

RANGER

The Journal of the Association of National Park Rangers

ANPR  *Stewards for parks, visitors and each other*
The Association for All National Park Employees

Vol. 26, No. 2 • Spring 2010



Operational Leadership → A Culture of Safety in the NPS



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Signed letters to the editor of 100 words or less may be published, space permitting. Please include address and daytime phone. *Ranger* reserves the right to edit letters for grammar or length. Send to fordedit@aol.com or Editor, 25958 Genesee Trail Road, PMB 222, Golden, CO 80401.

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- Shares ideas; say it where 1,200 readers will see it
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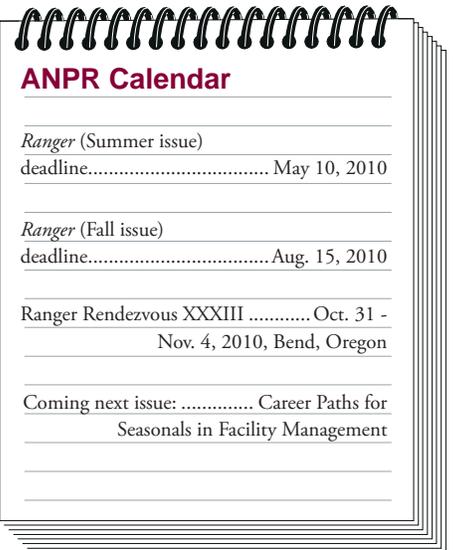
We are looking for good articles/ideas in these areas:

- Philosophical/ethics discussion
- "News you can use" events from which we all can learn
- Topics of interest to park employees (i.e. housing)
- Travel of interest to park employees
- New technology/new ways of doing business
- Special places — discoveries you've made
- Photos, photos and more photos!

Contact the editor or editorial adviser for more information or with your ideas:

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ANPR Calendar

Ranger (Summer issue)
deadline..... May 10, 2010

Ranger (Fall issue)
deadline..... Aug. 15, 2010

Ranger Rendezvous XXXIII Oct. 31 -
Nov. 4, 2010, Bend, Oregon

Coming next issue: Career Paths for
Seasonals in Facility Management

Affordable health insurance through ANPR and Aetna. Turn to the half-page poster on page 18 and display it in your break room or work site. Visit www.anpr.org/insurance.htm for more details.



Ranger (ISSN 1074-0678) is a quarterly publication of the Association of National Park Rangers, an organization created to communicate for, about and with National Park Service employees of all disciplines; to promote and enhance the professions, spirit and mission of National Park Service employees; to support management and the perpetuation of the National Park Service and the National Park System; and to provide a forum for social enrichment.

In so meeting these purposes, the Association provides education and other training to develop and/or improve the knowledge and skills of parks professionals and those interested in the stewardship of national parks; provides a forum for discussion of common concerns of all employees, and provides information to the public.

The membership of ANPR is comprised of individuals who are entrusted with and committed to the care, study, explanation and/or protection of those natural, cultural and recreational resources included in the National Park System, and persons who support these efforts.

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Submissions

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Deadlines

Spring issue Jan. 31
 Summer issue May 10
 Fall issue Aug. 15
 Winter issue Nov. 15

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Cover art: Photo collage courtesy of images from National Park Service

President's Message

There are many years when ANPR essentially goes into hibernation after the Ranger Rendezvous and little gets accomplished through the holiday season and winter. Then we start to get moving again as spring arrives and the traditional "season" in parks begins again. That cycle of inactivity has not been the case this past winter as members have stepped up to make important contributions on ANPR's behalf.

One group of members that we have named the ANPR Revitalization Workgroup has been working diligently, with weekly conference calls, to bring the membership information on how ANPR might position itself to best serve NPS employees of all disciplines in this 21st century. Their report will be presented to you this spring, and it will be your responsibility to read it and communicate your reactions.

A second group has already been hard at work planning Ranger Rendezvous 33, which will take place Oct. 31–Nov. 4 in Bend, Oregon. The agenda is being formulated, and for those interested in participating, it likely will include a community service project to remind each of us why we enjoy working in public service and environmental occupations. More information on this year's Ranger Rendezvous is available on page 21 or at www.anpr.org/bend-rr.htm.

We also now have a fifth college chapter. The five chapters are at Hocking College in Ohio, New Mexico State University, Slippery Rock University in Pennsylvania, the University of Tennessee at Knoxville and the University of Tennessee at Martin.

If you attended Ranger Rendezvous 32 in Gettysburg you know that these young folks are making a difference in ANPR's future. I encourage each of you as members to help establish and mentor an ANPR college chapter at a school in your community. For more information go to www.anpr.org/college.htm.

These are areas where ANPR is making good progress. One area where we aren't making good progress is in the development of professional positions and communication of those positions via professional papers on our website and through media outlets. I'm puzzled and disappointed by our lack of activity in this regard. I can't believe that you don't have strong opinions and persuasive advice on a broad range of topics that relate to the National Park System and the National Park Service.

During my NPS working years I held many

opinions on NPS policy or operations, and I frequently verbalized those opinions (much to the chagrin and exasperation of my supervisors) both internally and through ANPR to either correct some problem I perceived, support a program that I perceived resulted in positive outcomes, or address a new NPS opportunity.

Do you really not care about the professional standards for NPS occupations, NPS fee policies, uniform standards, management decisions that lessen the opportunity for preservation of park resources, the influence of local civic engagement on park management decision making, NPS hiring processes, or a myriad of other issues, decisions and policies? Or are all your concerns being taken care of internally within the NPS?

