

NEWSLETTER



THE ASSOCIATION OF NATIONAL PARK RANGERS

Volume VIII, Number 2

Summer, 1984



Richard Frear

The granite cliffs along Acadia's shoreline, which Freeman Tilden has described as "altogether such a sweep of rugged coastline as has no parallel from Florida to the Canadian provinces!"

Rendezvous By The Sea

Rendezvous VIII, the first to be held in the northeast and near an ocean, will take place in Bar Harbor, Maine, between Tuesday, October 16, and Saturday, October 20.

The traditional October timing for this event is particularly appropriate this year, as the dates fall close to the time for peak autumn colors in the forests of central and southern New England. Travelers who make arrangements to come a little early and take a few days to explore on their way to the Rendezvous will have the opportunity to see this spectacular event, and to visit the nearby mountains of New Hampshire and Vermont, the historic sites of Massachusetts, and the rugged coast of Maine. If this may be your only opportunity to see this area, it will be worth it to take those extra annual leave days you've been holding on to and check out New England's attractions.

The Rendezvous itself will be in Bar Harbor, which shares Mount Desert Island with Acadia National Park and several other small communities. Acadia is one of the system's great parks, and is remarkably representative of New England's natural themes — 38,000 acres of glacially carved pink granite mountains, fjord-like salt-water sounds, clear freshwater lakes, rocky ocean coastline, and rich and diverse flora and fauna (over 500 species of plants and trees and 300 species of birds). Even though you'll be on the island to attend the Rendezvous for the better part of a week, you'd be well advised to at least add a few days before or after to see this singular national park.

Making Arrangements

If you haven't renewed your membership or are planning on joining before coming, this is the first thing you'll need to take

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Editor's Notes

Over the last few years, ANPR has worked hard to dispell the myth that it is an organization solely for permanent, non-managerial protection rangers. The Association, in fact, is for *everyone* involved in ranger work—seasonals and permanents, interpreters, resource managers and protection rangers, field personnel and senior administrators.

During that period, the Newsletter has tried to address issues of interest or consequence to all of these rangers, but has had some difficulty in getting its fraternal and egalitarian message across. The two hardest groups to reach, it seemed, were seasonals and interpreters.

Thanks to the work of Jim Tuck, Mike Sutton and others, a number of topics of concern to seasonals have recently been discussed within these pages. Slowly, word has gotten out that ANPR is for seasonals, too.

Until this issue, though, the interpretive community remained somewhat apart. It is a particular pleasure, then, to have a Newsletter with articles on interpretive training, philosophy, morale and future directions. Many thanks to Mssrs. Dame, Price, Runte and company for their efforts and contributions. We hope that other interpreters will write for the Newsletter in the future. If you would like to contribute and have an idea, please write the editor, whose address is below.

The deadline for the next issue, which will have final Rendezvous information, will be July 27th.

Letters

Editor

A moment of your time, please, for me to mount a minor soapbox. Several times in past issues, writers from within our organization have used the term "pro-active." The opposite of "reactive" is, simply and succinctly, "active." We do ourselves and our organization a disservice when we attempt to embellish our speaking or writing with nonsensical jargon or madeup words.

Please, we can have "aggressive" management; we can have "anticipatory" management; we can even have "active" management; but let us not use the term "proactive" for anything.

Another issue of course, is how the process, Management By Objectives (MBO) can be used as a noun, as in "meeting the Director's MBO." But alas the Soap Box Orator's Time Management and Termination Device (SBOTMATD) is nearing overload.

A closing thought, valuable for all of us to consider: Strunk and White, in *Elements of Style*, remind us that a good sentence is like a piece of fine machinery; it has no unnecessary parts. Make every word tell.

Bill Fink
Friendship Hill

Editor:

I would like to address an activity which has existed for years in the National Park Service. Although we are almost all aware

of it, not enough of us recognize it as the problem that it is. My own perceptions, frankly, were not particularly sharp on the matter until my recent transfer to Independence National Historical Park.

I am speaking of the venerable practice of using large urban parks as convenient conduits for favorite seasonals to gain career-conditional status, with the implied or explicit promise that a hasty transfer back to the homeland will soon follow. Who among us has neither overhead nor dispensed the sage advice to establish eligibility on the Philadelphia register and "get your foot in the door" at Independence as the first brief step on the road to a happy career? Perhaps the good folks at NCR or JNEM can directly empathize with this all too familiar scenario.

I want to emphasize that I see nothing alarming about people putting their employment eggs in the Philadelphia or Washington or St. Louis baskets where they stand the best chance of hatching, assuming, of course, that they have an interest in working those places. We at Independence recognize that many members of our large staff will disperse into the Service-at-large and do good works in a variety of settings. In fact, the career development of our employees is an important aspect of our supervisory objectives. Our appeal, however, is to selecting officials in other areas to remember we too have an operation to run and a responsibility to discharge to our visitors and our resources.

The interpretive story at Independence is a complex one. We invest several weeks of

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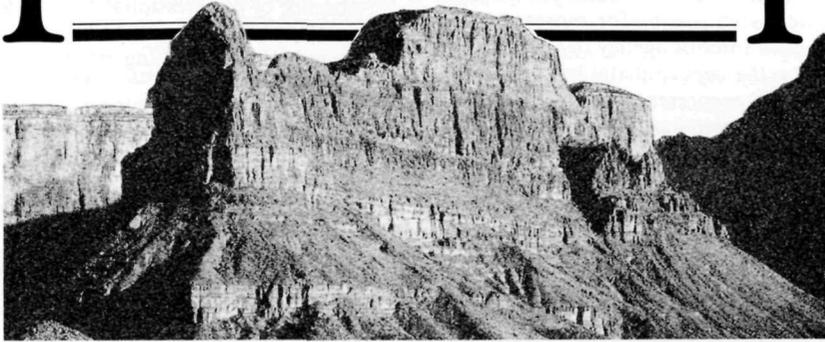
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A MESSAGE FROM THE PRESIDENT



Dick Martin, Yosemite

It has been a busy and productive winter for your officers, regional representatives, and work group leaders. Housing, for example, is certainly one of the highest interest issues currently, and the Association has been deeply involved in the Service's housing program. Last fall we provided input to the Office of Management and Budget on revisions to Circular A-45. This document sets the policies for all government agencies on housing rental rates. The main emphasis of our comments was to suggest that the concept of "... reasonable value to the employee ... " should be kept in mind when setting housing rental rates. This principle is articulated in 5 USC 5911, but had not been clearly stated in earlier drafts of the circular. Additionally, we suggested, along with other recommendations, that the 20 percent of salary maximum rental rate be continued, that the limitation on deductions which is set at 60 percent be dropped, and that quarters with unique locations and methods of travel have rental rates based on the merits of the quarters and location.

The revised Circular A-45 was signed and issued by David A. Stockman, Director of the Office of Management and Budget on March 28, 1984. As released, the circular continues the concept of rental rates based upon "... levels to those prevailing for comparable private housing located in the same area when practicable ... " Once the basic rate is set, the circular allows for deductions for certain items, as in the past. This policy essentially follows

the intent of Congress. One of the more significant changes is that the former 20 percent of base salary limitation on rental rates has been eliminated. A second very significant change has been the addition of isolation adjustment factors. This concept was introduced and explained very well at Rendezvous VI by George Gowans, the Service's chief of maintenance. Isolation adjustment factors will apply to most quarters that are over 30 miles from an established community, and will result in a reduction in many rental rates.

In addition, we have been participating from a resource perspective in the Director's Task Force on Long Range Housing Policy. The main involvement has been to suggest policies and procedures for the Service program on required occupancy. It is apparent that the Service, through this task force, has taken a very positive step toward solving some on-going as well as long range housing issues. I think we can be confident that progress on housing will result from this work.

On the continuing subject of the GS-025/026 standards, it appears doubtful that the Office of Personnel Management will release the revised standards in the near future. As an alternative to the revised standards, we have provided a discussion paper to the associate director, administration and personnel management. This paper offers suggestions on in-house, Park Service measures that could be taken to help alleviate some of the problems associated with the use of the 026 series Servicewide. Among other items, we sug-

gest that a clearer dividing line between 026 and 025 duties be developed. We suggest that 026 continue to be a stepping stone to 025, but that decisions be made concerning which duties are 026 and which are 025, and that central direction be provided to the field on how and when to use the two series in a more factual manner. Finally, we suggest that inconsistencies between the use of the 026 series and other technical series such as the 083 police series, the 462 forestry technician series, and other similar series be eliminated.

Finally, we have, or will shortly be providing, input to the Service on the career mobility program. A group chaired by Maureen Finnerty is considering suggestions for training and assignments to help prepare future managers. The Service is anticipating that a majority of supervisors and managers will become eligible for retirement in the next few years. The issue of training and preparing employees to assume higher levels of responsibility is vitally important to us all. Employees who aspire to top management positions wish to insure that they are competitive. Additionally, those who prefer to remain in certain geographic areas will be concerned that their leadership be selected from among the best qualified of their field-experienced peers. Our comments will emphasize these perspectives. If any of you have further thoughts, please advise Maureen.

Washington

025-026 Developments

President Dick Martin has written to Richard Powers, assistant director for personnel and administrative services, asking that the Service clarify the role of park technicians within the agency.

"In view of the fact that the revised GS-025 standards may not be released (by OPM) in the near future," the letter states, "it would seem appropriate to take a serious, in-house look at the GS-026 Classification Guide, at the Servicewide policies that effect the GS-026 series, and at the implementation of the GS-026 series in the various parks and regions. Because of the status of the revised GS-025 standards, some revisions to the Servicewide use of the GS-026 series may be in order."

Among the problems noted in the letter are the varying and sometimes contradictory definitions of the two series' by regions and parks, the lack of clear dividing lines between 025 and 026 duties, the position classification guide's ambiguity on determining proper 026 grade levels, the lack of guidance on how to classify "single emphasis" positions (such as fee collectors and dispatchers), and the non-standard implementation of the 1980 memo allowing temporary adjustments of 026 positions to grades in the 025 series.

Following a point by point discussion of these problems, the letter recommends that the National Park Service critically review the GS-026 position classification guide and consider making the following adjustments:

- re-define the GS-026 guide to focus on simpler technical/assistance tasks to clearly separate GS-026 and GS-025 duties;
- reconsider the practice of classifying GS-025 positions at the GS-5, GS-6, and GS-7 level, because this practice seems to be in conflict with the GS-025 standards;
- clearly define which ranger duties are GS-025;
- provide benchmark position descriptions in the GS-026 guide at the GS-5, GS-6, and GS-7 levels for law enforcement patrols, law enforcement investigations, interpretation, resource management and campground management that are consistent with other technical series; and
- provide guidance on how to classify single emphasis positions that are technical in nature, i.e. dispatchers, fire fighters, fee collectors, information desk staffers, and so forth.

Housing

The revisions to the Office of Management and Budget's Circular A-45 were approved on March 28, and incorporate, among other things, the isolation adjustment factors proposed by the Forest Service and supported by the Association (see the March 1983 Newsletter for details). The next step will be for representatives from each Interior agency to sit down and work on the departmental handbook. Six Park Service representatives will be participating in its preparation along with Chuck Haslett and Pat Smith of the Washington office.

Training sessions on A-45 will be held in Boston in July, Atlanta in August, and Seattle in September. Both operational and administrative employees will partake in this training, and the housing office will be looking for input from the field at these sessions. The revised NPS-36 will come out after these meetings have been concluded.

The Yosemite Tennant Association's suit against the Service (see "In Print") is still in court. A preliminary injunction has been issued by the presiding judge, who questioned the method the Department had employed in determining rental rates. A pretrial conference was to be held on May 7, with a trial scheduled to begin on June 7. The housing office will be putting out an information sheet to all employees once the case has been resolved, which probably won't occur before early autumn.

New Regulations in Effect

Association Vice President Maureen Finnerty, who was a principal in the revision of 36 CFR, has written the following about the resolution of the issues that were under examination during the long interim since they were first published.

As most of you know, the general regulations published in April, went into effect on April 30. This rule was published in proposed form on December 27. During the 60-day comment period, nearly 4,000 written public responses were received. These are the major points in this recently published final rule:

- The definition of "unloaded" in section 1.4 is returned approximately to its status in the 6/30/83 rule. However, that definition is revised to indicate clearly that a magazine or clip *not* inserted in or attached to a firearm will not be considered in determining whether a firearm is unloaded, and that the cylinder of a weapon, if so equipped, must be empty.
- Section 2.2(b)(3) is revised to authorize trapping to continue in 11 park areas until January 15, 1985.

These areas are Assateague, Bighorn Canyon, Buffalo River, Cape Cod, Delaware Water Gap, John D. Rockefeller Parkway, New River Gorge, Ozark National Scenic Riverways, Pictured Rocks, St. Croix National Scenic Riverway, and Sleeping Bear Dunes. In the absence of congressional authorization by this date, the Service intends to terminate trapping in these 11 areas.

- Section 2.4(a)(2)(ii) authorizes the use of weapons for target practice at designated times and at facilities or locations designed and constructed specifically for this purpose and designated pursuant to special regulations. The random discharge of weapons is *not* authorized.

Section 2.4(a)(2)(iii) authorizes the possession of weapons, whether loaded or unloaded, in residential dwellings. Residential dwellings is defined in the body of the regulation.

The option to render inoperable a weapon possessed within a park in a vehicle, boat, or temporary lodging is restored to section 2.4(a)(3). However, it is made clear that the weapon be made only temporarily inoperable.

- Special regulations are included to authorize: hunting in five areas and trapping in two areas where such activities are considered discretionary under Federal statutory law; operation of aircraft in 16 park areas; snowmobile use in one park; and recreational fishing in accordance with methods permitted by the state in 13 areas.

