

	Pre-Decision ^a				Post-Decision ^a		
	1. Internal FWS Reviewers (i.e. managers, supervisors, etc.) and other FWS programs	2. Other Federal agencies, States, and Tribal partners	3. Peer reviewers	4. Decision-making team	5. Public likely to comment on FRN ^b , including government agencies and NGOs ^c	6. ES Service program employees (e.g. recovery, Section 7, etc.) (Column #2 applies here as well)	7. Scientists and species experts
a. Purpose in reading the document.	To ensure the document is factually accurate, logically organized, and clearly analyzed. To ensure the reasoning is explicit and free from bias. To ensure the document explicitly follows the SSA methodology.	To provide feedback as to the validity and accuracy of the data, the appropriateness of the methodology chosen, the analysis results, and our interpretation of those results, especially given uncertainty.	Same as 2a.	Along with policy, to make an informed, legally defensible decision under the Endangered Species Act.	In some cases, the same as 2a. In others, to determine whether conflicts exist between the document's content and a) the administration of their program or b) their mission.	To understand the species conservation / recovery and to recommend best management practices for maintaining species viability.	Same as 2a. Also, to further research and data collection and to develop conservation practices.
b. Degree of knowledge regarding the topic.	Varies	Varies	High	Well-versed in ESA policy, some biological background, various / unknown degree of specific biological and regional information.	Varies	Varies widely from species expert to novice.	High

c. Degree of familiarity with related terminology and biological, policy or administrative processes.	High	Varies	High, within a narrow range.	High	Varies	If they do not know the policy and administrative processes, they at least have the resources at their disposal to learn about them. They are likely to rely heavily on the SSA Report's author for the biology.	Biological, high. Other, varies.
d. Holds an opinion about the topic.	Varies	Yes, related to their agencies' or Tribal interests.	Varies	Will form an opinion, informed by policy, while reading the document.	Sometimes, yes. Regardless, it is wise to be aware of various partner and stakeholder concerns and to engage them early and often.	Yes, related to their own program. See relevant section of the Prompt Book.	Varies
e. If yes, basis for opinion.	Relevant experience and education.	Agencies' missions or mandates or Tribal law.	Varies	Biological principles and regulatory guidelines.		See relevant section of the Prompt Book.	n/a

^a These categories are offered for guidance only. We realize that the SSA process is rarely so neatly divided.

^b Federal Register Notice

^c Non-government Organizations

^d Ecological Services