ANPR is a grassroots organization. The volunteer leadership of ANPR cannot alone have the professional knowledge and situational awareness necessary to develop professional positions and papers on many of the issues that may concern you. Each of you has the ability to focus ANPR on some topic or interest of yours.

Put together a draft professional paper on a topic that is of interest and/or concern to you. Submit that draft to any board member for our consideration to make it ANPR's official position. One step in convincing senior NPS management that ANPR is a professional organization is for us to have well-articulated professional positions on a wide range of NPS issues or topics. We count on you to bring those ideas and opinions forward. 

A Scot McElveen

Support the Operational Leadership movement

By Jonathan B. Jarvis
National Park Service Director

Services for a fallen NPS employee were more important and more deeply affecting than almost all other duties I had as regional director of the Pacific West Region. Four times I knelt before a grieving family member to offer the folded flag that honored the service and ultimate sacrifice of someone they loved.

Each time is an unforgettable experience. Each renewed my personal commitment to remake the culture of NPS so that such tragedies and those events that lead to serious injury can end once and for all.

In my 30+ years, I have taken plenty of risks during SARs, fires, LE car stops and horse pack trips. As a ranger, biologist, superintendent and regional director, I have always made safety a personal priority. I have also continually sought the tools, training and guidance that can immerse NPS in a culture of safety.

I truly believe we have finally found it.

The combination of the analytical tools of NPSafe and the evaluation and decision making tools of Operational Leadership give each

PERSPECTIVE



of you the best opportunity to execute your everyday job and go home in the evening with all of your fingers and toes. I have now been witness to the implementation of Operational Leadership in the field and have seen how well it works. At its core, it empowers each of you

to raise your hand and ask the hard questions about what you are doing and how you could do it more safely. It is adaptable to any situation, from a rescue to a hazardous tree removal to a carpentry shop, making it broadly applicable to the wide range of daily operations in the National Park System.

The National Park Service is arguably the best public service agency in the United States, if not the world. Our employees, all viewed by the public as “rangers,” embody the very best in stewardship of our 392 parks and our many programs that serve communities. Our commitment to the mission is legendary. We have been the inspiration for park systems around the world. I know we can maintain and grow that stature while leading in safety for our employees, volunteers and partners.

Operational Leadership is the key. To make that happen, I need buy-in from each of you. This is not a top-down policy, but a bottom-up movement, driven by early adopters and advocates who see the way to change the NPS into a safety culture organization. Help me make these changes so that no regional director or director has to once again hand the folded flag to a member of the NPS family. 

NPS OPERATIONAL LEADERSHIP

“Transforming
safety from a
discrete program
to a leadership
practice”

By Mark Herberger | WASO

Recently I was scanning backward through an issue of my favorite magazine. The pages stopped on an article near the beginning of *Ranger* titled “In Memoriam.” Almost like a photo scrapbook, 30 images of National Park Service employees lined the page. The Spring 2008 article, you see, was a tribute to the cumulative list of our fellow co-workers who passed away the previous year. Some passed away after a long and productive life; some from illness or disease including cancer; some from heart attacks; and some died from injuries and accidents both at home and in the workplace.

A passage accompanying the article read of co-workers and a sense of sorrow, of remembrance and gifts, of living memories. We are all touched in one way or another when a member of the NPS family passes away, even without ever having met the person.

My thoughts shifted to a spreadsheet of statistics spotlighting the NPS record of accidents, injuries and deaths among our workforce. I could see the graphs clearly in my mind showing rates that rank higher than most

other bureaus in the federal arena. You have probably seen them too.

In the past 22 years, we have experienced 56 on-duty deaths. Data from the Washington Office of Risk Management further shows that from 2001 to 2006, 4,609 employees were hurt in such a manner they were not able to return to work the next day, or for some, many more days. Medical and worker compensation for the same six-year period totaled \$120 million, and continuation of pay costs paid directly by park units were in excess of \$6.7 million.

Consider, too, the intangible side of loss. Above and beyond the dollar figures, take into account the effects on co-workers and family members; work and goals unaccomplished; the drain on personnel and morale. The price of our accidents and injuries runs deep.

Although our incidents run high, the NPS does not stand alone in this score box. Other businesses and bureaus have comparable statistics. So prevalent are workplace accidents, several analytical individuals have taken a critical look at work safety and risk management during the previous century. While the researchers and the decades change (including Heinrich in 1931, Bird in 1969 and Tye-

Pearson in 1975) and the business, corporate or bureau work force may be different, the results of their studies have been similar and consistent. Using the Tye-Pearson observations, the findings look like this: for every fatality or serious injury there are three less serious, lost-time injuries, 50 injuries requiring first aid, 80 property damage accidents and 400 near misses. Look at it as a pyramid — an “accident pyramid.” At the peak of the pyramid stand the most catastrophic incidents; at the base are 400 near misses — 400 “red flags.”

Within the realm of risk management, consider this question: “Why do near misses take place?” Part of the equation involves threats and hazards; the other part involves human error. At its most basic premise, threats and hazards + human errors = near misses. Although the figures vary from study to study, the basic principle of accident pyramid research remains the same: near misses have the potential to become events with more serious consequences. They are the red flags that point to more serious incidents. While not all near misses involve risks that might have caused serious or fatal injury, the near misses at the base of the accident pyramid offer “preventative opportunities.” If action(s) can be taken at this level, the base of the pyramid, the chances of more serious injuries occurring can be greatly reduced.