In Print

Periodicals

The winter issue of *The California Ranger*, a joint publication of the California State Park Rangers Association and the Park Rangers Association of California, features parallel columns by Rick Parmer and by Susan Ross and Jerry Spansail on the effect high profile law enforcement has had on rangers and their public image.

Parmer, whose "When Rangers Become Cops, They're No Longer Rangers" first appeared last summer in the *Los Angeles Times*, contends that public admiration of rangers "for their rugged individualism, frontier spirit and dedication to friendly public service" is fast waning because "park rangers are increasingly pocketing their bird whistles to take up the nightstick and gun."

This change, he says, came about because overcrowding in California parks has been paralleled by an increase in crime (\$1.2 million in thefts and vandalism in 1982 alone), and because overcrowding has caused "stress and social friction."

Parmer nonetheless laments the decline of the ranger as naturalist, noting that state park rangers now receive only one hour of training in environmental education for every ten in law enforcement and that "less politically justified park programs" are being cut back as "law enforcement becomes more firmly entrenched."

He contends that most rangers feel that there are "major difficulties in performing the dual, and often conflicting, duties of law enforcer and environmental educator." Although it's hard to measure the worth of the latter, Parmer says that better environmental education for the young leads to responsible adult concern for the parks.

"The ranger's job is changing," he says in conclusion. "It's doubtful whether the romantic, friendly ranger image can survive. Some have already left their jobs. If rangers truly become park police, many of us will bid a reluctant farewell to an idealistic calling. The low pay, odd hours and personal sacrifices will no longer be worth the privilege of serving as nature's caretaker."

Ross and Spansail take exception to some of Parmer's contentions in "When Rangers Become Cops, They're More Effective Rangers."

They point out that California rangers have been peace officers since the 1920's, and, though their powers have grown since then, they argue that many rangers would disagree with Parmer's conclusions.

The authors cite the stated philosophy of their organization regarding law enforcement, which defines a ranger as "a friend, a guardian, an ally" who is "genuinely committed to helping the park visitor

achieve a wholesome, safe and rewarding outdoor experience . . ." It also says that law enforcement is "a positive and necessary public service" and "a natural complement to the ranger's role as a guardian and protector."

Ross and Spansail also counter Parmer's concern over the imbalance between environmental education and law enforcement training with the observation that most rangers already have extensive backgrounds and/or degrees in various environmental fields when they become rangers. Very few, however, have had prior law enforcement training.

"As a group," they say, state park rangers "recognize the reality of the situations in which we work" and are consequently supportive of law enforcement training and equipment utilization.

They also hold that rangers have always been only part-time naturalists because of the wide variety of other duties they had, and that, if anything, there is in fact growing emphasis on environmental education in the parks.

After citing several ways in which environmental education is being enhanced, they conclude by saying that "rangers must accept the fact that times change, and we must adapt." If rangers refuse to accept peace officer responsibilities, then the parks will "become like many urban areas—hostile, threatening and oppressive."

"When rangers become cops, we are still rangers," they say, "for in doing so, we insure the public that their ideal romantic image of nature, parks, and wilderness will endure for the benefit and well-being of future generations."

The winter 1984 issue of *The Interpreter*, a quarterly publication of the Western Interpreters Association, has a number of interesting articles, among them pieces on creating a guided walk, using computers to design interpretive operations, and sundry technological topics. Of potential interest to Park Service interpreters, however, is a survey on "The Morale of the Profession" conducted by *The Interpreter's* staff.

According to the article's introductory comments, "the purpose of (the) study was to gain an understanding of the happiness level of interpreters; thereby, predicting the level of morale of the profession."

Respondents were asked a number of questions concerning income, job status, supervision, "burn-out" and so forth. Six of the questions were preselected as indicators of interpreters' contentment with their work, and point values were assigned for each response. Questionnaires were inserted in 500 issues of *The Interpreter* last summer, and 143 were returned.

The results were interesting. The authors determined, among other things, that part-

time interpreters are happier than full-timers, that most of the unhappy respondents worked with adults for the most part, that those who made less than \$10,000 comprised the highest percentage of happy interpreters, that supervision and open lines of communications are of paramount importance for job morale, and that the majority of respondents (75-68) were unhappy in their profession.

As a result, the authors recommend the following, which we quote in full:

- that supervisors provide more frequent intangible as well as tangible feedback and rewards to other full time interpreters;
- that the 'optimum' public contact time be individually defined and duties established accordingly;
- that methods of encouraging immediate positive visitor feedback be explored;
- that full-time interpreters diversify their repertory of programs to include those specifically designed for children; and
- that lines of communication between fellow employees be scrutinized and that morale be a frequent issue at staff training sessions.

If you haven't yet seen it, there's a new quarterly publication out called *Living History Magazine* which should prove to be a real asset for rangers involved in that activity.

The spring issue of the magazine, which is only the third since its inception, contains a calendar of upcoming encampments, battles and other events, reviews of books and "equipment", and articles on everything from World War I living history groups to 19th century trouser design. Among the features is an article on Colonial Williamsburg's interesting and successful experiment with what they call "theatrical living history", in which recreated characters from the 18th century actively intermingle and discuss period events and issues with visitors.

Subscription information is available by writing *Living History Magazine*, Post Office Box 2309, Reston, Virginia 22090.

The Izaak Walton League of America has written to the Association to advise us that their newsletter, which normally costs \$10 per year, will be made available to all members without charge. If you would like to receive their publication, write to the Izaak Walton League, Suite 1100, 1701 N. Ft. Meyer Drive, Arlington, Virginia 22209. Be sure to let them know that you belong to ANPR.

Another new and very interesting publication is the *Australian Ranger Bulletin*, a twice-annual magazine which deals with a wide range of topics covering all aspects of ranger and park activities in both the national and state parks of Australia.

The *Bulletin* is something of a cross between this Newsletter and *Park Science*, with a sizable bit of *Grist* added for good measure. Past issues have dealt with topics as varied as signing, fire management, visitor center design, and endangered species; regular sections focus on management and training concerns, state park news briefs, upcoming conferences, and international developments. The articles are thorough and informative, and provide an excellent perspective on how other park systems deal with the same problems that we face in the National Park Service.

Those interested in at least looking at this fine publication can write to *Australian Ranger Bulletin*, Australian National Parks and Wildlife Service, GPO Box 636, Canberra ACT 2601, Australia. According to a note in the front of the *Bulletin*, it may be obtained free of charge by registering with the publishing organization; since international mail is somewhat expensive, however, there may be a mailing charge.

Newspapers

A late March issue of the Fresno *Bee* reported on the initial ruling of the Federal court in the housing suit filed by the Yosemite Tennants Association against the Service.

U.S. District Court Judge Edward Dean Price issued an order blocking large rent increases for Park Service employee housing units in California and Arizona, observing that "administrative convenience, rather than regulatory compliance" was the only consideration used in conducting the survey to set the rental rates.

"Clearly, the balance of hardships tips sharply in the plaintiffs' favor in this regard," Price wrote. "It is important that the program which the department intends to apply to California in the future be regularized and stabilized so that the tenants, on the one hand, may know precisely what rental they will be required to pay in order to allocate their limited resources to meet their daily expenses."

Price also said that a physical inventory of quarters should be conducted annually to get information to establish rents, and noted that the last one done in Yosemite was in 1976. He further stated that rents should be based on "an economically homogeneous community", rather than basing it on city rental rates. (See "Washington" for further information.).

Ronald Taylor of the Los Angeles *Times* wrote a lengthy article on morale in the Service in an April edition of that paper.

Citing the Yosemite Tennants Association suit and a letter written by 59 Grand Teton employees challenging the implementation of the A-76 program, Taylor contends that they are just two examples of "a war of words and sentiments between the professional rangers, who traditionally have managed the Park Service, and the political appointees who run the Interior Department."

Taylor emphasizes the polarity of views by citing Buddy Surles, former Service chief of concessions, who says that "former Secretary Watt set out 'to destroy the professional ranger cadre . . . that protected the parks from politics' ", and Deputy Assistant Interior Secretary Craig Potter, who holds that recent Administration moves have been made "to bring into line an unmanageable, autonomous agency where superintendents ruled their parks 'like samurai warlords.' "

The article summarizes the events of the last few years in which the Service and Interior have been at odds, including reassigning of three senior Park Service employees from Alaska, purportedly for political reasons, and scuffles over power company developments near Everglades and Hawaii Volcanoes. It then shifts to an examination of morale among employees in the field.

"Rangers tend to be idealists who choose their careers for reasons other than money", Taylor says, and quotes Nathaniel Reed, former assistant secretary of Interior, who calls rangers "the Marine Corps of the Interior Department, an elite organization that attracts the very best professionals."

But morale among rangers has fallen, Taylor says, because of budget cutbacks, increased workloads, and political interference with agency activities. He cites Yosemite's chief ranger, Bill Wendt, who ascribes much of this decline to 50 and 60-hour work weeks and cutbacks in staffing. Yosemite's head of search and rescue, Mike Durr, points out other problems as well:

"Financially, the rewards are not here . . . With my wife working, we are just treading water. As the benefits have slipped away, more and more of the young rangers are looking at this as a job, rather than a satisfying career. There isn't the enthusiasm for the job there once was."



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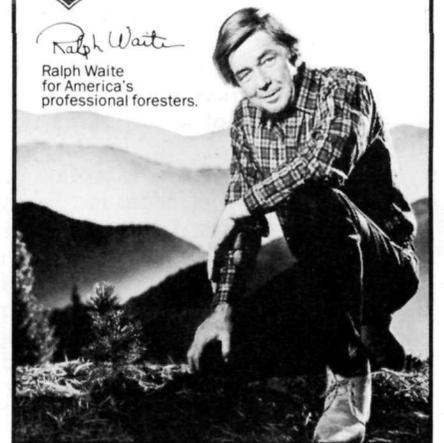


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Ralph Waite

Ralph Waite
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Commentary

Interpretation: Directions for the Eighties

Alfred Runte

Although I have worn the uniform of the National Park Service as a seasonal at Yosemite since 1980, I am also an historian respected for dealing squarely with the issues that have faced the national park system since its inception. What I am about to say, in other words, may not always be popular or appealing, even among my closest friends. But, again, if I seem a bit outspoken at times, it is only because I am confident that you invited me to contribute to "Commentary" not to reaffirm the obvious, but to challenge your thinking as educators committed to the interpretation of a unique institution.

If I were to further describe the national parks as an "endangered" institution, again, I hope I wouldn't need to convince anyone of my justification for using that term. As late as the Yellowstone centennial in 1972, writers and environmentalists alike commonly referred to national parks as "islands of hope." Today, however, perhaps Robert Cahn, the noted Pulitzer Prize winning author of the *Christian Science Monitor*, has best summarized all of the threats to the national parks with the phrase: "islands in a storm." Two decades ago, preservation interests still had the luxury of fending off the so-called "traditional" threats to national parks—dams, power lines, parking lots, and similar *structural* intrusions. Today, the national parks are besieged on every side, and the threats, from air and water pollution to toxic wastes, are so insidious one can hardly determine how to deal with them individually, let alone as a group with synergistic consequences.

Without question, alerting the American public to the grave threats facing the national parks should be the top priority

"Commentary" presents guest opinions by people from outside the Service regarding the ranger profession. The Association does not necessarily endorse any of the viewpoints which appear in this section.

Mr. Runte is an assistant professor of history and adjunct professor of environmental studies at the University of Washington. Among his numerous publications is *National Parks: The American Experience*, published in 1979 by the University of Nebraska Press. His comments are taken from a speech to the Western regional interpreters conference held this past March in Las Vegas.

for park rangers nationwide. Granted, the task of educating park visitors has never been easy. Visitors to the national parks above all seek amusement and entertainment; they have not come to the national parks to be depressed, to hear "bad news." Nor is the challenge of interpreting threats to the national parks made any easier by speaking to groups of people with such wide-ranging differences in age, educational background, and interest. No wonder Carl P. Russell, as supervisor of research and information for the National Park Service, defined interpretation in 1940 as "a problem in education that has no exact parallel in the world."

The problem is compounded by the informality of the interpretive experience. As a university professor, I can expect my students to enter the classroom prepared for the day's lecture. Similarly, I may further test their level of proficiency by giving examinations and awarding grades. In the National Park Service, the classroom is not only open to everyone from infants to senior citizens, but no one has the authority to inform society whether or not the visitor is a better citizen as a result of interpretive efforts. My students also have the privilege of evaluating me—the point is that there is no way of escaping my evaluation of them. This is not so in the National Park Service, where the burden of the teacher-pupil relationship is *always* on the interpreter's shoulders.

Coupled with the very nature of the national park idea itself, this informality helps explain, I deeply believe, why national park interpretation often takes on a distinctive "tone." Time and again, I've heard both students and professors with park experience, as well as many visitors themselves, complain that interpretation in the national parks can seem by and large condescending and patronizing. If that sounds harsh, consider again the obstacles to excellence I have just mentioned. The national park interpreter is at once responsible for educating an audience and holding its attention. Even under the best of conditions, say the university classroom, striking the proper balance between content and delivery demands constant practice. I am not surprised, as a result, to find my friends in Yosemite National Park—myself included—periodically tired and disillusioned; "burned out," if you will. Holding peoples' attention, and educating them besides, is a talent—and not an easy one—but certainly *the* one which separates the effective interpreter or teacher from the ineffective one.

