusting their leadership style depending on the situation, their team, and the needs of particular projects. The best thing a leader can do is to identify the needs of their team to support them in a way that allows them to thrive.

However, Jason's default style tends to be that of a servant leader. While he might adopt other leadership styles depending on the situation, servant leadership guides his daily leadership style.

Jason has been inspired by David Marquet's story:

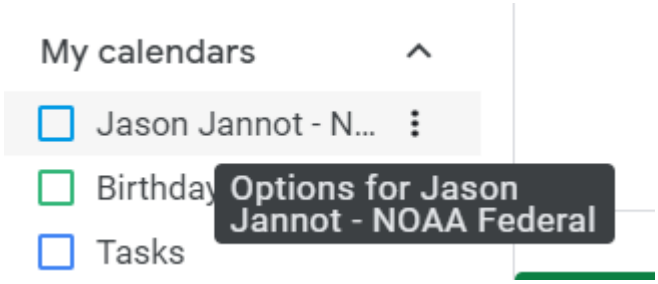
https://www.youtube.com/watch?v=pYKH2uSax8U&list=PLg_BQpoFW2k341hHkO4_PhSnpJsOEaneY

as well as by Simon Sinek:

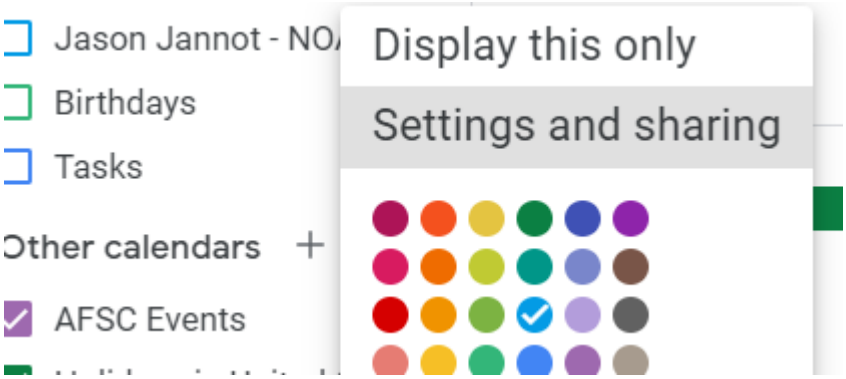
https://youtu.be/zP9jpxitfb4

# Make G-Calendar Visible

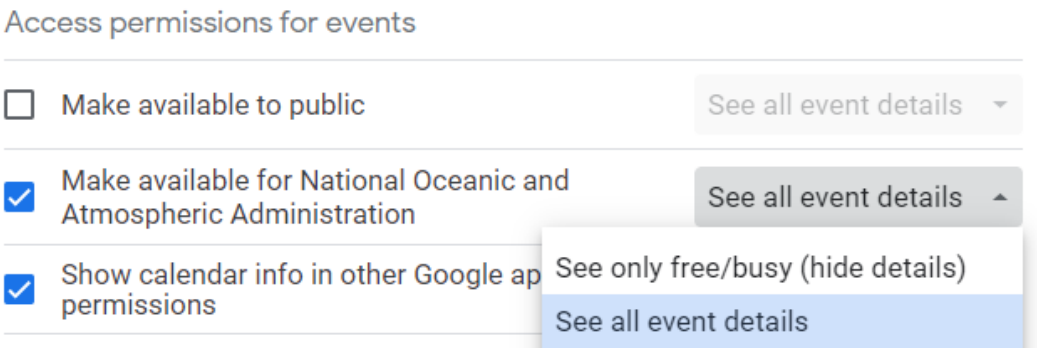
1. On left side find your calendar and hover to get the 3 dots




2. Click settings and sharing




3. Make sure to check "Make available for National Oceanic and Atmospheric Administration" and select "See all event details" in the drop down.



That should do it.

