

CENTER DIRECTOR INVOLVEMENT IN BUREAU PLANNING AND BUSINESS PRACTICES ACTIVITIES

Participation in bureau planning and strategic change implementation by all levels of management accountable for the success of these efforts is essential. There are structures such as the ELT, regional leadership teams, and working groups within APS, to involve many USGS leaders and managers, however it is clear that at least one important management group has no clear or consistent mechanism for involvement: science/field center directors. These people have responsibilities related to program planning, regional governance, and common business practice/administrative process development and definition. Improving effective communication with this level of bureau leadership is essential.

The context for remedying this situation includes the continuing desire to not create or proliferate standing committees and councils that use more of peoples' time than the products merit. Also, there are existing splintered "stovepipe" assemblies of people at this management level including Water's district chiefs meetings at national and regional levels and Biology's center director meetings. While these provide communication opportunities, they do not necessarily deal with more bureau-wide issues on a consistent basis.

The need is for creative and time-efficient approaches to involving this group of managers through modification of existing structures, use of innovative communication techniques, or, if no other approach is satisfactory, creation of new structures. The discussion that leads to recommendations should include:

- contributions made during the last two years by the science/field center directors.
- their appropriate role and responsibilities in various bureau business and planning activities.
- current barriers/challenges in more productively involving/engaging science/field center directors in appropriate bureau business and planning activities.
- who should also be included in this management level: geology's team chief scientists? field station or sub-district chiefs? etc.