The problem, unfortunately, is the tendency to maintain the delicate balance

between content and delivery by resorting to a lower common denominator of information. In other words, instead of pitching one's delivery to the best informed people in the audience, there is the tendency to assume that content—to use a term popular in colleges and universities—must be "dumbed," simplified in both rigor and presentation, in order to reach out (usually described as reaching *down*, however) to those people with little interest or awareness. The result, whether in higher education or park interpretation, is a distinctive, condescending tone, which neither group—gifted or uninformed—will fail to detect. Perhaps Freeman Tilden, discussing this problem with respect to children in particular, offered the soundest advice: "Interpretation addressed to children (say, up to the age of twelve) should not be a dilution of the presentation to adults, but should follow a fundamentally different approach. To be at its best it will require a separate program."

My point is simply this: If National Park Service interpretation is to inform the American public about the threats to its scenic, scientific, historical, and cultural heritage, interpreters must universally abandon the presupposition that content must be compromised in order to get through to every visitor. This conviction, I suspect, explains why I personally am losing my patience with the word "interpreter." According to *Webster's*, to interpret is "to explain the meaning of; also: to act as an interpreter: to *translate*." It is this idea of translation that disturbs me, the suggestion that the interpreter stands *between* the resource and the visitor and simply *restates* the information. I suspect the term originated, if only subconsciously, because it was "safe"—because it suggested that the person in uniform, as the middleman in the exchange of information, could not be accused simultaneously of allowing his personal opinions to get in the way of an objective presentation of the facts.

If only national park interpretation, in keeping with its evolution during the 1920s, could once more rely on simple presentations of the facts. Preservationists of the 1920s and 1930s looked upon the national parks as altars of God's truth. National parks, as the supreme examples of God's handiwork, comforted preservationists in their belief that evolution was predictable and therefore rational, leading to humankind as its ultimate example of divine intervention and perfection. As a

result, with the exception of the Hetch Hetchy dam in Yosemite, most threats to the national parks were successfully turned aside as corruptions of God's holiest of churches. Between the visitor and "The Word" stood the interpreter, a repository of common knowledge about each piece of the Grand Design. Rarely did the pieces come together into what we would term "ecology;" after all, monumentalism, not environmentalism, was the foundation of the national park idea.

Never before, in other words, has the challenge of park interpretation been as great, or the need for excellence been more pressing. Your predecessors fifty years ago enjoyed a dream by comparison. Theirs was an age of boundless optimism, nationalism, and supreme faith in the future of the United States as a great democracy. Interpreters fed the bears, pushed the firefalls, welcomed the cars, skated at the ice rinks, danced at the cotillions, beamed colored searchlights on the "wonders," all with the naive faith that the parks, not to mention their visitors, would not change, that the parks especially would remain those special "islands of hope." Fortunately, his enthusiasm for the *resource* survives in most park interpreters today; unfortunately, however, so does too much of the reliance on entertainment rather than substance, on facts simply presented rather than substance provocatively—and passionately—conveyed.

A similar observation nearly thirty years ago led Freeman Tilden, considered by many the greatest philosopher of park interpretation, to write his classic monograph, *Interpreting Our Heritage*. Among his "six principles" of interpretation, his fourth has certainly been the most quoted and admired: "The chief aim of Interpretation is not instruction, but provocation." Similarly, Tilden's first principle argued: "Any interpretation that does not somehow relate what is being displayed or described to something within the personality or experience of the visitor will be sterile."

Unfortunately, we just admitted that national park audiences are extremely diverse with respect to age, background, and experience. How does one "relate what is being displayed or described to something within the personality or experience of every visitor" present? Not, I would argue with Tilden, by relying on the *facts* of interpretation, but by beginning each and every program with something universally provocative. For example: "What would you say, good people, if I were to tell you, in all sincerity, that the existence of this national park, as well as practically every national park in the United States, is threatened? If

you agree with my observation, what would each of you be willing to sacrifice in the interest of saving the national park system?" Visitors' backgrounds, interests, and ages may differ, we agree, but this is a question that begins on common ground. If you are here, the park means something to you. Does it in fact mean enough, then, that you are also willing to help save it?

Granted, some audiences may express their passion for the parks far more than others, but again, consider that their presence is the common denominator. Whether or not individuals intentionally sought you out, or merely drifted by to see what was going on, give them credit for being there; level with them. Ask them to share in your passion for the protection of the American land. You would be surprised, as Freeman Tilden himself observed, how many of those people will feed on your conviction, regardless of all the other differences they may share.

I suspect many of you feel this way already. You are held back not by your lack of agreement that the national parks are threatened and in need of your defense, but by your reluctance to be accused of getting too politically involved. I sympathize. Four years ago, following my evening program, "Legacy of the Parks," a visitor accused me of degrading a uniform of the United States government by adopting what he described as the "High Sierra Club" point of view in my lecture. The presence of at least twenty-five other visitors who had stopped by to pay their respects or ask questions made a professional response all the more crucial.

I politely, but firmly, asked the visitor if I had not established the responsibilities of the National Park Service in my discussion of the Organic Act of August 25, 1916. He did not answer me directly, but blurted out what had really been troubling him. Apparently he had just sold his ranch near Sheridan, Wyoming to a coal company for a strip mining operation. He objected to my assertion that strip mines had no place in the national parks; more, he objected to my showing slides of an open pit mine in Death Valley National Monument. "We need all of the energy we can get," he responded, "wherever it is found." More for the benefit of the other people present, I asked him in return: "And just what, sir, would you think of the French, if they happened to inform the world one day that they also were going to burn the Mona Lisa, just to generate a little more heat?"

Freeman Tilden, I am sure, would not have considered this particular exchange what he had in mind by the term "provocation." Much like his predecessors, however, he too enjoyed the luxury of living in

an age when threats to the national parks were site specific and traditional in nature. Times change. Today no form of provocation has greater relevance or crucial importance than stimulating the visitor's perception of his responsibility toward—and effect on—the resource. In Tilden's own words, "Any interpretation that does not somehow relate what is being displayed or described to something within the personality or experience of the visitor will be sterile."

No wonder the rancher from Wyoming was so moved—so provoked—by my talk. It had in fact touched his personality and experience, challenged his perception of what the national parks were all about. He wanted reassurance from me that he had done the right thing; my talk had given him nothing of the kind. Our exchange concluded by his stalking off into the darkness, obviously bitter that a servant of the government had betrayed his own cherished ideal that individualism and economic well-being are what the United States is all about. The point is that the visitor at least felt something, if only a tinge of regret that he had not, in the end, agreed that the national parks, if not his ranch in Wyoming, should be a sacred trust for future generations of Americans.

If avoiding this type of confrontation is what is meant by not getting politically involved, then I submit the National Park Service needs to reconsider the words of its own mandate. Congress deliberately left the particular of the mandate vague, to be sure. However, Congress also used the term "unimpaired," further charging the National Park Service with the responsibility of interpreting what was meant by the word in the interest of future generations. When all other argument fails, I remind visitors that the Organic Act of August 25, 1916 was an act of the American people, in Congress assembled. Only a similar mandate from the American people can change it. Surely no one would respect me if I failed to abide by the laws of my government. Indeed, I have good reason to believe that at least one irate visitor last summer did not write a letter to Secretary of the Interior Watt on the basis of my using that analogy.

Nothing else, I have found, arouses a greater number of people in my audiences, or holds their attention longer, than my suggestion that the national parks are in jeopardy. For me it is the common ground, the common denominator for reaching so many visitors who are uncommon in their awareness, education, and personal development. Accordingly, I am often accused

of not involving children in my programs to a greater degree, or, when speaking to children, of coming across like the Grinch who stole Christmas.

It's not that I don't like dealing with children, it's just that, like Freeman Tilden, I suspect that my message would be diluted if I spent too much of my time reaching for the few at the expense of the many. Besides, don't underestimate the children. They deserve more, in the words of at least one educator seeking to reform elementary schools, than being talked down to like so many "lovable little idiots." I give the children as much attention as my time—and my message—will permit. But I confess, when the lights go out, I am after the adults. It is they, after all, who will decide whether or not their children have national parks in the first place.

If listing the threats to the national park system best arouses the attention of my audiences, then tracing the history of the national park idea has been the best way of conveying to park visitors the meaning and importance of what they stand to lose. History has another distinct advantage—it is the past tense. The past tense is not benign, but it is certainly far more effective to say, for example: "In 1966, the Governor of California opposed Redwood National Park with the observation: 'A tree is a tree. How many more do you need to look at?'"

Last summer, a visitor picked up the quotation and accused me of being anti-administrator. I reminded the visitor that I had used no one's name, nor taken any quotation out of context. I was merely underscoring that most Americans, regardless of their political persuasion, have been reluctant to endorse the creation of national parks that include extensive amounts of timber, mineral, agricultural, or grazing land.

The perception was neither Republican nor Democratic, but universal among most political leaders. Theodore Roosevelt, for example, a Republican, created Mount Olympus National Monument by proclamation in March 1909. Six years later, however, Woodrow Wilson, a Democrat, reduced the monument by half, excluding the 300,000 acres of the 600,000 initially protected because they contained timber and minerals. Satisfied, if not totally appeased, the visitor broke off the conversation, mumbling in admission that I had, in fact, brought up these contradictions in the Democratic Party's record after all, especially President Wilson's approval of the Hetch Hetchy Valley dam permit.

In a similar vein, describing past mistakes in national park administration helps reassure the visitor that interpreters are not, however they may sound in front of three or four hundred people, self-righteous and condescending. For example, I appeal to visitors to understand how and why park rules forbidding the feeding of wild animals originated in the first place. I assure visitors that the National Park Service during the 1920s paid a terrible price for its tragic insistence on the notion that predators were vermin; similarly, I trace the era of the bear feeding shows and other wildlife displays as examples of misplaced efforts to make animals appear human and approachable.

Demonstrating that the Park Service itself is capable of making mistakes, yet carefully couching the worst of its failings in the past tense, both reassures the visitor of the Service's credibility as well as its willingness to learn from the past. Visitors no longer seem to feel alien from the evolution of policy, but part of it. Indeed, however much I may begin my programs on a grim note, I am careful to respond with a positive note of reassurance that people can and do change. If Americans want their national parks to survive, they need only make the effort. It is the absence of will, not of solutions, that ultimately poses the gravest threat to the national parks of all.

Visitors are not incapable of making these connections, any more than my students are incapable of learning without my intervention. They simply need organization and direction. Ultimately, that is what an educator is all about. Interpretation, in other words, needs less translating of the environment, and more linking of the visitor's actions while away from the parks with the inevitable long-range impact of those actions on park environments. Again, it is not necessary to preach, but merely to keep these questions alive in the minds of park visitors.

The more linkages that can be made to the experiences of visitors outside the parks, the less likely that what has been said inside the parks will be forgotten. Indeed, there is nothing more gratifying than the visitor who returns to the park, after an absence of a year, who seeks out one's programs for a second time. One family in particular comes to mind in Yosemite, a family that has joined my General Management Plan walk every year for the past four years. The family objects to my decidedly

purist bias, or what they think is my bias—the mother in particular comes back every summer to argue with me that Yosemite is just as beautiful as it ever was, despite the cars, campers, and motorcycles. Obviously I haven't changed her mind to the contrary; the point is that I've got her *thinking*.

Everything in life comes down to such discourse, to a discussion of ethics, to a system of values. The interpreter who backs off from addressing the values of the national park idea, especially because some visitor objects that a presentation is "too political," is forgetting that everything in life is political. As the noted human ecologist, Garrett Hardin, has reminded us, every statement has two meanings, its intended meaning and its hidden message. In this respect words are not only tools, but weapons. There is no escaping the fact that provocation is more uncomfortable to visitors than simply imparting information.

Don't be dissuaded, as a result, by complaints that your presentations are "too political" or "too unobjective." You have merely been asked, subconsciously, to accept someone else's politics or sense of objectivity, to stand back while someone else advances his own ideals of self-interest. Don't stand back—fall back, fall back on the mandate of August 25, 1916. Every American can understand your responsibility to carry out the decisions of Congress, to respect the will of the American people in Congress assembled.

Regretably, a firm defense of the national park idea is necessary only because the myth of national parks is only partially true. Granted, the American people set the national parks aside, but the preconditions of their establishment usually compromised their integrity from the very beginning. More than the national parks, Americans believe in the sanctity of private property and a national commitment to economic advancement. The American Dream is not preservation, but consumption. The question, in the final analysis, is indeed one of values. At least Americans profess a desire to maintain and expand the national park system. It is up to you, the park interpreter, never to let that profession of commitment lapse in the public mind.

Park Interpretation: A Choice, Not A Requirement

Dave Dame, Washington

Our national parks are among this nation's brightest treasures. The richness of their natural, cultural and recreational resources are the tangible evidence of our heritage. As resources, they represent the physical, intellectual, and even spiritual bases from which this nation's strength, continuity, and pride of purpose have been fashioned.

Instilling appreciation for our heritage is one of the tasks of the park interpreters. There are others, and they are important, but instilling an understanding and appreciation for the significance of our parks—and through this understanding support for preserving them—is the critical challenge. If we fail this crucial task, even outstanding success at all the other elements of an interpreter's job will be a hollow accomplishment.

Our national parks can be considered unique "human design ecosystems," special creations of our society. These special "ecosystems" are dynamic and irreplaceable. The policies and regulations linking the public to the preservation and appropriate use of these resources can and do change in responses to changes in our society and as a result of new knowledge and understanding. These park "ecosystems" are considerably different from the familiar environments of most of our visitors. Whether natural, cultural, or recreational, they are often more fragile, less forgiving of misuse, and more likely to be dangerous due to their unknown or unfamiliar physical, biologic, and climatic conditions.

The interaction of our diverse visitor groups with such complex settings as national parks requires substantial adaptation and behavior changes, if both visitors and park resources are to be protected. The exchange of information critical to the successful adaptation of visitors to a park "ecosystem" is another of the tasks of park interpreters.