Threats and hazards are everywhere, perhaps a consequence for all earth dwellers but certainly a fact of life for NPS employees. We easily recognize threats and hazards associated with what may be considered high-risk activities such as search and rescue, law enforcement, underwater diving, and wildland and structural firefighting. But threats and hazards to our well being can and do exist for the curator in museum storage, the maintenance mechanic at the electric panel, the vegetation crew eradicating tamarisk, the budget analyst on assignment on the SET team, the interpreter at an overlook, the fee collector in a remote booth and the biologist on the seashore.

*Photos courtesy of
National Park Service*



Tye-Pearson Study (1974-75)

In response to these threats and hazards, the NPS has a generation of safety programs and initiatives, rules and regulations, plans and incentives built into our culture targeting the countless dangers in the field. In many ways, NPS safety programs exemplify vigorous attempts to reduce workplace accidents and injuries by preventing or mitigating threats and hazards. Although I have discovered myself grumbling at some of our safety concoctions over my 32 years in the field, I am also realistic about the incredible injury statistics that do not exist because of their implementation.

Safety programs have their place in our NPS culture; they need support and vigilance. While they serve an ever-important role is the first part of the risk management equation — preventing and mitigating threats and hazards — the NPS has been less stellar with

our success in preventing or mitigating the second part of the equation, human errors.

Human error is recognized by professionals as one of the leading causes of workplace incidents, and now it continues to be the most significant cause of accidents in the NPS when we encounter threats or hazards. Human errors can be described as our everyday mistakes or behavior gone wrong. The majority of human error-caused accidents are due to judgment errors, inattention and ineffective supervision. Like threats and hazards being a part of our natural and manufactured

world, human errors are a part of our human existence. There is no judgment meant here; it is a part of our human behavior to sometimes make mistakes — the cards dealt to us. But that doesn't mean indifference or resignation either.

The mechanisms exist to turn the tables on our human errors, to learn about them and to learn from them. To prevent them or to mitigate them, to change the odds in our favor, we do have options. Enter NPS Operational Leadership.

According to current private and public business standards, operational leadership principles identify key risk factors that affect individual and team performance and provide a standardized approach to assist employees in assessing and managing risk. Let's recognize that our employees in the field are the



individuals who best know and understand the risks they face in their day-to-day tasks. Operational leadership can equip NPS employees, in all career fields, with the tools necessary to reduce serious or fatal injury by preventing or mitigating human error, and thus, the near misses at the base of the pyramid. It is a “tool kit” of strategies that can be used by anyone to target the incidents “laying in wait.”

By introducing employees to operational leadership principles — including mission analysis, factors affecting performance, how and why errors happen and situational awareness — we can begin a process that encourages participation in individual and team decision making. We can begin to become aware of both effective and ineffective behaviors. Operational leadership is not intended to tell employees what to do. Instead it helps us understand why we often make the mistakes when approached with the risks of threats and hazards. When we understand our limitations, at least when we are *aware* of our limitations, the safety programs already on hand suddenly make a lot of sense.

Accomplishing the NPS mission has become increasingly complex, necessitating a high level of individual and team decision making and coordination among all personnel. Introducing NPS Operational Leadership provides an invitation to all employees to increase their awareness of safety and risk in their day-to-day tasks. It is an opportunity to instill a behavior change in helping us make better decisions in the here-and-now. Combined with elements of NPS safety programs, NPS Operational Leadership creates a two-prong approach to tackle the threats and hazards, and now the human errors mounted at the base of an accident pyramid. As an integral component of our safety programs, NPS Operational Leadership is about changing our safety culture on how we look at ourselves, our job, our team and our organization.

Beginning today, I will be working on the “In Memoriam” article of our 2016 centennial issue. Let us make it one blank page. 🏔️

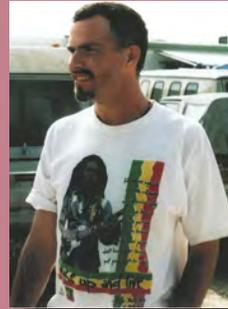
Mark Herberger leads the NPS Operational Leadership program, headquartered in Washington, D.C.



Why Operational Leadership?

By Mark Herberger | WASO

As the new program manager for NPS Operational Leadership, I have received a variety of questions on many topics concerning the new program. One set of questions can be categorized within the theme of “Why operational leadership?” i.e. why, after decades of growing up in the field, would you want to be the WASO-based manager of operational leadership? The quick response is that I have been waiting 15 years for operational leadership. An expanded response follows.



Jeff Winterrowd (1970-95)

Back in the 1990s I was in charge of a remote area and visitor center at Big Bend. At the time, funds were limited so I ran operations through greatly appreciated volunteer assistance. Part of that included recruiting VIPs, and I remember one of the application questions: “Describe your most recent educational experience.” The idea was to list your most recent school degree or diploma in the itsy-bitsy space provided. In 1995 one applicant wrote a lengthy narrative, stretching along the borders of the application form, on his adventure aboard an Alaskan fishing boat the previous year. It was certainly his most recent educational experience! It was such a unique spin on the question, I just had to hire this young fellow.

Jeff turned out to be an incredible volunteer; an amazing asset to the visitor center and to the visitors — a new compadre too. The position also turned out to be a pivotal point for him as he now discovered what he truly wanted to do in his life — to join the NPS — after years of trying out many jobs. During his VIP season, Jeff applied for and would soon be hired to the park’s trail crew as soon as his VIP season was completed.

Continuing with tradition, on Jeff’s last day as a VIP, I treated him to an early dinner in appreciation for all of his volunteer service for Big Bend. That evening, I dropped him off at mutual friend’s place as they were planning to get an evening start on a backpacking trip for the weekend. Jeff would begin work on Monday with the trail crew.

