

The Team

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Action Learning Team

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A teal-tinted photograph of an astronaut in a space station module, looking out a circular window. The astronaut is wearing a white spacesuit and is positioned in the center of the frame. The background shows the interior of the module with various panels and windows.

Centers of the future: Metrics for success

Action Learning Team 2

Expectation vs. Reality

Expectation:

- Provide recommendations to the Center Future State Team focused on development of a standard set of metrics to track merged Science Center success.

Reality:

- Currently unable to predict what the future Science Center will look like based on political, fiscal, and scientific priorities.
- Some metrics currently exist to evaluate some aspects of Center health.
- Focus on experience to identify alternative metrics for consideration when considering Science Centers of the Future.

Background / Premise / Starting Point

- Charge: Provide recommendations focused on developing approaches to help facilitate Centers of the Future
- A short story - the arc of the USGS using a Water Program Example

The future is uncertain

The world is changing

The “Rise of the Rest”, a changing workforce has to be addressed

Healthy and resilient Centers of the Future depend on it

How?

5 Whys and How

Problem Statement

Representative evaluation of centers of the future will depend on factors that aren't captured by traditional approaches.

Factor 1 - Emphasis on People - WHY?

- Work/life balance - Quality of life
- Mobile lifestyles
- Buy-in
- People matter. They are changing so we have to change with them.

Factor 1 - Emphasis on People - Recommendations

- Employee Engagement - augmentation of FEVS to agency-specific evaluation
- Workforce Retention
- Rewards/Incentives
- Improved Evaluation Tools
- Career Paths

Factor 2 - Flexibility - WHY?

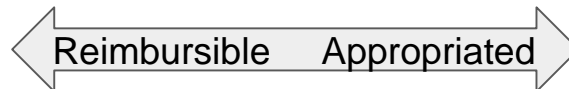
- Ability to respond to changes in:
 - Funding
 - Societal needs (and associated science)
 - Political climate (priorities and funding)
- Centers can't be excellent in everything - lean on each other
- Interdependence between centers creates stronger science

Factor 2 - Flexibility - Recommendations

- Have clear, agreed-upon, useful priorities (short and long term; multi-level)
- Optimize expertise and capabilities
- Balance National (appropriated) and local (reimbursable) work
- Develop meaningful, flexible partnerships
 - A playbook of “resources” that can be pulled in when needed
 - Other Federal Agencies, Non-Governmental Organizations, other Science Centers, private sector, ...
- New contracting authorities to facilitate increased flexibility

Finding balance in our science focus

<u>Local Focused Science</u>	<u>National Focused Science</u>
<p>Forced to have immediate relevance</p> <p>Responsive</p> <p>More employee freedom to decide what work is targeted</p> <p>Partnerships in Funding and Effort</p> <p>“One Off” efforts</p> <p>Often short term</p> <p>Not focused on transferability</p> <p>Typically lower funding</p>	<p>National and Regional needs are met</p> <p>More research depth</p> <p>Broader impact</p> <p>Cross center collaboration = USGS niche</p> <p>Longer time to enact/stop = less responsive</p> <p>Can be so general that value is reduced</p> <p>Often “top-down” = less ownership by employee</p> <p>Can facilitate worker isolation (versus working with stakeholder/State/other partners)</p>



Example: Using Brainstorming to explore how to get Buy-In



Stick 'em Up

Key Messages derived from Brainstorming Session

BUY-IN is Essential!

Invested / contributing to something important / see what's in it for them / motivated / meaningful work / expectation management

- Who needs to buy in?
 - Congress>Public>DOI>USGS>ELT>Program Managers>Center Directors>Centers
- Why do we get push back?
 - Loss of autonomy, fear, unfunded mandates (yet another data call!)
- How do we get buy-in?
 - Selling the positives, proven pilot programs, transparency, communication

Summary

- People first and always!
- Importance of soft metrics.
- Adaptive Management as an approach to handle unknown future.
 - Frequent monitoring
 - Frequent revisiting of approach
- Priorities of effort
 - Temporal
 - Spatial
 - Organizational

A teal-tinted photograph of the interior of a spacecraft. Several astronauts in white suits and helmets are visible, some standing and some sitting. The cabin features circular portholes and various equipment. The word "Questions" is overlaid in white text in the center of the image.

Questions