The National Park Service is a professional organization with a cadre of diversified specialists and an infrastructure responsible for the planning and operation of the national parks. We have invited our public to participate in decisions that can affect our national park resources. To invite them into the decision-making process without affording them easy access to the information they need makes little sense.

To help the public understand the reasons behind management policies and decisions, especially when those policies and decisions result in managing visitor use for the mutual benefit of both the resources and the public, is another part of the park interpreter's job. The public is more likely to accept and support a sound even though controversial policy or plan when they understand its rationale, the research on which it was based, and the possible consequences of not adopting it.

None of the above statements are new. The essential tasks assigned to park interpretation are fairly well understood and agreed upon. What we often fail to recognize is that, regardless of the values generated by this activity we call interpretation, it is not a mandated function. It is simply a method the Service has developed to enable us to accomplish or assist in accomplishing many of the functions that are required by a variety of mandates—Congressional actions, executive orders, environmental laws, and so forth.

Interpreters are a part of the park management team. The function they (and many other employees) perform is one of an array of programmatic tools available to assist management in accomplishing the mission and objectives of the National Park Service. Properly utilized, it can be our most cost-effective way to minimize visitor-related protection, maintenance, and resource management problems.

To be properly utilized, we should keep in mind its relationship to the three major components of a functioning national park: the park resources, the Park Service

and park visitors. Interpretation occurs when these three components overlap. Without the resources there would be nothing to interpret. Without the visitors, no one to interpret to. Without the Park Service no interpreters.

But without interpretation all the mandated functions and interactions in a park can and would still occur. None absolutely require interpretation. The visitor would still be able to use and enjoy the park resources. The necessary visitor services, information and orientation, protection health and safety, and creature comforts would still be available. The protection of the resource for this and future generations would still occur.

So, why do interpretation? Because our experience has shown that when properly utilized the benefits to the Service, the resources and the visitors far outweigh the costs. These three essential tasks must be accomplished if we are to really accomplish our mission. By careful planning, this tool we call interpretation can assist in solving many management problems while at the same time enriching our visitors' understanding and appreciation of the values of our national parks' resources.

By basing our programs on the needs of the three components and, at the same time, assisting in the accomplishment of mandated functions, interpretation is not only an extremely cost effective program, but an example of a basic ecologic principle at work: A diversified system is more stable and more difficult to destroy than a simple (mono cultural) system.



Santa Monica Mountains ranger Tim Thomas explains park ecosystem to visiting junior high school students.

Dave Ochsner

Interpretation As Part of the Management Team

George Price, Lowell

Challenge has characterized recent interpretation in the National Park Service. Faced with budget and personnel cuts, interpreters have addressed the "real world" by producing annual statements for interpretation and by making interpretation a more effective part of management. Now, though, a program has been instituted where interpreters can work together on training and keep in touch with each other.

A unique example of this effort was described in the fall 1983 issue of this publication. A brief article described the "Regional Skills Team" concept which evolved from the North Atlantic Region and was later adapted throughout the Service through the instructor's workshop at Mather Training Center. Skill team members are used as instructors to handle the backlog of professional training needed by National Park Service interpreters. I would like to recount some of the high points of this current effort and discuss several situations which made at least some of the interpreters in the North Atlantic Region feel a little better about themselves.

This past October I attended the second instructors' training session at Mather Training Center on Phase I and II training for permanent interpreters as part of the Core Curriculum program. This program, as approved by Director Dickenson, includes: 1) Orientation to the National Park Service, 2) Interpretive Skills, Phase I and Phase II, 3) Ranger Skills, 4) Interpretation for front line supervisors, 5) Administration for Interpreters, and 6) Interpretive Management. It is a suggested guide for professional career development. The attendees at this session were an interesting mix of people from throughout the Service, and included at least one person from each region who had attended the Mather course the previous year and had participated in the first presentations of the forty-hour courses back in their respective regions. The Mather staff is to be commended for this second effort, especially Mike Watson for this follow-through and commitment.

This session focused upon getting the new people up to "trainer speed", but also invested some time pulling apart lesson plans and course outlines from the past year to produce a tighter product. It focused the Phase I course on interpretive skills and development, and the Phase II on one-to-one communications, career

development issues, and the encouragement of interpreters to become more active members of the management team.

The enthusiasm displayed at Mather was inspirational because course participants took their task assignments seriously. The midnight oil burned while trainees developed lesson plans and outlines. It was refreshing and rejuvenating for me to participate in this exciting group process.

One idea which re-directed some energies, in terms of the "big picture" approach, was introduced by Dan Murphy, writer/editor for the Southwest Region's interpretation and visitor services division. His idea centered on a "problem-solving concept" to be threaded throughout the Phase II course outline. It would be a unifying theme for the other course topics and would focus the energies of the professional interpreters on real management concerns. Dan, being the excellent interpreter that he is, sold us on the concept. All the votes are not yet in, but the potential for this process seems great. In fact, this problem-solving idea was incorporated in the Interpretation Program Management course at Mather in January, and was deemed a great success by most who participated. Real problems were discussed, and real creative solutions were presented for park managers to consider.

The Phase II course in the North Atlantic Region gained tremendous regional office support because of the incorporation of this problem-solving concept. Park managers from three park areas videotaped statements of their concerns. Larry Gall, acting deputy superintendent of Lowell National Historical Park, described his need for identifying the growing number of visitors to better meet their needs; Bruce Steward, superintendent of Martin Van Buren National Historic Site, described the issues of developing an interpretive program; and Lou Venuto, chief of interpretation at Boston National Historical Park, described his identify/image concern at the Dorchester Heights section at Boston NHP. And Steve Lewis, deputy regional director at North Atlantic Regional Office, facilitated the problem-solving session by interjecting a regional perspective. The results of this exercise will be reviewed by all managers involved. Hopefully, these new suggestions and perspectives may assist with resolutions of these concerns.

Reports from other interpretive sessions which have used problem solving have also been positive. Dan Murphy reports on a Phase II session recently held in the southwest. One of their management concerns focused on getting more personal in-

volvement with visitors inside Carlsbad Caverns. The class analyzed the situation and recommended a solution which involved specific contact areas in the three large rooms in the middle of the tour. The suggestion was adapted by park management, much to their satisfaction. Bill Dunmire, Carlsbad's superintendent, thought the employment of the problem solving concept during an interpretive training session is a great idea. His comment: "This was an outstanding example of the use of creative minds to address a problem even though all the interpreters were not familiar with our park."

Similar problem-solving sessions have been instituted at other training courses on a variety of topics, including wildlife management of wild boars in Great Smokey Mountains and water safety management problems at a recreation area.

Even if the solutions suggested do not present themselves as revelations for saving the world, or at least for solving a particular problem, they will prove to be a realistic assessment of some management concerns using this team process. Here is the opportunity for a group of long-term permanent interpreters to apply their creative talents on real issues, and use all their communication skills in presenting possible, plausible solutions for management to utilize.

The Regional Skills Team concept and Phase I and II programs are a way for a variety of interpreters to have input for course development. Because of the number of courses held across the system, interpreters have had the opportunity to gather and reap the benefits of sharing information and concerns, which seem larger when you are isolated. Finally, this emphasis on organizational skills and problem-solving provides a specific example of how interpretation can accept the challenge of more active partnership on the management team.

New Directions for Ranger Activities

Dan Sholly, Washington

As the new Chief of Ranger Activities for the National Park Service, it is my distinct pleasure to have this opportunity to communicate with members of the Association of National Park Rangers.

For those of you who are not familiar with the Washington (WASO) organization, Ranger Activities falls under the direction of the Visitor Services Division, headed by Tom Ritter, which in turn is within Park Operations, under Stan Albright's direction. The Ranger Activities Branch is responsible for a variety of functions and is a critical arm of the WASO Directorate. The WASO Chief of Ranger Activities has primary responsibility for National Park Service policy development, direction, evaluation and compliance for the following programs: SAR, EMS, health and fitness, structural fire management, law enforcement, criminal intelligent systems, scuba, uniforms, fee collections, campground reservation systems, regulation promulgation, backcountry management, jurisdiction processes, air operations, incident command systems, emergency operations management systems, physical security, rights-of-way, special park use permits, special use permits, First Amendment and Native-American rights, resource and visitor protection, water use activities, non-traditional recreation use (hanggliding, ballooning, off-road vehicles, snowmobiles, and so forth), traditional park uses, incident reporting systems and all other duties as assigned.

I would like to share with you the direction I have been given by the WASO Directorate for the coming years:

- *Broaden the Scope of Ranger Activities*—In addition to those programs which are primary responsibilities, get involved with all functions that affect rangers in the field, including concessions, maintenance, resource management (natural and cultural), legislation, interpretation, safety, fiscal affairs, training, and personnel policy.
- *Be Informed and Have Complete Information on Major Activities and Programs*—In park operations, to provide backup and additional info/view for analysis of policy and the conduct of daily activities, including wild land fire, operations and evaluation, safety, and other programs.

- *Establish Ranger Activities Office Credibility with WASO and the Field*—Set its direction, pace, and image, and be responsive to the needs of the field and the Directorate. Get out of the reactionary mode. Anticipate problems and develop corrective actions before a problem "explodes." Conduct analyses and obtain critical information on major management activities.
- *Maintain and Facilitate Communications from the Top to the Bottom and from the Bottom to the Top*—Represent the field in WASO and represent WASO to the field, i.e., attend the ranger conference, meetings, and so forth.
- *Operations Evaluation/Accountability*—Ensure compliance of programs and policies, and also that resources are being effectively used and managed efficiently.

In addition to getting direction from the Directorate, I have been listening to your drum beat and getting direct advice from rangers, superintendents, and regional directors on how to manage the WASO Ranger Activities Office. I have asked specific questions of many employees concerning what they consider to be the critical issues affecting rangers. Most of you are aware of and are directly affected by these issues. For the record, I will list in priority order the first five concerns which you have expressed to me, followed by a random list of concerns that didn't make the "top five." In many ways, these additional issues are of equal importance:

- *Mobility*—Both upward and lateral. The sub-issues of mobility include: the vacancy announcement system, morale, age creep, stagnation, loss of employees to other agencies, the selection process, and "outside" hires by the Service taking away career opportunities.
- *Training*—Lack of adequate training and employee development. Orientation to the National Park Service for new employees and development of employees for managerial positions are problem areas.
- *Classification*—The 025/026 and 1811 series, 20-year retirement, equal work for equal pay, and all of the issues associated with position classification.

- *Specialization*—There is a general concern that we are becoming too specialized and that the ranger generalist is becoming an endangered species. There is also a major concern that we do not have enough FTE's or money to be so specialized. There is a belief that specialization is needed, but that not everyone needs to be specialized.
- *Budget Allocations*—Not enough, or money in the wrong place.
- *Other Issues*—36 CFR, NPS-9, accountability, physical fitness, jurisdiction, disciplinary problems, required occupancy, standby-by/on-call, uniforms, structural fire, paper work, U.S. Park Police/ranger relationships, directions, vehicle replacement, threats to resources, quarters (rental rates), and many others.

It is not my intent to analyze or expand on these issues in this report. That will come later. I am reporting to you what I have been told by employees in the field. These issues are not new. The one thing that stands out, however, is that the first four focus on *human resources*. If we do not take care of our employees, it will be difficult for our employees to take care of the parks and the visitors. A combination of these issues has begun to wear down the employees' tolerance to continued additional demands. The era of getting the after-hours/extra-duty job done without paying the full cost is rapidly coming to an end. Tremendous family pressures on employees due to call-out/on-call and other demands of the agency are serious concerns. Career ladders, promotion potential, and transfers are limited and are resulting in stagnation. Career employees have been passed over for many good operational or training positions in favor of new outside employees. I could go on, but you are aware of the issues at hand.

We must positively resolve these issues, no matter how difficult or how sensitive they are. The future effectiveness and success of our agency may well rest on our collective response to these matters. With your help, we can meet the challenge. I will keep in touch through this Newsletter, the *Courier*, and through other official and unofficial means. Your constructive comments are always welcome.

I look forward to seeing you at the Rendezvous.

Resource Management in the Ranger Division

Walt Dabney, Everglades

There is a great deal of talk these days throughout the National Park Service concerning resource management. The feeling, as I've heard it expressed, is that we do not have a strong, professional resource management program in the ranger division. Rangers attempt to perform what "resource management" is done in between law enforcement activities, rescue operations, fire suppression, concession inspections, in-holder relations, first aid cases, and all the other things that occur within our parks. Resource management problems and concerns seem to always have secondary consideration behind more immediate visitor protection demands.

Since the very early 1970's we have seen a tremendous increase in the money spent for training, equipment, and personnel to implement a professional law enforcement, medical emergency, and search and rescue capability in the National Park Service ranger. This has been a justifiable necessity. With yearly visitation to national parks areas now roughly equal in number to the total population of the United States, our problems and the demands placed on visitor protection staffs have increased many times over. We weren't prepared to handle the law enforcement problems that swept into the parks in the late 60's and early 70's. Now we can deal professionally, legally, and appropriately with most exigent or routine visitor protection or law enforcement situations that arise. That, however, has probably exacerbated our resource problems and delayed research, monitoring, and mitigation efforts necessary to try to resolve these problems.

I see us now at a critical decision-making intersection in relation to resource management needs in the National Park Service. Generally speaking, we've never done a good, planned, professional, researched, and coordinated program of resource management on a Servicewide basis. There have been individual people, or projects, or parks that have been successful and effective at times. On the whole, however, our efforts have been sporadic and inconsistent.