Late that evening I received the call we all cringe at when the phone first awakens us. It was park headquarters and they informed

me of a terrible accident. They received a call from our mutual friend hiking with Jeff. He reported that Jeff had fallen off a cliff at their campsite and he could neither see nor hear a response from him. A search-and-rescue party was on its way. Hours went by, and if you have any experience with the Big Bend environment, you already have an inkling of what the results would be. At first light the call came in. Our friend, my buddy, did not survive the fall. In turn, I visited with an awaiting group of co-workers and friends to relay the message, something no one should ever have to do.

I have always been a safety kind of guy. I’ve bought into safety programs, sat on safety committees, provided tailgate sessions, delivered safety messages and done those NPS safety things we all seem to do. Yet, is it enough? Was it enough? It didn’t seem to help Jeff.

Sometimes there just seems to be some disconnect with our traditional safety programs and making a personal connection to employees. We have safety rules and regulations, even the incentives and awards, yet we don’t always translate that knowledge or those mechanisms into practice. How do we bridge that gap? How do we invite our employees to increase their awareness of safety and risk?

Years passed and I continued to ask the questions until attending a chief rangers conference in Rapid City. One of the sessions focused on some new risk management program being piloted in a few western park areas. It was called Operational Leadership — not your father’s traditional safety program.

NPS Operational Leadership is a “what-if” kind of program, certainly more common sense than rocket science. It encourages us to ask and to analyze the what-ifs in our day-to-day situations, even when you’re backpacking.

So, in answer to the original question, maybe NPS Operational Leadership is the answer — an answer that has been 15 years in the making. As a commitment to my buddy, maybe now we have the program to bridge the gap and make a difference. 🏔️

Feeling the Success of OLT

By John Broward | Hawai'i Volcanoes



When analyzing Operational Leadership Training we can look at two main types of information: that which is subjective in nature (things we feel, anecdotal stories and more) and objective (things we can measure, like yearly statistics).

Having been an OLT facilitator since February 2008, I have wondered how successful I have been as an individual and how successful the program has been in general. My position as a NPS law enforcement ranger involved in emergency services has given me the opportunity to get a “feel” for how OLT is working. Measuring objectively, how OLT is working at Hawai'i Volcanoes is a different matter.

Due to technical issues with the park's reporting system, there is no data before 2007. The only figure I was able to obtain prior to OLT being implemented was for a total of 14 reportable accidents. The numbers of reportable accidents was 10 in 2008 and 12 in 2009. Although the decrease may lead us to believe

OLT is working, only having one year of data to compare with is inaccurate at best. Even if we did have complete data for the years preceding 2007, two years of OLT would not be enough to make a precise comparison. So, to help me in my understanding of the effectiveness of OLT at Hawai'i Volcanoes, I had to turn away from the measurable and take a look at what I have personally observed.

One thing that helps me get a feel for how OLT is working is by observation of operations within the park. As an employee outside looking in on other divisions, I have observed many of the staff using Green Amber Red, or GAR models, to plan their projects. I have also been invited to facilitate GAR discussions. I feel these have paid off in that I watched first hand how risk was mitigated through discussion of each element. This alone gave me a sense that OLT is working. Yet, there remained two more powerful motivating stories from the realm of my subjective experiences.

The first was during a helicopter short-haul training I attended shortly after one of the OLT classes I facilitated. One of the ranger staff had recently suffered a death in his family and had just returned from helping his mother and attending the funeral.

When the coordinator for the day's training put together a GAR model for the exercise he noticed that the “team fitness” score was a little high. He felt the ranger with the recent death would be thinking too much about his family and wouldn't be focused on the operation.

Although short haul is not rocket science, it does require a good deal of focus and concentration. One little mistake could cost big if things go bad. For this reason the coordinator asked the crew member not to participate in that day's drill. The exercise went off without incident and the ranger who didn't participate was able to catch up on practicing the skills a different day.

Another story also involves the use of a helicopter. I was called in to work on my day off to assist with the investigation and recovery of a glider plane that had crashed around the 10,000-foot elevation of Mauna Loa. As instructed, I met the rest of the staff at the park's search-and-rescue

cache adjacent to the established helibase. During the briefing the incident commander informed me that I would go on the second trip after the initial response flight.

The first two on scene reported strong erratic winds immediately after they arrived. Although the sustained wind speed and gusts were still below the established parameters for conducting safe flight operations, the IC took the time to think about the rest of the planned operation. He was under pressure from the community to recover the body of the pilot, but he elected not to send any additional rangers to the scene. Instead, he instructed the rangers already on scene to recover the body, collect anything of evidentiary value and return to the helibase.

Because of the influence of OLT, the IC decided it wasn't worth the risk of exposing additional personnel to potential disaster for a body recovery that could be accomplished by two rangers or that could wait. Eventually the winds died down and the items necessary in helping determine the cause of the crash were collected and the body recovered. This was a bold decision that did very little to slow the investigation but might have prevented unnecessary exposure to a risk that would later be regretted.

It is hard to fully appreciate Operational Leadership Training when I'm looking at the raw statistics. However, when I think about the potential incidents that might not have happened because of the principles we as OLT facilitators cover, I feel OLT is paying off.

