



Action Learning Scenario #3:
Integrated Science Planning –
Getting Project/Field Center Involvement

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Leadership Development 201
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The issue:

Science planning is one of the most critical, yet overlooked, issues in the USGS. In order to be most effective, science planning should occur at both the strategic (Bureau) and tactical (team and project) levels, involve both the Regional (line management) and Programmatic (funding) sides of the matrix management system, and provide a sense of ownership and goal sharing for all participants. Science planning should also strive to achieve the best possible research outcomes while providing effective solutions and support to all pertinent stakeholders.

One of the biggest challenges we face in our current matrix management system is the paradigm of integrated science- that science which requires the proactive participation of science and technical expertise from two or more of our disciplines. Because our Congressional appropriated funds come through 29 different Bureau programs (still housed within the four disciplines)- each with its own focused mandate- integrated science goals that are usually broader than any one of the 29 programs are typically never the priority of any of them. The challenge we face in Regional science planning is to identify priority stakeholder issues, the appropriate science required across our disciplines to effectively address the issues, and to then identify the appropriate programs that could share the integrated science goal and provide the funds to support the science. In order to be effective, this process of issue and stakeholder identification, science planning, and programmatic support development must be owned and developed at the project and field center level with guidance from Regional management, the Programs, and the Office of Budget.

Possible outcome for this Action Learning Scenario:

A project/field center level document that outlines different principles and practices that project chiefs can use along with their Team Chief Scientists to effectively coordinate planning with Regional and Programmatic management with a final goal being the development of five-year plans and adequate funding for integrated science projects.

Background materials that would be helpful:

- Eastern Region Science Plan
- Bureau Planning Model document
- Annual Program Planning Cycle illustration
- Annual Program Direction
- USGS Congressional Greenbook



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