There is some support for removing the management of resources from the traditional field ranger operation. If other efforts fail, that may be the course of action to adopt. I think, however, that there is a great deal that we can do first to improve our existing resource management efforts before we excise the responsibilities from

the ranger division and set up a new division Servicewide.

The problems with the resource generated from the human impact caused by huge increases in visitation have multiplied. New equipment, publications, clubs, and general interest have sent thousands more people into our resources for every type of activity imaginable. More people are staying longer in a single park and utilizing much more of the entire park area. This demand for use of the parks is not likely to lessen, nor is the resulting impact to the resources.

Where do we go from here? What do we need to meet the challenge of managing our resources? We asked the same question thirteen years ago in relation to visitor protection problems in law enforcement. We met that challenge, and we can meet this one too. Implementing a successful program of resources management is going to require money, additional personnel, training standards, basic educational requirements, systematic planning, consistency, and accountability.

In individual parks, resource management efforts in planning, identifying research needs, monitoring and mitigation would be coordinated by a resource manager on the staff of the chief ranger. Persons selected for resource manager/coordinator positions should have good supervisory management experience. In addition to a natural sciences academic background, the incumbent should have a broad experience base to have a good understanding of the Park Service's philosophy, goals, mandate, and mission. Generally speaking, those managers with a broad experience base would be better able to coordinate operations which invariably involve inter- and intra-divisional relationships and coordination with other organizations or agencies. Persons with very narrow, specialized backgrounds, such as specialists in law enforcement, fire, and specific natural science fields, might have a more difficult time relating to aspects of management outside of their area of special expertise, although there are certainly individual exceptions.

A Servicewide training program has to be established so that resource managers all receive the same resource management training. There must be a strong core curriculum and on-going advanced training to increase resource management skills. Necessary specialized training for more unique resource problems would be encouraged. Certainly a basic consideration in resource training would be to equip resource managers to coordinate the inventory of resource management problems in any parks to which they are assigned. This training would further equip the resource managers with the knowledge necessary to coordinate the identification of research

needs and for locating sources for contracting needed research. Training must also be provided for management to understand its responsibilities in resource management.

Utilizing an existing park resource management plan or writing such a plan, the resource manager would work with the park staff to identify resource management problems and to set priorities for research, mitigation projects, and monitoring efforts and status. Work to be done by the in-park staff would be planned and scheduled utilizing ranger staff for mitigation and monitoring of projects not contracted or *not* requiring the utilization of a specialist. This can only work with an adequate ranger staff so that basic visitor protection functions can be performed at the same time resource management projects are undertaken. Without adequate staff to perform both functions, resource management efforts will continue to be sporadic and of a secondary priority.

Some large and very specialized parks might well need to augment their ranger resource management staff with resource management specialists. A wildlife biologist and geothermal geologist in Yellowstone, a marine fisheries biologist in Everglades, and a range management specialist in Grent Tetons would be important additions to each park's resource program. Additional technical or scientific assistance would be available from the Denver Service Center, Park Service scientists, regional office staffs, and other agencies and universities.

The key to making this project work is accountability and long term commitment. Ranger staffs have to be given base funding and personnel to run their visitor protection *and* resource management operations. Then, in specific performance standards, they must be held accountable for the implementation of the park's resource management program as well as other program. Quantitatively and qualitatively measured resource management programs must be critical performance elements. These statements cannot be broad, vague, generalized statements of performance. Such statements would be reflected in performance standards at all management levels.

Ranger staffs are interested in resource management as an important part of their job. Until very recently, this has not been taken seriously by National Park Service management. (Granted, there have been plenty of political or exigent demands for our people and money.) There has been a general lack of commitment to insuring that we have a good program for managing our resources. This is evidenced by the lack of specific resource management training offered and/or required. It is evidenced by a lack of staff to accomplish protection

Continued on inside back cover

Rating OPM Applications: Some Thoughts and Comments

Jim Tuck, Cabrillo

When the Office of Personnel Management's (OPM) Sacramento Area Office decided to open the GS-026 4/5 park technician register again early this year, the staff knew the response would be large—it was last open in 1977. They were not disappointed. By the time the seven Park Service application raters arrived for two weeks of SF-171 rating, almost 1,500 applications had been accepted. That was the number received on, or postmarked by, the first day the register was open—not many applicants waited to mail their applications later. The Service's rating panel consisted of Mary Sargent, Yosemite personnel officer; Lynn Guidry, Western region's personnel staffing specialist, Juan Felipe Herrera, the region's EEO specialist, and four supervisory park rangers: Jim Reilly and Dan Card of Yosemite, Bob Dodson from Death Valley, and Jim Tuck of Cabrillo. The strong consensus among the panel members and OPM staff was the importance of being extremely fair to all applicants.

We felt that it might be useful to share some observations (funny and serious) about job applications and their preparation, and offer some suggestions for the good of the folks in the field. It is also important, I feel, to share as much information as possible about the rating process in order to take the mystery away from it.

The Process

Before the register was opened, a group of "subject matter experts"—Park Service field employees—met to develop the rating guide and criteria. The raters (called expert examiners by OPM) then used this guide to evaluate each application. Although the specifics are confidential, the process generally consisted of:

- 1) Determining basic eligibility and assigning points based on:
 - a) Education,
 - b) Specialized experience and
 - c) General experience.
- 2) Assigning "collateral" points, based on:
 - a) Education or experience in excess of that required for the basic points,
 - b) Extra skills and
 - c) Academic achievement (if the basic points were based solely on education).
- 3) Adding up the points from 1) and 2), with a possible score of from 70 to

100 for those who met basic qualifications. Separate scores were then computed for the GS-4 and GS-5 levels (veterans points are added later by OPM).

Once this is completed, OPM establishes the register by placing the applicants' names in order according to their scores.

Some Suggestions for Application Forms

- 1) *Put Your Best Foot Forward!*
 - a) Type neatly
 - b) Spell properly
 - c) Use correct grammar
 - d) Submit clear photocopies of your forms (originals are not necessary, and are sometimes more difficult to deal with, as they have text on two sides and often require attaching additional sheets somewhere else in the package).
 - e) Use the form that is requested (don't use 10-139 experience blocks in a 171—but I don't mind 171 experience blocks being utilized on a 10-139).
- 2) Organize the information in your experience and special qualifications sections:
 - a) Use subheads that tie to major job duties
 - b) Assign percentages to each subhead so experience can be fairly evaluated
- 3) Give what is asked for in the form:
 - a) If college courses are asked for, give them *all* on the form that is requested and fill in the scholastic achievement section (if it applies). Don't expect transcripts to meet the requirement—they are often confusing and illegible.
 - b) List all jobs you have had. If you group multiple seasons in one block, be sure the dates for each summer are clearly specified (see #4).
 - c) Don't alter the form, especially by making up your own format for experience block headings. If your application's information is consistent with others, you're more likely to receive proper credit. The exception: Use a cut-and-paste method for filling in lengthy blocks. If you cut out the standard heading and tape it to blank paper, you then have unlimited space and give the next block a logical flow (no "see attached pages").
- 4) Make another exception: When dates are requested, give month, year *and* day in experience blocks and be sure to include both "from" and "to" dates. Writing

"3/80-6/80" will give you credit for only two or three months' experience. If you had actually worked 3/1/80-6/30/80, you would receive four months' credit by writing the full dates (yes, it can make a difference).

- 5) If you list multiple seasons improperly, you may lose all credit. Don't use "5/80-9/82" when you mean "5/1/80-9/5/80, 5/10/81-9/3/81, 5/5/82-9/15/82."
- 6) *Read All the Instructions*
 - a) On the SF-171 and additional forms
 - b) On the vacancy announcement
- 7) Include only what is requested. Letters of recommendation, position descriptions, training certificates, etc., are usually not needed and, in fact, confuse the process.
- 8) Don't overdo the presentation
 - a) Don't put the forms into a fancy binding—the order needed during the rating process may be different than the one which you've prepared—your fancy binding will then be torn apart.
 - b) Easy on the staples—they usually have to be removed (one application we saw had 15).
- 9) Copy on one side only—it's far easier to deal with.
- 10) Don't use a highlighting pen—give the rater credit for being able to read thoroughly.
- 11) Use the first person. Don't say, "The incumbent . . ."
- 12) Don't leave blanks. Use NA or N/A for not applicable.
- 13) Place your name on each page, in case they get mixed up (this applies to all forms in an application package).
- 14) Treat the blocks consistently. Don't show that you're too lazy to update your forms by using the present tense for past jobs or by using different typewriters.
- 15) Use solid, active verbs. Avoid the passive voice.
- 16) Don't use "responsible for" very often.
- 17) Use "I" rarely—it sounds awkward. Let the "I" be understood in most sentences.
- 18) Don't forget licenses and Red Cross certificates in block 22.B.
- 19) Do not use a friend, minister or professor for a reference unless they truly know how you will perform in a park-related position.
- 20) Proofread carefully—especially on dates.
- 21) Hours worked section must be specific. If you list 5-20, you will

probably receive credit for only 5 of the entire period (yes, it matters).

- 22) One problem encountered is that of too much volume in many applications. Your level of experience and type of experience can be determined if you give brief, clear descriptions of the important aspects of your position. Higher volume doesn't mean higher ratings—quality and length of experience and education are the keys.
- 23) Be sure to give addresses where you can be easily (and quickly) contacted, in case there is a problem with your application.

Further Suggestions to Improve Your Competitive Edge

- 1) Consider carefully when you set your lowest acceptable grade. We all have personal feelings of worth, but there may be far greater potential for a position at a lower level.
- 2) Variety of experience and education can be very important. Vary the types of jobs you pursue for seasonal appointments. If you're in school, take courses in all fields that relate to the profession.
- 3) Learn some specialized skills that relate to the profession.
- 4) Be certain to mention if you were commissioned and the type of commission you held.
- 5) Back up your claims of special skills with some brief justification.
- 6) Seek higher-graded seasonal positions (yeah, I know, easier said than done).

The Lighter Side

Grading applications isn't all drudgery. Applicants provided a smile here and there. Some examples:

Reason for leaving:

"Migration"

Courses:

"Rhythmic Implementation"

"Introduction to Cruising" (yeah, it was a forestry major)

"Relaxation" (applicant made a "C")

"Sexuality" (Seems that many applicants have taken such a course—Jim Reilly wonders if college courses are replacing OJT in this area. One person withdrew from a sexuality course—another failed.)

Special qualifications:

"Cellulite massage"

"Operation of pencils to backhoes"

"Created new drink—Swamp-water—sold fairly well"

Experience block:

"Excessive public contact"

Best bureaucratise:

". . . during the above aforementioned time frame . . ."

From the rating guide:

". . . participating in theatrical presentations, while water canoeing or rafting . . ." (should have been white water, in a list of skills)

A few people wanted to be sure an application arrived, and sent in five each. Considering the number of level "5" ratings applicants assigned themselves in special skills, we must have lots of phone booths in our parks (for those with underwear with a big red "S" on their chests). Frankly, there is some suspicion that some applicants exaggerated their skills.

Have You Had Enough?

If offered a position through this register, you may be dropped from further consideration if you do not give a sound reason for the rejection. If you fail to respond to an "Inquiry as to Availability," your name will be removed from the register.

Appeals for ratings must be done in writing. Be specific when stating the reasons you feel your rating is incorrect. Provide any additional information you have concerning your qualifications. OPM is not available to answer questions you have about your ratings by phone (neither are any of the rating panel members—by phone or in writing).

The rating experience was an interesting and productive one for us all. It was also trying and difficult, and we all feel that we did our best to treat all applicants fairly.

Note: This article has been approved by OPM. Further information about the process, specific information about the rating criteria or information about individual applications is not available from the rating panel. Please do not put us in an uncomfortable position by asking us to divulge confidential information. Thanks.

Letters Continued

formal training in new interpretive rangers and we acknowledge that many months will transpire before employees learn the operation well enough to function at the full performance level. New protection rangers frequently must attend FLETC to qualify for commissions which entails a ten-week training commitment on top of general park orientation. The work experience at Independence in both interpretation and protection provides opportunities for adding to and improving job skills at the GS-05 level for at least as long a time as in smaller parks. The end of formal training does not equal the end of personnel growth in parks such as ours.

Given these circumstances, it is easy to imagine our frustration when new rangers who have been with us only a short while are offered lateral transfers by our sister parks. The ugly specter of collusion raises its head when these offers come from areas where employees have previously worked as seasonals. In plain language, some of our colleagues are using us in ways that they themselves would not appreciate if the situation was reversed.

Although some have argued that the responsibility for this practice rests with the employees involved, it is really those of us who select applicants for jobs who hold the trump cards. If our new rangers learn that commitments of one year or so are expected of them and that this experience is given weight when selections are made in other parks, the revolving door at sites such as ours might spin more slowly. The result would be a better continuous operation at the "intake" parks and a more experienced and better trained "graduate" at the end of the cycle. Additionally, people who have no real interest in working at areas such as ours might be less inclined to sign on for a hitch in the first place if they knew it would probably last more than three months.

At first blush, a policy which encourages selecting officials to look twice at applicants who have worked only a short time at their current park smacks of various legal and ethical irregularities. But a careful analysis of what is involved might allay some of those objections.

The Merit Promotion Plan is *not* an issue. The overwhelming number of such transfers are laterals. OPM and the National Park Service have *not* designated large urban parks as Servicewide training academies. Entry level jobs in all parks should be filled from OPM Certificates of Eligibles in order to reach the broadest applicant pool. The precedent of staying in a job one year or more has been institutionalized, by one reckoning, with the regulations regarding reimbursement for moving expenses. Furthermore, few supervisors

Continued on inside back cover

Association Notes

Rendezvous VIII

Continued from front

care of. There's a membership blank on the inside back cover.