Prevention is the key. Though prevention is hard to measure through analyzing data, it is easy for me to appreciate through observation of park operations. I believe OLT is working and I will continue to work hard as an OLT facilitator for as long as I can. 🏔️



John Broward started his National Park Service career as a volunteer at Biscayne in 1983. Since then he has worked at Everglades, Canaveral, Crater Lake and currently is acting district ranger in Kabuku at Hawai'i Volcanoes. He has been a Operational Leadership training facilitator since February 2008. He enjoys SCUBA diving, hiking and spending time with his wife, Jeanette, and daughter, Fiona.



Courtesy of Glacier Bay

Demonstrated NPS Operational Leadership

Employee accidents in 2004 overshadowed the maintenance staff's accomplishments.

By **Jake Ohlson** | Glacier Bay

The Bartlett Cove area of Glacier Bay National Park is essentially a self-contained city maintained and operated by a maintenance team of less than 20 workers. Though Glacier Bay may not have a large maintenance staff, the scope of what they daily accomplish is impressive and not without hazard.

Their accomplishments were diminished in 2004 by a series of employee accidents. By the end of the year the Glacier Bay maintenance crew had tallied up 12 of the park's 15 OSHA recordable injuries.

The park held a two-day event in 2005 to get employee input on reasons for the deteriorating accident record. A resulting employee survey showed that the top nine potential reasons for

the poor accident record were human factors. The realization was that the majority of these factors could be controlled by empowering employees either individually or as part of a well-communicating team.

Many Glacier Bay employees point to the two-day safety event as the beginning of a "safety culture." To build off of the great response to the event, the maintenance division looked for ways to further involve their employees in the park's safety program. Within the division, safety meetings became more frequent and employee participation became more active to the point where each permanent employee now leads at least one safety meeting a year.

The definition of safety has been allowed to broaden to include much more than how to use the shop tools. Is communication a

safety issue? What about conflict resolution? Fatigue? Deep frying a turkey? These have all been topics of recent meetings.

Every National Park Service employee has many opportunities to either help or to hinder our safety culture. To retain the culture employees must be both assertive and approachable. They must be empowered to speak up for safety and, in turn, be able to consistently respond to the safety concerns of their co-workers.

Due to the efforts of our employees, the number of accidents at Glacier Bay has steadily decreased in the last five years. The maintenance division now has gone well over two years with zero accidents. For their efforts to improve their safety culture, the division received the 2008 Director's Safety and Health Achievement Award, the highest award given for employee safety in the NPS.

The culture of safety in maintenance at Glacier Bay has not reached a climactic endpoint, but remains a work in progress. Rather than simply attempting to prevent accidents by complying with policies, rules and regulations, the team will continue to apply the principles of Operational Leadership to help prevent complacency. 

Jake Ohlson is a facility management systems and safety specialist at Glacier Bay.

Communications & kudos

(reprinted with permission)

It is just another day at work with lots of calls that will include arrests, medical emergencies and visitors in need of assistance — from a simple question to true confusion. I turn on my radio, call “in-service” and wait for incidents to occur. Three years ago, this would have been my typical day. It was about three years ago when Operational Leadership came into my life, my work. What is Operational Leadership? It is an employee-centered approach to managing risk and achieving professional excellence.

Today, I turn on my radio and wait for incidents; now however, I am proactive. I deliberately manage known risks and identify unknown ones. We all know we encounter daily risks whether in interpretation, facility management, visitor & resource protection, human resources, or any other division in your park unit. We also do not stop and truly identify every risk that is out there and create a plan to mitigate them before we engage in our day to day work routine. Yes, I said it — routine. We are very good at avoiding injuries when performing activities that are high risk-high frequency. But human error also occurs during activities that are high risk-low frequency. It is during these activities where deaths, accidents, injuries and lost time occur. Now, this is not always the rule but an observation from a field supervisor.

Operational Leadership provides tools to assist employees in identifying and mitigating risks before beginning a given task. Operational Leadership can and should be used at all levels within the NPS. It consists of seven critical skills: Effective Leadership, Mission Analysis, Situational Awareness, Adaptability and Flexibility, Decision Making, Communications and Assertiveness. Within Mission Analysis, two tools are provided to actually identify and help mitigate risks. The first is the Green-Amber-Red (GAR) model. The other is the Severity-Probability-Exposure (SPE) model where a specific hazard within a task or mission can be evaluated.

Operational Leadership is continuing to grow and mature. It is more than a program; it is a state of mind. We all have the skills that Operational Leadership provides. Operational Leadership enhances those skills and helps individuals to stop, think, evaluate and mitigate before proceeding to a risky task or mission, or looking at a particular program. One of the most positive benefits of Operational Leadership is that it empowers employees in the field to make the appropriate decisions, gives them the confidence to speak up and has helped interdivisional relationship improve dramatically. It can also be used to look at scheduling employees, writing operational guidance or creating NPS reference manuals.

Operational Leadership is taught during a two-day training course. This note provides a glimpse hoping that the readers of it will seek out this training to truly understand it and hopefully utilize it during their day-to-day operations. Operational Leadership is now my way of doing business; it is a powerful tool which has changed how I look at everyday risks. □

— Prashant Lotwala
Supervisory Park Ranger, Lake Mead

I would like to take a minute of your time to express how great the Operational Leadership Training class I attended in Albuquerque on 1/13-14/2010 was. The class covered so many important subjects like GAR and SPE, the role everyone plays to make it effective, how stress affects the outcome of a situation, and how important it is for us see and understand how we react when our minds are put into different scenarios. Plus it covers subjects that everyone on the crew should know and use, not just the supervisors or work leaders. That makes this training even more important for all.

