

**43rd ANNUAL MEETING – SEPTEMBER 2021****Performance Review Recommendation #35:
Creation of a NAFO Operational Plan
(Prepared by the NAFO Secretariat)****Preamble**

The NAFO Secretariat has been working to create an operational plan in response to Recommendation #35 of the 2018 NAFO Performance Review which “***Recommends*** NAFO develops an annual operational plan for the NAFO Secretariat outlining key objectives and specifying resources required to meet these objectives.”

Currently, operations at the NAFO Secretariat revolve around the cycle of meetings held throughout year and leading up to the Annual Meeting. The Secretariat coordinates all logistical planning, including preparation of agendas, background documents, working papers and the hosting of meetings.

The Secretariat also holds weekly internal coordination meetings for strategic and longer-term planning purposes as well as reviewing short term operational tasks and deadlines.

Work Completed since the 2020 Annual Meeting

The 2018 NAFO Performance Review recommendation stated that NAFO develops an annual operational plan for the NAFO Secretariat outlining key objectives and specifying resources required to meet these objectives. The Secretariat has prepared a detailed outline of elements for NAFO year 2020/2021 to include in a potential draft operational plan. This outline has been organized by Secretariat team responsibilities, focused on short term activities, that will be an organizational tool for the Secretariat to track upcoming team activities and the timely completion of these activities.

The outline contains, in particular, the task lead, clearly defined deadlines, and the ongoing status of the item. It will be a key organization tool for the Secretariat as it is regularly reviewed by team members and updated throughout the year. Operational reporting is also provided at weekly coordination and monthly staff meetings.

Guidance from STACFAD

A sample of the elements to include in a possible operational plan for Finance and Administrative, Fisheries Monitoring, and Science Teams is enclosed for your review.

The Secretariat is looking for guidance and comments from STACFAD to see whether the Committee considers these detailed outlines of elements to include in a potential draft operational plan could meet the objective of the 2018 Performance Review Recommendation #35.

Overarching item	Task	Deadline	Lead	Team members	Status
SC Correspondence Letters	SC Coastal State Advice, Designated Experts, Environmental Data, Proxy Votes, & SC Requests for Information	15-Jan-21	Dayna	Tom	Complete
Redbook Compilation 2020	Compiling of the Redbook	End of February 2021	Dayna	Tom	Complete
SCS Guidelines	Create a guidelines that is similar to the SCR guideline	10-Jun-21	Dayna/Margaret	Alexis	Complete
Provisional Agenda	SC June Meeting - Circulate Provisional Agenda	29-Mar-21	Tom	Dayna	
SC Budget	SC Budget Working Paper	28-May-21	Tom	Stan/Dayna	Complete
Meeting	SC June Meeting	28 May - 10 June 2021	Tom/Dayna	Sarah	Complete
STATLANT 21 A	Deadline for STATLANT 21A submissions	31-May-21	Tom		Complete
Provisional Agenda	SC/NIPAG Meetings - Circulate Provisional Agendas x 2	08-Sep-21	Tom	Dayna	
Provisional Agenda	September Annual Meeting - Circulate Provisional Agenda	22-Jul-21	Tom	Dayna	
SC Advice Reminder	Correspondence reminder to all CPs to submit questions on SC Advice	End of August 2021	Dayna	Tom	
STATLANT 21 B	Deadline for STATLANT 21B submissions	31-Aug-21	Tom		
Meeting	Possible Extraordinary Meeting (17 August 2021)				
Meeting	SC/NIPAG Meetings	8-14 September 2021	Tom/Dayna		
Meeting	September Annual Meeting	20-24 September 2021	Tom/Dayna		
Provisional Agenda	WG-ESA Meeting	17-Sep-21	Tom	Dayna	
Meeting	WG-ESA Meeting	16-25 November 2021	Tom/Dayna		

