



**U.S. DEPARTMENT OF COMMERCE**  
**National Oceanic and Atmospheric Administration**  
NATIONAL WEATHER SERVICE  
1325 East-West Highway  
Silver Spring, Maryland 20910-3263  
THE DIRECTOR

June 14, 2007

MEMORANDUM FOR:

X. William Proenza  
Director, Tropical Prediction Center  
National Centers for Environmental  
Prediction

FROM:

Mary M. Glackin  
Acting Assistant Administrator  
for Weather Services, and  
Director, National Weather Service

SUBJECT:

Operating Procedures/Instructions

Upon my assignment to this position, I have been examining the current National Weather Service (NWS) management structure to determine the best way to ensure accurate delivery of services. The purpose of this memorandum is to inform you of the organizational standards and procedures you should follow. To the extent there were mistakes or confusion regarding roles during the past few months since you assumed responsibilities for your current position, I hope this memorandum clarifies the situation. I will also discuss these issues with Jack Hayes when he begins his tenure.

As the Director of the Tropical Prediction Center (TPC) and as the primary spokesperson for the NWS during hurricane and other tropical events, you are one of the most important expert voices on these matters. However, as a member of the Senior Executive Service, you are expected to understand the importance of following organizational policies and supervisory instructions, and exercise sound judgment in the performance of your duties.

I understand that in these past five months there have been times when you may have disregarded the direct instructions of your supervisor, the Director, National Centers for Environmental Prediction (NCEP), or have made decisions on your own which you had no authority to make. For example, I learned that you instructed your forecasters to replace the "Tropical Prediction Center" label with a "National Hurricane Center" label on the March 4 High Seas worded forecast. Since the word "hurricane" appeared in the forecast, it set off a "pan pan" alarm on every bridge on every ship in the Pacific Ocean region. I also learned that, more recently, you have been signing Standard Form 52s authorizing career promotions and forwarding them directly to Workforce Management for processing, despite a long-standing procedure (of which I understand you were instructed) at NCEP that the Director, NCEP, is the official who authorizes such personnel matters.

Some of this, again, might have resulted from some confusion as to the various roles and responsibilities in the NWS. However, in the future, I will not accept intentional



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FOR WEATHER SERVICES



disregard or refusal to work with one's supervisor any more than you would accept a member of your own staff who would do so. Such conduct does not promote an efficient or effective NWS, and puts in jeopardy our ability to help the public prepare for Hurricane Season and to engender confidence in our tropical weather. Because TPC is part of NCEP, I expect that you and your staff will follow the directions and the policies and procedures developed by NCEP.

I also ask that you consult on a regular basis (weekly or more frequently, if necessary) with the Director, NCEP, to communicate and coordinate tropical prediction budget, science, research, and operational or administrative issues that you or he feel deserves discussion because of their NOAA- or NWS-wide implications or public safety consequences. I am available to resolve any disagreements, but only after you two have discussed the matter fully.

Secondly, I want to make certain that your interactions with the news media are in the best interest of conveying critical and accurate information to the public. There are Departmental and NOAA policies of which you need to be aware, the knowledge of which could have aided your judgment in discussing NOAA budget and policy issues in a public forum. Again, in the past it appears coordination within the NWS management chain would also have given you accurate factual data that would be helpful in public discussions.

I understand that you have just completed an intensive, professionally-led media training program on June 5. That training, and the ensuing contacts with NOAA Public Affairs, should assist you immensely as you focus your current energies on assisting the public's severe storm preparedness. I also remind you to read Department Administrative Order 219-1, "Public Communications," if you have not already done so. You must become familiar with its requirements and adhere to them. If you have any questions about the policy you should contact the NOAA Public Affairs Office. You should also re-read the April 23, 2007, memorandum from the NOAA CFO, Maureen Wylie, regarding communicating budgetary information and the requirements of OMB Circular A-11.

I do not want you to lose sight of your responsibilities to the public. The Director of the Tropical Prediction Center plays an important role in communicating with the public about severe weather, and NOAA is committed to fully supporting you in doing so. I think you understand this role, but your recent statements instead may have caused some unnecessary confusion about NOAA's ability to accurately predict tropical storms. The training, policies, and organizational coordination that I mentioned above should assist you in developing strategies to deliver accurate information to the public and correct any misimpressions that may result from your media coverage.

Your commitment to coordinate your public communication efforts and internal administrative management within the NWS organizational chain will also avoid any unnecessary detrimental effects on our organization, for example: requiring me to spend a disproportionate amount of time to correct any confusion; causing undue concern and misunderstanding among your staff, and; taking valuable time away from your public

role as the NOAA official responsible for instilling confidence in our tropical storm predictions and preparing the public for hurricanes and other tropical events. I am particularly concerned about the latter two effects as you and your staff should be focused on TPC operations and especially hurricane forecasting, during this Hurricane Season.

With the Hurricane Season upon us, we need to work together to ensure accurate predictions and to support the work of NCEP, NWS, and NOAA. It has been my experience that adherence to organizational policies, procedures, and the chain of command will allow us to achieve this goal. I believe you have the requisite knowledge and experience to help NOAA and NWS succeed. I look forward to tapping that experience and working with you at this important time.

cc: Conrad Lautenbacher  
John J. Kelly, Jr.  
Louis W. Uccellini