You'll also find a registration form there. This should be filled out and sent with your check to Kathy Loux, PO Box 9, McKinley Park, Alaska 99755. Those planning on attending fewer than three days will register at the Rendezvous. T-shirt orders without registration fees will be accepted for those who won't be attending or who will be attending on a daily basis but still want the T-shirt at the pre-registration price. Stan needs to know how many people are interested in the planned bus and boat tours, so please check the appropriate blocks on the form. All pre-registration forms must be submitted before September first.

All travel and lodging arrangements will be handled by Acadia Travel in Bar Harbor. Although it is possible to make travel arrangements separately, members are strongly advised to go through this agency. At no cost to the Association, they can make all arrangements for you and will offer lower rates. Since all their work is done on computer, they'll be able to provide the Rendezvous coordinators with complete, updated printouts on attendees and their travel arrangements, thereby facilitating transportation arrangements from airport to motel, providing necessary information for planning, and making it possible to book all lodging at four motels through one central location. If you are making both travel and lodging reservations, you can call them collect; if you are only reserving lodging, however, you must call direct. Reservations can also be made by mail. Contact either Kit or Lou at Acadia Travel, Northeast Harbor, Maine 04662, 207-276-5106. (When making a collect call, tell the operator that you're making arrangements for the Ranger Rendezvous so that you call will be accepted).

Lodging

One of the attractive benefits of employing a single, computerized agency for motel reservations is that you'll be able to find out who else is attending and make arrangements to room near or with them. The Atlantic Oakes By-The-Sea, Bar Harbor, Frenchman's Bay and Edenbrook motels will house attendees. All four are located near the ocean and within a few minutes walk of each other, the main gathering places, and downtown Bar Harbor. All rooms will be in the \$28-30 range; since rooms and amenities in all four are roughly comparable, it won't be necessary to scramble for one "best" location.

Acadia Travel will make all lodging reservations, and will tell you when you must make your deposit.

Camping is also possible. Blackwoods campground will be open in the park, and has 330 spots available. The park does not charge any fees to any campground user at this time of year. There are no hookups, but showers and supplies are located just outside the area. Blackwoods is six miles from the main Rendezvous sites. All arrangements for camping should be made via Stan Robbins, Seawall Ranger Station, Manset, Maine 04656, 207-244-3030.

Travel

The Rendezvous dates have been specially set up to offer members the most favorable airline rates available. Tuesday is the best day to travel, and Sunday is second best; if you only have time enough for the Rendezvous, you'll therefore be able to arrive and leave on the cheapest travel days.

At press time, it also appeared that both Delta and United would offer special rates to members, probably about 30 percent off standard ticket prices. Other discounts such as supersavers will also be available. The best connections for United are from Chicago to Bangor, and from Boston to Bangor for Delta. Since Bangor is 55 miles from Bar Harbor, it will also be necessary to make ground connections. Rental cars at discount rates will be available through either Avis or Hertz, but will be available at these rates only if you make arrangements through Acadia Travel. Inexpensive shuttles (about \$5-10) by limousine or bus will also be available to members who use the

travel agency, since their computer will be able to tell how many people are arriving at given times.

Another alternative will be to fly to Boston, then connect with Bar Harbor Airlines for the last leg of the journey. That airline will offer round-trip flights for \$99, reduced from the normal fare of \$170. The airport is 18 miles from Bar Harbor, so ground transportation will also have to be arranged. Bar Harbor Airlines reservations must be made through Acadia Travel.

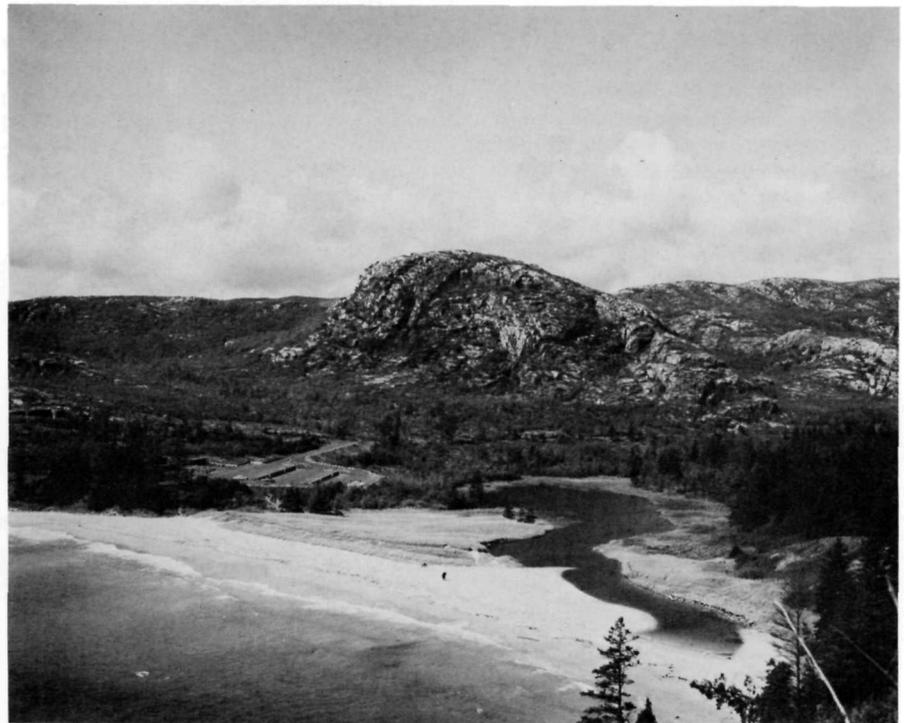
Yet another option will be to fly to Boston, rent a car there, then drive up the coast (about a day's leisurely journey) to the Rendezvous. Acadia Travel can also arrange this and lodging en route.

The upshot of all these possibilities is that the travel agency can offer you the cheapest and best possible combinations, regardless of your plans.

Agenda

Bob Cunningham of Denali is still working on the details of Rendezvous meetings, presentations and workshops, but the following schedule of events is fairly firm:

- October 16:
 - Arrivals, registration
 - Board meetings
- October 17:
 - 9:00—Welcome and keynote speakers:
 - President Dick Martin
 - North Atlantic Regional Director
 - Acadia Superintendent
 - Director Russell Dickenson
 - Unnamed keynote speaker



Sand Beach at Acadia, overlooked by a glacially-carved mountain known as The Beehive. National Park Service

- 1:30—ANPR business meeting, first session
- October 18:
 - 9:00—Don Sholly, Chief, Ranger Activities
 - 10:00—NPS Personnel Matters and Issues: Richard Powers, Assistant Director, Personnel and Administration
 - 11:00—Career Counseling: Jack Morehead, Everglades
 - 1:30—Investment Strategy and Advice: Unselected brokerage firm
 - 3:00—Preparing for Management in the NPS: Panel discussion (with question/answer) with North Atlantic Regional Director Herb Cables, Alaska Regional Director Roger Contor, and Pacific Northwest Regional Director Jim Tobin
 - 4:15—NPS Social Study Results: Dr. Don Field, NPS CPSU, Oregon State
- October 19:
 - 9:00—NPS Housing: Alaska Regional Director and Chairman of NPS Housing Task Force Roger Contor, or Steve Lewis, North Atlantic Region Supervision Nuts and Bolts: Zion Assistant Superintendent Jim Brady
Tax Advice: Unselected Boston firm Future Interpretive Techniques and Inter-active Video: Paul Riske, Penn State
 - 10:00—Future Interpretive Techniques
Tax Advice
Supervision Nuts and Bolts
What's in the Hopper—Bills Affecting the Resources and You: House Majority and Minority staff
 - 11:00—Future Interpretive Techniques
What's in the Hopper
Supervision Nuts and Bolts
NPS Housing
 - 2:00—Closing—ANPR business meeting, second session

After the Rendezvous is over, the National Association for Search and Rescue will sponsor a Managing the Search Function course from October 20-23, also in Bar Harbor. The course will be about 30 hours long, and the registration fee (which includes materials) will be \$125. The specific location and details will be announced later. For further information on this

course, you will need to write the NASAR Training Committee, 434 Thatcher, Boise, Idaho 83702.

There will, of course, be social sessions throughout the week. Group dinners will be held at the Seaview Restaurant on Wednesday, Thursday and Friday nights; the latter will be a lobster/clambake, which will be followed by a dance. A boat tour of the coast will be held Wednesday afternoon, and a bus tour of the park the following day. The Fun Run will be on Friday.

The Seaview Restaurant will offer breakfasts throughout the week and lunch will be available in town. The beer keg will also be at the Seaview, which will stay open as long as people want to socialize. Wine and cocktails will be available at dinners and at the dance.

Babysitting

There are several options that are available, depending on the number of children who will be attending. Call or write Stan Robbins if you will need a sitter, and he will make the necessary arrangements.

Raffle

The Rendezvous raffle gets more successful each year. It is both a fun way for members to show their special crafts and a proven mainstay in keeping the Association coffers filled.

Once again the call is sounded for members to begin their projects, so that we can have a raffle that will surpass even last year's record setter. We once again look forward to Kurt Topham's handmade shirts, Pat Given's duck decoys, Ken Morgan's hand-crafted knives, Rob Arnberger's caricature ranger carvings, Fred Szarka's Rendezvous brew, and John Chew's smoked geese. The raffle organizers are asking rangers in the northeast to show up with their distinctive crafts and specialty items.

Rob Arnberger will coordinate the raffle, with help from regulars Bryan Swift, Kathy Loux and ticket salesman Rick Gale. Raffle items will be checked in this year as they were last year, and receipts will be given to donors to use for tax purposes.

If you can't make it to the Rendezvous but still wish to donate an item for the raffle, please send your items via UPS or parcel post to Stan Robbins, whose address is listed above. Mark the outside of the package with "Raffle Item", and notify Rob Arnberger (Saguaro National Monument, Rte. 8, Tucson, Arizona 85730, 602-298-2036) of what you are sending so he can look for it when he arrives.

Climate

Maine's coastal climate is notoriously unpredictable in the autumn, so you

should come prepared for a variety of possibilities. The nights are cool and may even drop down to the lower 30's; the days can range from the 30's to the 80's. There's a good chance that it will rain, and it's a near certainty that Maine's fabled pea soup fog will put in an appearance on at least one or two days. Bring warm sweaters and rain gear—but forget bathing suits. The ocean temperature is about 56 degrees at this time of year.

Other Activities

The Bar Harbor area and Acadia National Park offer enough to see and do to keep even non-participants active all week. There are several beautiful little towns on the island with a wide variety of shops and stores. There's a trolley that can take you down to the ocean or into the park for a small fee. There are free tennis courts, bicycle rentals, boat trips and hiking trails. The park has a spectacular loop road that can be driven or bicycled, about 50 miles of carriage roads throughout its many acres, and some superb hiking trails. Much of the park is within walking range, with carriage roads and trails starting within a stone's throw of the motels.

Secretary's Report

Have you missed a Newsletter in the last year? Did you not receive the letter from your regional representative that everyone else got? Do you know when your membership expires? The answer to your problems may be on the mailing label on this Newsletter.

The membership of the Association is a very mobile one—some of you move three times per year. The post office will *not* forward your Newsletter, so, if your address is not current, you will miss your copy. Keep in mind that computer mailing labels for the Newsletter must be requested at least three weeks before it is mailed, so it is very important to get your address corrected as soon as possible.

As you check the label, make sure that the regional code is right. Address labels for regional mailings are sorted by that code; if you changed regions but did not note that on your address change form, you may miss a survey or letter. While you're at it, check the date code, which also appears on your membership card. It shows the month and year in which your membership will expire (all life memberships show as 12/99). It never hurts to renew early, as overdue memberships will be removed from the rolls. You can always rejoin, of course, but you might miss one of the Newsletters in the interim. Those of you who recently renewed your memberships received cards with our new logo; if you are a life member and would like a new card, please let me know.

Since the Rendezvous, I have been issu-

ing renewal notices, soliciting and processing memberships and renewals, answering correspondence, handling the ballots for the election, and providing information and feedback to other board members. These are routine duties for the secretary. If they sound interesting to you, why not run for secretary next term? If you are not interested, but know someone who may be, talk to that person about it. The office requires organizational ability, attention to detail, and the ability to deal with periodic deluges of mail. It is a challenging position, but it keeps one informed about the Service and the Association. Feel free to contact me for further details. I can be reached at: PO Box 342, Gettysburg, Pennsylvania 17325, 717-334-0716.

Laurie Coughlan
Gettysburg

Rendezvous Committee's Report

The Rendezvous coordinating committee would like to hear members' suggestions on any possible Rendezvous sites in their areas. Prospective locations need to be rural, near a national park, and be fairly

close to a large airport. Tom Cherry of Cuyahoga is currently looking at possible sites in Midwest for next year's gathering, but the committee welcomes recommendations from other rangers who may know good locations.

Dennis Burnett
Sequoia/Kings

Advertising Representative's Report

A comprehensive advertising package was put together late this winter, including a short history of the Association, Tim Setnicka's survey of member interests and expenditures for recreational and business equipment, and copies of recent issues of the Newsletter. These were mailed to 62 companies during mid-March. Although one or two responses were received, it appears that the approach employed was not effective. Further attempts will be made after discussions with the board concerning the possible problems.

Frank Fiala
Rocky Mountains

Treasurer's Report

The Association financial statements have been completed for the 1983 calendar year and for the first quarter of 1984, and are presented below. The fall issue of the Newsletter will carry further updated figures, as well as a projected budget for the coming year.