Overarching item	Source	Task	Deadline	Lead	Team members	Status
2021 CEM		Update CEM with all adopted revisions	07-Oct-20	Jana	Lisa, Matt, Ricardo, Alex	Complete
2021 CEM		Send email to STACTIC Chair regarding CEM review WebEx	19-Oct-20	Jana	Matt	Complete
2021 CEM		Review first draft	19-Oct-20	Lisa, Matt, Ricardo, Shal	Jana, Alexis	Complete
2021 CEM		Send doodle poll to EDG participants re CEM review	19-Oct-20	Jana	Matt	Complete
2021 CEM		Draft agenda for CEM review for EDG	23-Oct-20	Jana	Matt	Complete
2021 CEM		EDG WebEx to review CEM (between 27 Oct and 06 Nov	06-Nov-20	Jana	Lisa, Matt, Ricardo, Alex	Complete
2021 CEM		CEM draft to Alexis for formatting	13-Nov-20	Jana	Lisa, Matt, Ricardo, Alex	Complete
2021 CEM		CEM formatting	18-Nov-20	Alexis	Lisa, Matt, Ricardo, Jana	Complete
2021 CEM		CEM formatting review	27-Nov-20	Lisa, Matt, Ricardo, Jana	Alexis	Complete
2021 CEM		CEM printing	04-Dec-20	Alexis	Jana, Lisa, Shala	Complete
2021 CEM		CEM Binding	11-Dec-20	Alexis	Jana, Lisa, Shala	Complete
2021 CEM		CEM packaging / shipping	18-Dec-20	Alexis	Jana, Lisa, Shala	Complete

Overarching item	Source	Task	Deadline	Lead	Team members	Status
Audit - 2019 Report	2020 STACFAD Agenda #04	Auditors' Report Adopted. Contact Auditors to finalize F/S	30-Sep-20	Stan	Lisa	Complete
2020 Outstanding Contribution	2020 STACFAD Agenda #06	Follow up on status of outstanding payments – Sept 1 email, payment anticipated end of Sept	31-Oct-20	Stan	Lisa	Complete
IFCPS Actuarial Valuation	2020 STACFAD Agenda #12	Waiting on receipt of final Valuation Report	31-Dec-20	Stan	Lisa	Complete
IFCPS Actuarial Valuation	2020 STACFAD Agenda #12	Deficit Payment and Employer Current Service Costs to be Adjusted in January 2021 based on valuation results	01-Jan-21	Stan	Lisa	Complete
2020 Outstanding Contribution	2020 STACFAD Agenda #06	Follow up on status of outstanding payments – Sept 24 email, payment to be made in early 2021	31-Jan-21	Stan	Lisa	Ongoing
2020 Billings	2020 STACFAD Agenda #06	Recalculate 2020 Billing for UK Accession	31-Jan-21	Stan	Lisa	Complete
Accumulated Surplus	2020 STACFAD Agenda #07	Accumulated Surplus and Contingency Fund Set at \$285,000	31-Jan-21	Stan	Lisa	Complete
Accumulated Surplus	2020 STACFAD Agenda #07	Recruitment and Relocation Fund increased to \$72,000	31-Jan-21	Stan	Lisa	Complete
Accumulated Surplus	2020 STACFAD Agenda #07	Performance Review Fund increased to \$30,000	31-Jan-21	Stan	Lisa	Complete
2021 Annual Meeting	2020 STACFAD Agenda #19	Secretariat to contact venue to sign contract for 2021	01-Mar-21	Stan	Lisa, Sarah	Complete
Internship Program	2020 STACFAD Agenda #11	STACFAD endorsed internship program be maintained for 6 months during 2021. Internship recruitment to begin as soon as it is safe to host an intern and when travel restrictions ease	31-Mar-21	Stan	Lisa	Ongoing
Audit - 2021 Financial Year	2020 STACFAD Agenda #04	2020 will be the 5th and final year of Auditors contract. Option 1 - Prepare Request for Proposal for change of Auditor's or Option 2. Consider extending current contract.	15-Jul-21	Stan	Lisa	Ongoing
2021 Agenda	2020 STACFAD Agenda #03	Can any of the advance agreement procedures performed in 2020 be used in 2021? To be discussed with the Chair prior to 2021 Annual Meeting	15-Jun-21	Stan	Lisa	
Executive Secretary Recruitment	2020 STACFAD Agenda #10	Recruitment process for the NAFO ES delayed for one year. CPs were encouraged to review STACFAD WP 20-02 in anticipation for discussion at the 2021 Annual Meeting of NAFO.	15-Jun-21	Stan	Lisa	Complete