

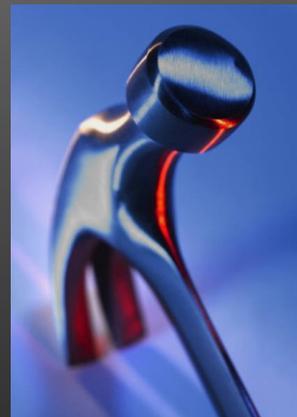
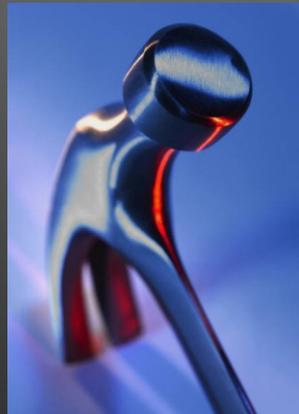
Action Learning Scenario

**How do we make EPN more
efficient and effective?**

Background

From 2004 to 2010 what have we done to EPN?

We consolidated the management and disbursed the expense.



Polarity Management

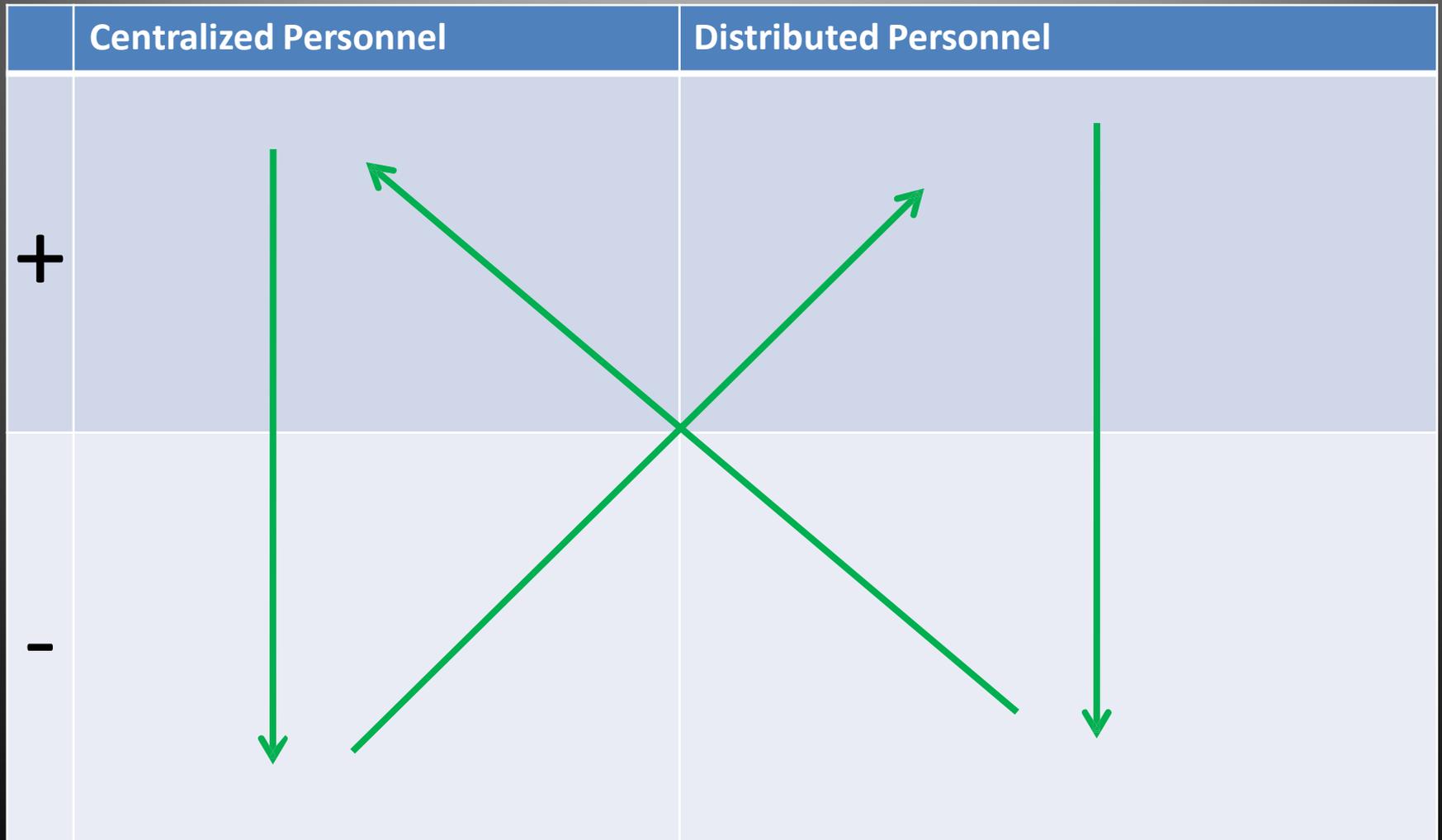
A polarity or dilemma is a concern that can be managed by focusing on two interdependent, diametrically opposed right answers.



Centralized

Distributed

Dilemma of Organizational Structure



Manage the Dilemma to achieve:

- Highest quality
- Leverage technology
- Control cost
- Enhance customer relationships
- Provide publishing services to USGS scientists and managers in a timely manner

Centralized Personnel Positive

- Reduce overhead cost
- Tighter management controls
- Effective communication among EPN staff
- Effective teamwork/team spirit
- Convenience to HQ
- Direct on-site supervision
- Facilitates training and mentoring of EPN staff
- Easier enforcement of standards
- Less duplication of functions

Centralized Personnel Negative

- One size does not always fit all
- Rigid adherence to broad standards
- Poor communication with customers
- Less buy-in from Science Centers
- Less transfer of knowledge between Scientist and EPN staff
- Less transparency
- Discourages new efficiencies

Distributed Personnel Positive

- More collegial interaction with local customers
- Enhanced training of local scientists
- Improved communication with their local customers
- Increased accessibility for Science Centers
- EPN would have better understanding of science
- Greater buy-in from Science Centers
- Higher visibility

Distributed Personnel Negative

- Management and oversight is more expensive
- Increased co-location cost
- Reduced accountability
- Divergence from Bureau goals
- Reduced team spirit
- Training and mentoring of EPN staff is less effective
- Less efficient HQ communications

Manage the Dilemma

- Allow use of EPN to be optional for some requirements, i.e., journal publications,
- Variable standards limited distribution products, i.e., QA/QC reports
- Staff based on needs
- Revise funding structure
- Develop training program for scientist