This class was the best training I have received as a worker with the NPS yet. I spent many years in the private sector, with many hundreds of hours of safety training, and in my opinion this training/workshop could be utilized by private enterprise as well. Our instructors did a fabulous job of presenting the volumes of information to us. There is so much information with this program, and every bit of it plays a part to ensure a safe environment and work place.

I commend everyone involved with putting together the training materials and program and making this training a reality for all of us to learn from. I would highly recommend this training to anyone.

Thank you for your time, consideration and involvement with putting together such a worthwhile program. □

— Walt Morris, Exhibits Specialist
Historic Preservation Program, Bandelier National Monument

NPS OPERATIONAL LEADERSHIP

NPS Operational
Leadership Courses
Presented
121

NPS Employees
Attending the
Courses
1,915

- As of 02/22/2010; since recordkeeping began on April 29, 2008
- 16-hour, all-employee course
- includes some non-NPS individuals/partners
- 6.8% of the NPS workforce based on 28,000 employees

Operational leadership on my porch

THE OSMOSIS THEORY

By Kim Slininger | Intermountain Region

As the aspects of Operational Leadership begin to mingle amongst our activities, not only at work but also at home, it seems to take on a momentum of its own. When I was first introduced to the concepts of managing risk about six years ago, I accepted the basic tenets easily. The idea of recognizing something that can put you or those around you in jeopardy, acknowledging it and not forgetting about it seemed reasonable to me. Pretty basic stuff, I thought.

How, then, do those tenets and that basic set of decision criteria make their way into my head for my thought process on a regular basis? Do I cram it in, like a biology final? Is it hours of nonstop review over the written material on the subject? Or maybe it is like a pass/fail exam. Get it right the first time or pack your bags for a trip back to wherever you came from. Or maybe, just maybe, it is the Osmosis Theory. Practice the process, talk about the process, think about implementing the process pro-actively and encourage those around you to do the same. Do this until the normal pro-active approach to doing things has that small fraction of time spent taking stock in the situation.

So how did this process come to roost on my doorstep? I think it was through osmosis and here is how it happened for me.

During the normal course of family life at my house we will sit around the dinner table a few nights a week and discuss the day's activities, the goings-on with each of us. My daughter, 16 at the time, would tell my wife and me how her day had been. Not wanting to divulge too much because the life of a 16-year-old is supposed to be cryptic, I guess. Nonetheless, she would let us know enough to settle our nerves and remain confident in her growth toward adulthood. The dinner table discussions revolved around school, work and play, the basic stuff, nothing earth moving. I would let them know what I was doing with the management of the OL program and those basic tenets would work their way into the conversation.

Severity, probability and exposure. Being my nature, I have a tendency to tell you how the watch was made if you ask me the time. At the dinner table I would drill into the details of how process worked to the point of my daughter rolling her eyes and announcing she had to do her homework. Not exactly the sponge for this knowledge I was hoping for, because the program had me in its grip.

The osmosis comes to roost. As with all household appliances, our washer and dryer had met the test of time and finally failed. In the midst of the fast-paced life I had put the

new dryer in our driveway for an interim storage. That particular evening my daughter and I pulled into the driveway and I mentioned us getting our new dryer into the house. The weather was reported to bring some moisture so I wanted to get it in that evening. I was poised to make a go of it and needed help. I knew the dryer didn't weigh much and also knew my daughter had ample strength to assist me with the operation. I thought all the pieces of this puzzle were here so why not execute the process and get this off my plate? Driven by the fact I had all the information I needed and I really wanted to get it done now, I said, "Hey, Torrey, how about we get the dryer up the steps into the house?" She rolled her eyes and I sensed the hesitation to do something she really didn't have her heart into.

"Dad, we really don't have to do that right now," she said. "Oh, come on," I replied. "It will only take a few moments and I know we can do this. No problem."

Again, the eye rolling and the questioning shoulder shrug. One last push with the fatherly authority and I knew she would capitulate. "Come on, I need the help, it won't take long," I said, this time with a little more force. That would get that dryer right where I wanted it. The next thing that happened was the aforementioned roosting.

My daughter looked at me and said, "Dad, I have flip flops on. What is the worst thing that can possibly happen here?" Yikes! In a flash my daughter had turned the tables on me. She took my Operational Leadership dinner litany and hit me right up side my head with it! Not only that, but the full weight of my dinner OL diatribes came to bear when she uttered, "Just let me go upstairs and get my shoes on and I'll come back down so we can get this done." Not only did she stifle me with logic, she also suggested a solution to the problem. It made more sense than I cared to admit.

After we maneuvered the dryer up the steps to our porch and under the cover of a roof, I reflected on what had just happened. I had in fact received a lesson in pro-active risk management from my daughter and she had proved positive the powerful teaching tool of the Osmosis Theory. Spread it around enough and it is bound to rub off. 🏠

Kim Slininger started working seasonally for the National Park Service in 1976 at Grand Teton. He also has worked at Channel Islands, Big Bend, Yosemite and Rocky Mountain. In 2009 he became the lead of the regional ARRA program in the Intermountain Region. He lives in Estes Park with wife Louise and daughter Torrey.

7 critical individual & team skills of NPS Operational Leadership

- ▶ Effective Leadership
- ▶ Mission Analysis
- ▶ Situational Awareness
- ▶ Adaptability & Flexibility
- ▶ Decision Making
- ▶ Communications
- ▶ Assertiveness



What is ‘Implementation’?

As an agency we are a big, slow-moving machine and OL represents a fairly dramatic change in our operational approach.

By David Horne | Intermountain Region

Enlightenment: education that results in understanding and the spread of knowledge.