# Acronyms

The US Government is absolutely slaphappy about acronyms.

| Acronym | Definition |
|---|---|
| AFSC | Alaska Fisheries Science Center |
| AKRO | Alaska Regional Office |
| AMMOP | Alaska Marine Mammal Observer Program |
| A-Team | FMA Analytical Services Program |
| BSAI | Bering Sea Aleutian Islands |
| CAC | Common Access Card, a.k.a., your "ID badge" |
| DD | Division Director |
| FMA | Fisheries Monitoring and Analysis Division |
| FMAC | Fishery Monitoring Advisory Committee |
| GOA | Gulf of Alaska |
| M-Team | FMA Management Team = DD, Deputy Director, Debriefing PM, Training PM, Analytical Services PM |
| NPFMC | North Pacific Fishery Management Council |
| NPOP | North Pacific Observer Program |
| OOO | Out Of Office |
| PCFMAC | Partial Coverage Fishery Monitoring Committee |
| PM | Program Manager |
| PSMFC | Pacific States Marine Fisheries Commission (colloquially, PacStates) |
| SON | Statement of Nondisclosure for Using Confidential Fisheries Data |
| WRC | Western Regional Center, a.k.a., the Sand Point Seattle Campus |

# References

Wilson, Greg, Jennifer Bryan, Karen Cranston, Justin Kitzes, Lex Nederbragt, and Tracy K. Teal. 2017. "Good Enough Practices in Scientific Computing." Edited by Francis Ouellette. *PLOS Computational Biology* 13 (6): e1005510. https://doi.org/10.1371/journal.pcbi.1005510.

# Contributing

# How to Contribute

This document describes how to contribute to this project.

- Great to have you here.
- You can help make this project better!
- Thank you for your efforts.

## Code of Conduct

This project and everyone participating in it is governed by the AFSC Code of Conduct as well as the Github and Git Guidance and Best Practices for NMFS Users. By contributing to this project you agree to abide by these terms.

## Team members

**Lead**: Jason E. Jannot, NOAA Fisheries AFSC FMA Division, Seattle, WA.

**Contributors**:

- Jennifer Cahalan, Pacific States Marine Fisheries Commission and AFSC FMA Division, Seattle, WA
- Craig Faunce, NOAA Fisheries AFSC FMA Division, Seattle, WA
- Phil Ganz, NOAA Fisheries Alaska Region Office, Seattle, WA
- Christian Gredzens, NOAA Fisheries AFSC FMA Division, Seattle, WA
- Andy Kingham, NOAA Fisheries AFSC FMA Division, Seattle, WA
- Geoff Mayhew, NOAA Fisheries AFSC FMA Division, Seattle, WA

## Getting Started

- Make sure you have a GitHub account.
- Clone the repository from GitHub to your local machine.
- Questions? email jason.jannot@noaa.gov

## Git Workflow for Collaborating

A Git workflow is a recommendation for how to use Git to accomplish work in a consistent and productive manner. The goals is that the workflow enhances the effectiveness of the team and does not limit productivity. A good workflow proactively reduces the number of merge conflicts and merges that need to be reverted. The choice of workflow by a team should be a joint decision. Jason's recommendation is to use the GitFlow workflow because it accomplishes two important, but somewhat competing, tactics to reduce merge conflicts when collaborating with git:

1. **Branch life should be minimized** The risk of merge conflicts increase in proportion to the time the branch has been separate from the main branch. Short-lived branches promote cleaner merges.
2. **Branches should be tested before merging** Testing a branch before merging into the main branch reduces problems. However, accidents happen, thus a good workflow allows for easy reverts that don't cause issues for other contributors.

*Having said all that, I welcome all discussions on how to best develop our Git workflow!* - Jason.

For those interested a comparison of Git workflows can be found here.

## Data

No PII or BII data or data that could identify fishers, individual fishing locations, or individual processors should be saved to this repository. Any such data will be removed immediately. For further guidance see: Github and Git Guidance and Best Practices for NMFS Users.

## Fixing typos

You can fix typos, spelling mistakes, or grammatical errors in the documentation directly using the GitHub web interface, as long as the changes are made in the *source* file. This generally means you'll need to edit roxygen2 comments in an `.R`, not a `.Rd` file. You can find the `.R` file that generates the `.Rd` by reading the comment in the first line.

## Bigger changes

If you want to make a bigger change, it's a good idea to first file an issue and make sure someone from the team agrees that it's needed. If you've found a bug, please file an issue that illustrates the bug with a minimal reprex (this will also help you write a unit test, if needed). See the tidyverse guide on how to create a great issue for more advice. Other sources for issue best practices are described in various places on the web, such as here and here.

## Making Changes

The following uses the Gitflow method as the workflow.

- Clone the package onto your computer. If you haven't done this before, we recommend using `usethis::create_from_github(">>_INSERT_PATH_TO_FILE<<", fork = TRUE)`.
- Pull the most recent code.
- Create a Git branch for your pull request (PR). We recommend using `usethis::pr_init("brief-description-of-c`
- Make your changes.
- Commit your changes. See the Git Commit Messages styleguide below.
- Push your changes to the remote Github repository.
- Go to Github and create a 'pull request' e.g., by running `usethis::pr_push()`, and following the prompts in your browser. The title of your PR should briefly describe the change. See the Pull Requests Messages section below.
- Assign a reviewer.

