

**Action Learning Scenario #2**  
**Room 157**

**Centers of the Future: Metrics for Success**

ELT Champions: Leon Carl – Regional Director, Midwest Region  
Holly Weyers – Regional Director, Southeast Region

Sponsors: Scott Morlock, Deputy RD for Science, MWR  
Linda Leake, Deputy RD for Operations, MWR

Coach: Andrea Ostroff

**Issue/Challenges**

A healthy USGS Science Center has components of Science Excellence/Relevance, Funding, Human Capital, and Infrastructure, all of which are sustainable for the long-term, and nimble enough to be able to adjust to changing local, regional, and national dynamics. The challenge – How do we measure it?

The USGS has been utilizing an "organic" approach to merging Science Centers which has resulted in different organizational models and processes across the Bureau. The Achieving Cost Efficiencies (ACES) "Science Work Processes" (SWP) team issued a report with recommendations, one of which was to "develop a future state vision for the Centers that reduces infrastructure costs, increases collaboration, and supports the USGS Science Portfolio." The SWP report identified that the criteria for a future state should include: strong strategic leadership and direction; an entrepreneurial approach; a good mix of concentrations of expertise or knowledge (may be virtual) and geographically-based hard-points (labs, field sites); a team-based approach; centers-of-excellence that specialize in certain scientific skills and capabilities; reduced infrastructure costs; and, efficient business practices.

Taking into consideration the current state of Centers with different organizational models and processes, there is an opportunity to benefit the Bureau with an effort to revisit the future state of Science Centers begun within the ACES process. The USGS has stood up that effort with a Team led by Leon Carl, Midwest Regional Director, and Holly Weyers, Southeast Regional Director, along with representatives from the Director's office, Mission Areas, Regions, Office of Employee Development, and selected Centers. The Team's objective would be to present the project products to the Director and Executive Leadership Team.

The intent of this Action Learning Scenario is to provide the Center Future State Team with recommendations regarding merged Center metrics as a scorecard for management and Centers to measure progress. This Action Learning Scenario builds upon a July 2017 Leadership 201 Class Action Learning Scenario – "What Makes a Center Healthy." The July 2017 Class produced a presentation that provided a broad summary of metrics to consider for Center health. Your Leadership 201 Class is asked to develop more specific recommendations on metrics for the Center Future State Team.

## **Background Material/Resources**

- Center Future State Proposal
- ACES SWP Report,  
[https://internal.usgs.gov/homepage\\_files/blogs/docs/aces\\_science\\_work\\_24apr14.pdf](https://internal.usgs.gov/homepage_files/blogs/docs/aces_science_work_24apr14.pdf)
- L201 July 2017 Presentation

## **Expectations**

The Leadership 201 Class should provide recommendations to the Center Future State Team focused on development of a standard set of metrics to track merged Science Center success.

Elements that could be included are:

- The broad Traditional and Soft Metrics identified in the L201 July 2017 Presentation
  - What specific metrics could be used to assess a Merged Center?
- Existing merged Center Best Practices that could be used to develop metrics
  - By what methods/tools should those Best Practices be gathered and analyzed?
- Specific tools/methods that could be used to assess current and future state Center metrics – e.g. Employee engagement, Center fiscal health, science program growth