I confess I have a deep and extensive history of close calls, near misses and mishaps. As a result I became hungry for a departure from the “way we’ve always done it.” I did not seem to mind as a young ranger taking personal risk on and off duty, but after I became a supervisor things changed.

My first hours officially leading a team of rangers in Yosemite Valley were filled with excitement and dread, and I realized the pit in my stomach was caused by responsibility. Curiously, recklessness or some form of it can be a common trait in our profession. I also realized that recklessness and risk-taking was also sometimes called “rangering.”

Recklessness can be fun but much too often it ends horribly. In my twisted logic I “accepted responsibility” and justified my actions to accomplish a perceived critical mission not

realizing, nor caring, that I shared all of my decisions with a supervisor, district ranger, chief ranger, superintendent, director, like it or not. To my past supervisors: my sincere apologies.

With my new-found responsibility came a desire to discover something new. I contemplated ways to incorporate my younger brother’s U.S. Air Force Special Operations pre-flight risk mitigation and situational awareness models, and I appreciated the well-thought-out methods of increasing a team’s chances of survival during operations. These specific methods were not a perfect fit for NPS operations as they were specific to air-crew war fighting.

Several months later I was contemplating Pinnacles’ Ranger Division and giving Scott Wanek, the regional chief ranger, an earful on the phone. His method for talking me off the ledge (this time) was to describe a U.S. Coast Guard risk assessment model (GAR model) and he suggested I apply it to my little problem and leave him alone. After an hour and a half on the phone, and frantic notes taken on the

back of our electric bill, I got it. Kind of.

Edification: improvement, instruction or enlightenment, especially when morally or spiritually uplifting.

My wife will attest to the level of my fanaticism. I was completely, utterly consumed. I researched and copied the entire U.S. Coast Guard District 9 Team Coordination Training website and revisited my brother’s U.S. Air Force Operational Risk Management manual. I invited myself to U.S. Coast Guard training sessions and brought “Coasties” to NPS trainings. Every person I worked with, met, passed on the street, I was compelled to give a brief synopsis on the attributes and general coolness of operational risk management. I performed risk analysis on everything: law enforcement staffing, search-and-rescue programs, fire programs, interpretive operations and the appropriate length of time my son Angus could be allowed to go without a diaper on the new carpet. There was risk in everything, but it could be mitigated to acceptable levels and I was consumed with the process.

Implementation: the process of moving an idea from concept to reality.

Implementation sounds simple enough. I remember thinking, enthusiastically, “how hard can it be to implement these concepts in an operation?” All I needed to do, I thought, was introduce the program to people and they would instantly become an Operational Leadership fanatic like me. This was the case with many people. Others required more convincing, and some have essentially remained unconvinced. I would find out over the next several years and a couple of operations that there were three basic perceptions or reactions regarding Operational Leadership, but defining actual “implementation” remained elusive.

The first type of reaction is easy to identify in people and generally looks like some level of fanaticism. Picture the look of someone standing high atop a hill when the sun breaks out of the clouds and a beam of sunlight warms their face as the choir sings. The wheels are visibly turning and there are likely changes made to individual behaviors or operational planning that very day, at home and at work. There are so many levels to implement these principles that the potential seems limitless and it often shows in people’s expression.

The second type of reaction is tentative: “Oh, boy . . . looks like the new guy is going to make some changes.” This is usually accompanied by polite nods of agreement. These are generally people who have not been exposed to OL and almost always come around. Some people may require more convincing because

our determined can-do attitude runs deep in our agency's DNA. Our mission culture is admirable and we achieve impressive accomplishments, sometimes at a horrible price. People in our field truly love the noble mission of helping people in need and protecting our most valued national treasures. These organizational attributes are a gift and curse that can make change difficult, but they're all the more reason to employ the principles that may save a colleague.

Another less-common reaction demonstrates an unease or distrust of the motives of Operational Leadership. People generally agree with almost every aspect of OL and risk management; what's not to like? This may change when decisions are required that may be perceived as controversial, expensive or indicate change. Motives may be questioned and the worst thing that can happen is to have Operational Leadership perceived as employees "getting out of work." Any NPS employee reading this knows that to be far from the case, and quite the opposite. The potential controversy seems to come when we admit and plan for the potential for being unavailable as a resource every minute of every day in every physical area under our responsibility.

I have learned valuable lessons while implementing Operational Leadership. Looking back I realized I may have been shoving when I should have been pulling. I ran with what I was responsible for with little regard to how my decisions affected other divisions. Unmitigated risk seemed to be everywhere and there was a relentless sense of urgency to get it in check.

As an agency we are a big, slow-moving machine and OL represents a fairly dramatic change in our operational approach. Complete and immediate buy-in should not have been expected, but that is exactly what I expected at the time.

We have come a long way in a relatively short period of time and OL has become an important part of our lexicon. The term "implementation" gets used a fair amount but it is still largely undefined. Is it providing training and facilitators? What level of personnel training would be provided to categorize an operation as fully implemented? Is it a fully trained ranger staff or the entire park staff? How often should retraining be provided for an operation to remain fully implemented? Even if an operation can say they have implemented OL, so what? Has it made the operation safer? How do you know?

I've heard the comment, "OL is great until you have to base decisions on it," meaning, there are consequences of implementation,

possibly to perceived reductions in service. This may or may not be the case, but it can be a perception. We are used to "doing more with less" sometimes at the expense of our staff and any adjustment may lead to this likely false perception.