## Styleguides

### Git Commit Messages

As a general rule, you should commit when you finish something that allows your code to work - usually ends up being a couple times an hour.

- Use the present tense ("Add feature" not "Added feature")
- Use the imperative mood ("Move cursor to…" not "Moves cursor to…")
- Limit the first line to 72 characters or less
- Reference issues and pull requests liberally after the first line

### Pull Requests Messages

For general guidelines, please see Github's Pull Request page.

In the message, please include the following headers:

- Description of the Issue or New Feature
- Description of What Has Been Done
- Usage
  - Examples and/or how others might test the change
- Assign a Reviewer - this will most likely be the Merge Master. In the case of the Merge Master, this will be another appropriate contributor.

see also: Pull Requests

## Coding conventions

Start reading our code and you'll get the hang of it. We optimize for readability.

- Scripts should not be longer than 400-600 lines.
- We use roxygen2, with Markdown syntax, for documentation.
- Never use `rm(list = ls())` Why, you ask? Well first off, Jenny Bryan is likely to come set your computer on fire. More specifically, it mixes *your* workflow (i.e., personal choices) with *the* product (i.e., the R code needed by someone else to run your code). See Jenny's in-depth discussion at the link above.
- Write functions. There's a good chance that your script can be simplified into a function. "Everything that happens is a function call." - John Chambers
- Always put spaces after list items and method parameters (1, 2, 3, not 1,2,3) and around operators (x + y = 1, not x+y=1).
- Eliminate unnecessary white space. I realize this conflicts with the previous statement, but I'm comfortable with that ambiguity.
- Use a styler and IDE to keep your code clean. `stylr` is a good R package for keeping your code tidy and easy to use.
- `tidyverse` methods, especially those using pipes, `%>%`, increase readability and make reviewing code much more pleasant.
- When in doubt, consult the `tidyverse` style guide

This is collaborative software. Consider the people who will read your code, and make it look nice for them. It's sort of like driving a car: Perhaps you love doing donuts when you're alone, but with passengers the goal is to make the ride as smooth as possible.

## File structure and conventions

Keeping a tidy project requires maintaining order amongst files.

- General folder structure is:
  - – root
    - * – data
    - * – figures
    - * – notes
    - * – R
    - * – scripts
    - * – tables
    - * – tests (optional)
- root directory in addition to holding the folders (above), should only contain configuration and R package files.

- data - holds any data files used in the project.
- figures - holds any figure files created by the project.
- notes - holds `TODO.Rmd`, `Notes.Rmd`, `SCRATCH.R/.Rmd` and reusable templates (for Roxygenating functions, headers for commenting code) or example code. The `TODO.Rmd` is being worked on and what has recently been done and should closely mirror Git commits. `Notes.Rmd` is more narrative than `TODO` and contains important information that is too detailed/complex for a vignette. Scratch files are sandboxes for working out code.
- R - should hold only functions. Each function should be called `<my-special-function-name>_function.R`.
- scripts - these are the scripts that run the analysis. Each script name should start with a number in the order the scripts are to be run. The first script in the sequence is typically `0_Setup.R`. `Setup.R` sets the paths for the project (this makes it reproducible on your machine!), loads all necessary libraries, date constants, functions, and data. The next script in the sequence might be, e.g., `1_Pre_Processing.R`, followed by `2_Data_Wrangling.R`, `3_Analysis.R`, `4_Plots.R`...note: these are just examples.
- tables - holds any tables generated by the scripts.
- tests - any unit tests that might be applicable. This is optional.

## Reviewing Pull Requests

- Open the pull request
- Review the code changes
- Reviewer - provide comments and feedback in GitHub
- Originator - respond to comments, perhaps add comments
- Approve changes (upper right corner) and add approval comment
- **Merge Master/Code owner merges all pull requests! Please do not merge your own pull request.** If the Merge Master is pushing code, then the reviewer should be responsible for merging the pull request.
- MergeMaster will delete the branch once the code has been merged.
- **DONT FORGET TO PULL the new code** to your local instance to get latest code.

see also: How to Review a Pull Request

- If you have further questions, contact: Jason Jannot jason.jannot@noaa.gov