Debbie Trout
Great Smokies

Association Operating Statement

Annual Operating Statement

January 1, 1983 - December 31, 1983

Beginning Balance —	
January 1, 1983	\$22,016.37
Receipts	\$23,654.18
Accrued Interest	\$1,019.44
Newsletter	73.00
Dues/Membership	12,580.00
Sales	1,351.00
Rdzv. VI	99.50
*Rdzv. VII	8,393.70
Imprest closed out	137.54
Expenses	\$26,454.06
Bank charges	7.14
Newsletter	12,899.30
Dues/Membership	2,807.05
Sales	5,188.47
Rdzv. VI	53.16
*Rdzv. VII	1,269.60
Legal Fees	1,369.51
Travel	1,604.21
Mini-Conference	397.00
Postage	478.55
Telephone	49.33
Supplies	173.46
Printing	157.28

Ending Balance —
December 31, 1983

*Rdzv. Coordinator Account:
Receipts \$7,156.97
Expenses 4,053.55
Balance as of 12/31/83:
\$3,103.42

First Quarter Operating Statement

January 1, 1984 - March 31, 1984

Beginning Balance —	
January 1, 1984	\$19,216.49
Receipts	\$5,027.98
Accrued Interest	\$244.59
Newsletter	55.00
Dues/Membership	1,605.00
*Sales	—
Rdzv. VII	3,123.39
Rdzv. VIII	—
Expenses	\$6,877.93
Bank charges	—
Newsletter	4,200.00
Dues/Membership	760.40
Sales	223.45
Rdzv. VII	191.00
Rdzv. VIII	217.00
Legal Fees	—
Travel	900.00
Mini-conferences	250.00
Postage	43.44
Telephone	—
Supplies	5.74
Printing	86.90

Ending Balance —
March 31, 1984

*Sales Report attached

Summary of Sales Report

from Bunny Chew

Beginning Balance —	
October, 1983	\$601.71
Receipts	\$224.11
Sale of Goods	\$223.00
Interest on checking	1.11
Expenses	\$198.50
Postage	198.50
Ending Balance —	
November 30, 1983	\$627.32
Beginning Balance —	
December 1, 1983	\$627.32
Receipts	\$551.51
Sale of Goods	551.20
Interest on checking	.31
Expenses	\$11.20
Postage	11.20
Ending Balance —	
January 27, 1984	\$1,167.63

Regional Reps Report

North Atlantic

Representative Stan Robbins, Acadia. Address: Seawall Ranger Station, Manset, Maine 04656. Phone: 207-244-3030 (home), 207-288-3360 (work).

Stan has been spending virtually all of his time arranging the Rendezvous, which will be held this fall in Bar Harbor. He suggests that rangers in this region consider possible candidates for the office of North Atlantic regional representative, as he will not be running for reelection this year. Regional members should be prepared to make and second their nominations at the business meeting at the Rendezvous.

National Capital

Representative Rick Erisman, C&O Canal. Address: PO Box 31, Sharpsburg, Maryland 21782. Phone: 301-432-2474 (home), 301-739-4200 (work).

Forty-one employees participated in a two-day career development seminar sponsored by the Association and the region on February 21 and 23. The seminar, which was initiated through the efforts of member Einar Olsen and coordinated with Lucia Bragan and Sylvia Sloan of the regional office, was held at National Capital headquarters.

Regional Director Jack Fish addressed the group and told them that the park ranger is the core and symbol of National Park Service. He told them that the primary limitation on career development, beside budget restrictions and FTE ceilings, is the employee, who needs to be both flexible and mobile, and who needs to train to be a better candidate for promotion while doing the best he can where he presently works.

Flip Hagood, chief of training in the Washington office, said that the employee is responsible for preparing for opportunity, and stressed the importance of developing at the minimum a three to five year IDP. He said that career counseling and performance appraisals are key elements in career development, and that it is important to accept collateral duties and get involved in extracurricular activities.

Al Veitl of the region's office of operations evaluation, addressed ranger skills development and stressed that employees should know what role their positions play in the organization, while simultaneously developing an awareness of the responsibilities of higher positions. He said that rangers must develop confidence and style while acquiring general skills.

Sylvia Sloan, the region's employee development specialist, spoke about career life planning, which includes individual KSA's, work environments and outside

opportunities; she also said that goal setting, current trends, career expectations and strategies are the keys to job-keeping revitalization.

All speakers emphasized the importance of detail assignments to career development, a step in career growth which the region's management supports when feasible.

Rick and Einar also met separately with Jack Fish, Bob Stanton and Lynn Herring on March 14. They discussed the interest in and success of the career development seminar, and talked about sponsoring additional mini-seminars in other areas of concern at a later date. They also talked about the scope of computer applications in all disciplines within park operations. Director Fish has circulated a memo to the field for input and recommendations concerning the use of computers in the field. The impact of A-76 on park operations was discussed, particularly in its affect on employee morale throughout the region. Four park areas in the region will be affected by that program.

Mid-Atlantic

Representative Mary Kimmitt, Independence. Address: 725 Pemberton Street #8, Philadelphia, Pennsylvania 19147. Phone: 215-238-1249 (home), 215-597-7121 (work).

On April 22, Mary met with Regional Director Jim Coleman, Deputy Regional Director Don Castleberry, and Associate Regional Director for Management and Operations Rick Smith. They spoke at length about the Association's purposes, and both the regional director and his staff expressed enthusiastic support for the Association. At Director Coleman's invitation, Mary will be meeting with him and his staff once monthly to share information, thoughts, and the concerns of the Association's membership, and ranger-related issues in general. Mary encourages regional members to call or write her at any time to convey thoughts which they would like to have expressed at these monthly meetings.

Plans for a second mini-rendezvous, co-sponsored by National Capital region, are being discussed. Mary has asked members to fill out and return questionnaires on the need for a regional rendezvous, since Rendezvous VIII will be held relatively nearby and a regional gathering may in fact compete for members' attendance. However, since only one or two people may be allowed leave time from each park to go to Bar Harbor, a regional rendezvous would offer an acceptable alternative and allow more members to participate in Association activities.

Mary is also trying to establish park representatives in each of Mid-Atlantic's parks, whose job it would be to share information, solicit opinions, serve as eyes and

ears for the Association, and encourage membership, particularly among new people and transferees to the parks. Anyone interested in being a park rep should get in touch with her.

Southeast

Representative Ken Hulick, Chattahoochee. Address: 1700 Old Rex Morrow Road, Morrow, Georgia 30260. Phone: 404-394-8324 (work), 404-961-5349 (home).

Ken reports the following activities related to his role as regional representative:

- he has begun a dialogue between the Association and the regional office, in which he meets monthly with the regional director, and send information periodically to division heads and key specialists;
- he has begun planning for a regional rendezvous for the spring of 1985 that will be jointly sponsored by the Association and the Service, and whose broad focus will be on natural and cultural resources protection;
- he has recruited members via presentations made at seasonal ranger law enforcement academies, Service training courses, and the chief of interpretation/chief ranger conference;
- he has established a sales outlet for Association logo items at the new Southeast Regional Training Facility, where sales have been brisk; and
- he will be participating in the strategic planning task force as the Association's representative.

Midwest

Representative Tom Cherry, Cuyahoga. Address: 731 W. Boston Mills Road, Peninsula, Ohio 44264. Phone: 216-653-3116 (home).

Because of Sue Kylander's resignation from the Service, Dick Martin has asked Tom to act as interim regional representative.

Rocky Mountain

Representative Paul Broyles, Wind Cave. Address: Wind Cave National Park, Hot Springs, South Dakota 57747. Phone: 605-745-6413 (home), 605-745-4600 (work).

Dick also asked Paul Broyles to serve as regional representative for Rocky Mountain region, Tim Setnicka having been accepted for a position at Hawaii Volcanoes. Paul asks that regional members call or write him regarding any interests or concerns relating to the Association and its activities.

Southwest

Representative Cliff Chetwin, Carlsbad. Address: Drawer T, Carlsbad, New Mexico 88220. Phone: 505-785-2243 (home), 505-785-2251 (work).

Cliff met with Regional Director Bob Kerr during the first week of May to talk about the Association and how it can help the Service. He is also exploring the possibility of a regional mini-*rendezvous* which would be held either just before or just after Bar Harbor, and is discussing with the regional training officer the possibility of co-sponsoring a regional 40-hour training session on resource management to be held in late fall or early winter. A draft outline for the latter has already been sent to the regional scientist, who has expressed interest in the project.

Cliff actively solicits comments and ideas from regional members on either of these or other topics of interest.

West

Representative Dennis Burnett, Sequoia/Kings. Address: Box 101, Lodgepole, Sequoia National Park, California 93262. Phone: 209-565-3341 x611 (work), 209-565-3479 (home).

As many of you know, the Yosemite Tenants Association won a restraining order in U.S. District Court in Fresno, California, against the Department and the Service concerning the recent rental increases. The presiding judge was quoted as saying that the Tenants Association stands an excellent chance of winning a jury trial due to the fact that the rental increase procedures implemented by the Department did not follow established guidelines. In his opinion, the Service will be required to initiate refunds to all tenants involved. (for further information, see "In Print" and "Washington".)

Pacific Northwest

Representative Noel Poe, North Cascades. Address: Box 85, Stehekin, Washington 98852. Phone: 509-682-4404 (work and home).

Northwest regional members gathered at Fort Worden State Park April 14 and 15 for their mini-*rendezvous*. Saturday activities were attended by 34 people, and 29 ended up spending the evening together in the turn-of-the-century military officer quarters in the fort.

There were five workshops along with the business meeting. Bill Briggie, deputy regional director, started the conference on the right foot with an open and frank discussion about issues the Park Service currently faces. Topics included A-76, Congressional committee actions, pending loss of several upper management staff due to retirement, life after PRIP, the quarters task force, the performance evaluation process, and several regional thrusts.

Regional Supervisor for Washington State Parks Terry Doran led the second workshop. Doran discussed the state's plans for Expo-86, and their own counterpart to the Service's management efficiency program. It was interesting to note that state park rangers share a lot of concerns with us: quarters rent and conditions, required occupancy, fewer dollars for increasing responsibilities, changing from fulltime to six or nine month appointments, the public's image of rangers, the rangers' image of themselves, decreasing quality of service to the public, and so forth.

Jim Agee, regional research biologist, finished Saturday afternoon with a discussion on how cooperating park study units can assist field rangers and management. Jim led the discussion into the volatile subject: "Can generalist rangers perform resource management tasks?" More members should have been present to express their views and hear comments on this major issue.

Sunday morning Wayne Stetski of British Columbia Provincial Parks spent two hours discussing the plans for Expo-86 and what impacts we could expect in our parks. It was discouraging to learn that up to 500,000 *additional* visitors will be mov-

ing through the northwest on their way to Vancouver, and that few park areas have done any planning for the expected impact.

Dave Butts, branch of fire management, was the final speaker and discussed fire news as well as giving a report from the Washington visitor services division. It was encouraging to hear that among all the gloom within the Service there are rays of hope that will continue to inspire us.

Several topics were discussed during the business meeting. One of the more interesting was the location for the 1988 *Rendezvous* in the Northwest. The numerous possibilities remain classified, but any potential attendees should take the cruise at Bar Harbor to test their sea legs, just in case.

Alaska

Representative Bryan Swift, Denali. Address: Denali National Park, Box 9, McKinley Park, Alaska 99577. Phone: 907-683-2294 (work).

The regional mini-*rendezvous* will be held on May 19-20 at the Gulkana Air Show, and will be hosted by the staff of Wrangell-St. Elias. Bryan reports that "there will be a short business meeting, a lot of fun, and a lot of watching airplanes fly around."



Wayne Stetski of British Columbia Provincial Parks discusses impacts of Expo-86 on Northwest region parks during regional mini-*rendezvous*. Noel Poe

Work Groups

Uniforms

Leader Nancy Hunter, Everglades. Address: PO Box 279, Homestead, Florida 33030. Phone: 305-248-5081 (home), 305-247-6211 (work).

Nancy reports that this work group, which now numbers about 15 people, is making progress on developing a catalogue of supplemental uniform and equipment items. Some of the suggestions which they have received and are now exploring include proposals for:

- riding boots;
- deck shoes;
- various types of foul weather gear;
- leather holsters and other leather law enforcement uniform items (contingent on the requirements of the new NPS 9);
- winter wear, such as gaiters and parkas; and
- Filson cruiser vests.

Nancy encourages submission of any ideas to her or other work group members, who will be making themselves known in their areas. If you have an idea, please specify the type of item, and include a drawing or photo showing exactly what you mean, a possible retailer, and a brief description of the activity in which the item is to be used.

The work group's goal is to have a preliminary proposal out to the board before October, including a basic supplemental catalogue of uniform items. These items would probably not be covered by uniform allowances, but would provide a single source for supplemental items that would be uniform in style, color and other characteristics.

Nancy also asks that any interested member in Alaska get in touch with her so that the group can have some input regarding the specific needs of Alaskan rangers.

Management Identification and Development

Leader Maureen Finnerty, Everglades. Address: 465 NW 17 Court, Homestead, Florida 33030. Phone: 303-247-6211 (work), 305-246-4474 (home).

This workgroup was established in 1983 to address ANPR's concerns with the lack of a viable Park Service program to identify and develop future managers. Numerous individuals, both inside and outside the Service, have recognized the managerial losses which will occur in the National Park Service over the next 3 to 5 years due to retirement. Some estimates place that number at 40 percent of those in grades 14 and above. The concern about who will replace these individuals is real, and deserves immediate attention. A viable management and identification program,

which has Servicewide credibility and commitment, needs to be quickly developed and put into place.

Initial surveys completed by Association members have resulted in the following proposed outline of the program:

- The term "managers" should not be limited to superintendents, but should include division chiefs and program managers.
- Nominations should be made by region through both individual application and recommendations by regional directors.
- Nominees should be put through assessment labs to identify managerial potential.
- Final selections should be made by a panel of senior managers representing Washington and the field.
- The number annually selected into the program should vary and be directly tied to the availability of identified training slots to be filled.
- A panel comprised of the associate director, park operations, two regional directors, and two senior superintendents should manage the program and provide guidance, counseling, placement and evaluation advice.
- The program should include formal training, task force assignments and details. The key, however, should be "hands on" job experience—actual performance and evaluation of that performance. Formal training should emphasize supervision, managerial skills and leadership.
- Mobility needs to be guaranteed with movement every two years. Selectors must commit themselves to this. Lateral transfers should be used to enhance experience.
- A central office assignment should be encouraged as a viable component of the program and an important asset to the development of managerial skills.
- The program needs to have an "escape valve" to permit individuals to drop out, or to allow the management panel to remove one who is not making the grade.

Please send me your reactions, comments, or suggestions.

Seasonal Interests

Leader Mike Sutton, Virgin Islands. Address: Box 710, Cruz Bay, St. John, Virgin Islands 00830. Phone: 809-776-6201 (work), 809-776-6993 (home).

Training: The Washington training office, in close cooperation with the work group and the regional training officers, is developing a list of training opportunities for seasonal rangers to be published soon.

This will correspond to the yearly issue of the *Courier* devoted to training opportunities for permanent employees, but will be directed specifically towards seasonals. Frank Pezzorello is working hard on this project and needs your ideas and input on good training opportunities. Send a brief description to: Division of Training, National Park Service, 1100 L Street, NW, Washington, D.C. 20240.

The pilot program for law enforcement training of seasonals through self-instruction which was under development by Tom Smith and Steve Hickman in Yosemite ran into problems this spring and had to be deferred. Plans are underway to initiate this program soon to fulfill part of the required 40-hour annual refresher in law enforcement. Meanwhile, Park Service Chief Training Officer Flip Hagood will bring together the program directors of all the seasonal law enforcement academies at FLETC this April. They will review and refine the proposed changes to the 200-hour seasonal law enforcement training program. These changes will go into effect this summer.

Health Insurance: Craig McClure of Yellowstone continues to work with representatives of several major insurance companies in an attempt to set up a group health insurance plan for seasonals. He is also talking with the Interior Department Recreation Association, which has sponsored insurance plans in the past. Contact Craig for more information.

Current Issues: The work group is studying a proposal by the Western Regional Office to do away with the current rehire system for seasonals in order to bring more minorities and women in the ranks. The region is not meeting its "quota" for minority and women seasonals, and proposes to eliminate the "highly recommended for rehire" system and force seasonals to re compete for their positions each year. However, seasonal rangers in Yosemite have pointed out that the proposed system might actually make it more difficult for minorities and women to be hired or retain their positions if already on board. In annual recompetition, minority and female candidates might find the registers blocked by veterans or individuals who are better qualified.

Other regions have used different techniques to insure equal opportunity for minorities and women seeking seasonal positions, and the work group is surveying those techniques in order to suggest positive alternatives to this proposal. The Association will shortly be commenting on the proposal in a letter to Western Regional Director Chapman, recommending that the current rehire system (the only vestige of job security for seasonals) be preserved.

Position Trades

Leader Andy Ferguson, Capitol Reef. Address: Capitol Reef National Park, Torrey, Utah 84775. Phone: 801-425-3534 (home).

Andy reports that both written and spoken comments submitted to this work group seem to find their way into one of two camps: Camp A holds that the sooner trades become more organized and formalized, the better it will be for a Park Service in great need of personnel movement and career development; Camp B contends that if trades become too popular, the few announcements seen today will become even rarer, awakening concerns that currently held positions and duty stations aren't thought to be very tradeable.

Several other ideas have been brought up, too. Without exception, commenters hope that trades will be excused from the stigma of 'problem situations'. Some respondents favor keeping the Association out of any clearing house approaches, and felt that regional offices should be excluded as well. Others suggest that the Association should sell advertising space in the Newsletter. One recommended that persons desirous of leaving island paradises should send pictures to prospective swappers in Glacier during the dead of winter, while another had developed a one-page "job swap opportunity announcement."

The argument was made for remote assignments and non-western park positions being of real benefit to careers and family situations, thereby encouraging a range of trade options. Of course, money—or lack of it—was still considered to be the bottom line, but, while some saw the cost of increased movement as prohibitive, others found gains in morale and productivity more than enough to offset these additional expenditures.

Andy concludes: "We are not finished yet! Perhaps this hodgepodge of thinking will trigger more creative cognition or further identify points of debate. Regardless, put it down on paper and mail it off to Utah!"

Bob Belden of Bandelier has also written at length concerning the importance of this work group; his comments follow:

At least one new "task force" was born during Rendezvous VII which hopefully will share the widespread support and earned success of other Association endeavors. The problem to be tackled is felt more deeply throughout the organization than you might realize and may well be the leading contributor to frustration, low morale and lack of effectiveness on the job. The problem: An inability to move on to a different setting and new opportunities.

It hasn't been that long since people found themselves "on the move" every two or three years if they wished. In moving, an employee's spirit is often renewed when entering a new setting, acquiring new skills, and building on past experiences. The new challenges tend to have a broadening effect on the employee. While it should be obvious to everyone that those days are long gone, there are still equally obvious advantages to a highly mobile work force.

Under the old Branch of Employee Evaluation system, the element of surprise was a common denominator of nearly every move. You rarely knew you were being considered until an offer was made. But filling out the 10-180's was generally considered a worthwhile exercise since we were defining career goals and directions rather than "applying for jobs." The feeling was that somewhere there was a position capable of fulfilling our needs, even if it wasn't a choice assignment. And "any work assignment is tolerable for a couple of years," right? Of course, we were keenly aware of the unwritten rule that if you declined the wonderful (?) offer, your name might not surface again for a long time.

Today, under the vacancy announcement system, we tend to "apply for jobs" and the criteria are often how neat the area is, what the work experience will be or how much fun we will have. There appears to be little conscious thought about career goals or directions and little opportunity to change directions since those with the most experience in job-related skills will likely be the only ones considered. In fact, the only elements of surprise today are in discovering how well the successful applicant knew the selecting official (the ever popular BAG JOB) or how thinly the truth was stretched in creating a "water-walker."

To even the casual observer there is obviously a great deal of frustration and anxiety among many employees. Budgetary constraints, moving costs, burn-out, log jams caused by decentralization "shell games" and absorbing other agencies, and the lack of advancement opportunity within a park all come to the surface when the subject of mobility arises. Employees know they must move, whether to better use their skills or to feed the family. But the opportunities simply don't appear to be there.

A case in point: A recent GS-5 park technician vacancy at Bandelier drew 59 applicants, all of whom were certified highly qualified to the selecting officials. Fifty-five were already GS-5 or higher, including several GS-6's, 7's and four GS-9's! Most applicants had been in their present job from three to eight years. Does this not point up a problem out there?

Three central reasons appear to have caused 55 people to apply for one job: (1) A desire to acquire new and more diverse skills, (2) a desire to perform present skills in a different setting, either to get out of an unpleasant situation or to recover from "burn-out", and (3) family considerations. Of course, not everyone wants to move, but the above example is not atypical. A great many more people want to move than will ever get the chance.

Is the Service concerned with this state of affairs? Or, considering the pressures involved in simply keeping the Service afloat, should we be? Obviously, there are extremely limited numbers of GS-15, 14, 13, 12, and 11 positions, so almost everyone's advancement will stop sooner than later. Only the brightest shining star in the sea of green and gray will continue to rise. But, in the short term, employee satisfaction still enhances performance and will have the greatest effect on how well the Service accomplishes its mission. And, as frustrations mount and good people are forced to leave the Service to seek satisfaction elsewhere, a valuable pool of talent and experience for future management is lost.

The job of the new task force is presently limited to examining the pros and cons associated with one element of mobility, intra-regional laterals. But perhaps its role should be expanded to look at the entire question of employee mobility and career advancement. We could examine all possible alternatives, their benefits and barriers, and arrive at concrete proposals. Your thoughts on alternatives such as inter- or intra-regional trades/transfers or other constructive comments should be directed to Andy Ferguson at Capitol Reef.

Until things turn around, you may be interested to know that your best shot at a job continues to be possession of a greater diversity of skills and work experiences coupled with a good account of the "intensity" (quality) of your experiences. It is difficult to compete successfully for a job at Penultimate Peak National Park unless you can show that the "intensity" of your endeavors stack up favorably with that of your competition—already employed by PEPE. It is no longer enough to write 20 citations for violations of Federal law and prevail in all cases that go to magistrate court if your competition has written 100 citations and has never lost any of his/her 20 cases that went to district court.

You may also consider computerization of your KSA's and training lists to avoid continual re-writes. Using a word-processing program enables you to quickly insert training courses upon completion and easily re-label a KSA, since we all know that at least 5 or more titles exist for each typical

KSA (the attempt to standardize KSA's for similar jobs, if successful, should be a major help). Picking up outside training on your own time (including correspondence courses), requesting participation on various details, travelling around and meeting people, finding a mentor (sometimes they can design the KSA's around you!), etc., are all ways to enhance your chances.

And, when you have done all this, plus visited with your friends and swapped ideas for the "sure-fire" application, you may still find yourself getting nowhere. When it happens, cuss the System, re-read *Oh, Ranger!*, or just go sit in your favorite spot in the park. If you're still frustrated, then remember the new task force and let them hear from you.

Resource Management *Continued*

and resource functions simultaneously. Until the last few years, there has been almost a total absence of coordinated resource management planning. We've emphasized selecting personnel with educational backgrounds in people management at the expense of balancing this recruitment with well-educated rangers with natural science backgrounds. Lastly, no one has been held specifically accountable for a professional, coordinated, and effective resource management program.

Let's try to fix the system that is in place now. Let's, for the first time, seriously try to make it work before we say it won't. Most rangers joined this organization to protect it's resources in one way or another and to help visitors enjoy those resources safely. We have responded to management direction in the past in developing good ranger protection skills. We need to be equipped, staffed, and trained now to do the whole job which co-equally includes resource management and visitor protection.

Letters *Continued*

would argue that any of our 025 or 026 jobs are so facile that incumbents can master them and cease learning and practicing valuable skills from them in less than a year.

Whatever the merits of our position in this matter may be, I readily agree that the era of unwritten rules and "the good old boy" network has passed. Management at the highest level of the Service needs to examine the issue and establish guidelines which direct lateral transfers in the best interests of the Service as a whole. In the meantime, however, I hope the members of the ANPR will examine their approach to this problem and try to see the situation from our perspective. In order to do so, we will have to strike a more equitable balance between our loyalties to our own parks and our responsibilities for viewing the National Park Service in its larger context. A little stroll in the other ranger's shoes might make the compromise easier to swallow.

Wilson Greene
Independence

Association of National Park Rangers
Rendezvous VIII, PO Box 9, McKinley Park, AK 99755

RENDEZVOUS VIII PRE-REGISTRATION

Please Print
Name(s) _____
Address _____ Park _____
_____ Zip _____

MAKE CHECKS PAYABLE TO ANPR
PO Box 9
McKinley Park, AK 99755

Pre-Registration **DEADLINE**
September 1, 1984
After this date register at Rendezvous

TOURS

If you are interested in taking a boat trip or a bus tour of the park, please check off below and note the number in your party.
Boat trip: Yes _____ No _____ Number _____
Bus trip: Yes _____ No _____ Number _____

REGISTRATION FEE

Three Day Package
_____ \$22 members \$ _____
_____ \$30 non-members \$ _____

If spouse will accompany you and plans even minimal participation:

Spouse Fee
_____ \$11 members \$ _____
_____ \$15 non-members \$ _____

T-SHIRTS

_____ quantity x \$7 (each) = \$ _____
Small _____ Medium _____ Large _____ X-Large _____
(indicate number of each) Total \$ _____

Association of National Park Rangers

New Membership Application Renewal

Date: _____

Name _____
Address _____
City/State _____
Zip Code _____

Title _____

NPS Employees:

Park (4 letter code, i.e., YELL) _____

Region (i.e., RMR)* _____

*(WASO use NCR)

Type of Membership (Check one)	New	Renewal
(1) Active—all NPS employees (permanent or seasonal)	<input type="checkbox"/> \$ 10.00	<input type="checkbox"/> \$ 15.00
(2) Associate—individuals other than NPS employees	<input type="checkbox"/> \$ 10.00	<input type="checkbox"/> \$ 15.00
(3) Sustaining—individuals and organizations	<input type="checkbox"/> \$ 50.00	<input type="checkbox"/> \$ 50.00
(4) Life—open to all individuals*	<input type="checkbox"/> \$200.00	<input type="checkbox"/> \$200.00
(5) Subscription to newsletter only	<input type="checkbox"/> \$ 5.00	<input type="checkbox"/> \$ 5.00

*Life membership may be paid in four installments of \$50.00 each within 12 months.

RETURN TO: **ASSOCIATION OF NATIONAL PARK RANGERS**
P.O. Box 222
Yellowstone National Park, WY 82190

Received \$ _____
By _____



Association Commemorative Items

The Association is now offering a number of items with the official logo along with the official/unofficial NPS/EMS patch seen in the last few issues. Clockwise from top left are: stadium cup (\$.55), beer mug (\$9.00), coffee cup (\$6.00), baseball cap (\$7.00), belt buckle (\$23.00), and patch (\$3.75).

All items are postpaid. Checks should be made out to ANPR and sent to: John Chew, Route 1, Box 365, Luray, Virginia 22835.



Association of
National Park Rangers
RFD #2, 41 North Great Road
Lincoln, Massachusetts 01773

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