The next milestone in national OL realization will be defining implementation. We assume anecdotally that OL "works," but we don't know how to measure its effect. There are some things we can measure, such as how many people have current OL training in an organization (after defining "current"); the quality of instruction (facilitator certification); and the extent our staff is absorbing, maintaining and employing OL principles in their respective positions.

One avenue of implementation could be accomplished through utilization of a critical element on employee performance plans. The U.S. Coast Guard has developed a table of expected operational risk management proficiencies appropriate to pay-grade or rank and successfully used this as an implementation method. They describe proficiency in three broad categories of operational risk management: exposure, application and advocacy (at higher pay-grades).

In a related area of study the NPS is currently evaluating the accuracy and reliability of the Visitor Resource Assessment Program staffing model. VRAP may be certified or a modified version will be developed if improvements are required.

A parallel approach using OL principles may be to develop clearly defined levels of visitor and resource protection services. Our operations vary widely in geographic scope and cover a range of diverse service, including law enforcement, resource protection activities, structural and wildland fire service, emergency medical service, land/sea search and rescue, and special operations. What is the average visitor's expectation when dialing 9-1-1? In most areas the expectation is a full and immediate response of highly trained, proficient, expert and professional team to whatever, whenever and wherever they happen to be at the time of their emergency.

This is exactly what the public receives in most of our units, but is it practical to make this promise to our visiting public or is there a more realistic approach? Service we provide as an agency differ from park to park and often within a park, from an immediate response like the one described above to a delayed or nonexistent response.

A logical staffing model will define what level of service will be targeted while still allowing

for effective resource protection. For example, Level I may be the response described above; Level II may be the same response during certain hours of the day or in specific areas of the park. Other categories would describe declining levels of available service as staff, training, support and hours in the day dictate. The advantage of defining levels of service would help each park establish its own staffing model based on what service they would strive to provide or are able to provide, and when and where they would commit resources to agreed-upon levels.

Operational Leadership has likely made NPS operations safer and improved our agency's safety culture. The integration of OL in field operations and staffing models will help develop solutions for future generations of NPS employees.

There are several leaders and teams making significant headway in OL development and national implementation. We are close to defining and actually implementing OL on a national scale. These are exciting times in our agency and I am grateful for the many efforts of individuals and teams nationwide in their venture to continually improve our service and systems. 

After a stint in the U.S. Coast Guard as an aviation survivalman, Dave Horne earned a bachelor's degree in biology from Humboldt State University in northern California. He began his career in the NPS as a seasonal biological science technician at Glen Canyon and worked two seasons as a seasonal protection ranger at Sequoia/Kings Canyon. He became a permanent ranger at Big Bend before transferring to Yosemite where he was a patrol ranger and shift supervisor. He served as the chief ranger at Pinnacles and the deputy chief ranger at Lake Mead before moving to his current position as the branch chief of law enforcement at the Intermountain Regional Office in Denver.



◀ Accident Investigation Team at Haleakalā, December 2008: (left to right) Nathan Horn, Sara Newman, Cindy David, Cicely Muldoon and Scott Wanek

Applying Operational Leadership to Visitor Safety — Can It Be Done?

By Sara B. Newman
U.S. Public Health Service and
NPS Division of Risk Management

When you are about to engage in a risky activity in your job, do you think about how much risk you are going to accept for a certain amount of gain? How about when you are on vacation? Does your risk tolerance change when you're engaging in a high-risk activity on your leisure time?

We think about risk differently at work than on our leisure time. In fact, many of us seek high-risk adventures on vacation. We may be willing to take more risks to try new activities, to push ourselves beyond our abilities, and adjust our judgment so that we can “get to the top,” “try that new adventure” or “get that great photo.” This gets to the heart of one of the key differences between the challenges of employee safety vs. visitor safety.

Given that Operational Leadership training is geared for employee use in their work to more effectively manage risk and reduce the incidence of bad outcomes, to what degree can OL be used to impact visitor behavior and mitigate visitor incidents?

There are several concrete ways Operational Leadership concepts and processes can be applied to visitor safety. First, we can use the kinds of assessment tools presented in OL to evalu-

ate activities and the environment in which our visitors recreate. We can assess risk for a specific hazard using the SPE model (severity, probability and exposure), or we can use the GAR model (green, amber, red) to evaluate the degree to which certain elements of an activity affect the risk level of that activity.

Although these are only two of the many tools available in the field of risk management, the results of these assessment can help us lower risk levels in certain areas (putting up signs, closing down roads, clearing trails) to provide a safer visitor experience.

The second way we can use Operational Leadership is with visitor engagement. Occasions to engage with visitors offer an opportunity for teaching moments to model safe behavior and to share OL principles with the visiting public.

Here is an example of how we can use the OL process as an assessment tool for visitor activities. A fatal bicycle accident in the fall of 2007 in Haleakalā involving a commercial bicycle tour participant followed a history of serious accidents among tour clients riding the 30 miles of roads from the top of a 10,000-foot volcano through the park. The superintendent made a courageous and unusual move calling an emergency safety stand down and closed the popular activity until she had more information to determine whether the benefits of this activity outweighed the risks.

A serious accident investigation team led by Scott Wanek, regional chief ranger, was assembled. He and the team used a safety analysis process based on OL principles to conduct a risk assessment of commercial bicycle tour operations at the park.

One of the team's first tasks was to gather and analyze six years of injury data to assess the burden of the problem, identify trends and determine the distribution of injuries across bicycle companies. The next step was to identify threats to the safety of the bike tour clients (collisions into objects, crashes on the roadway), errors made by cyclists (traveling too fast, traveling too close to cars or the road's edge), and human, material and environmental factors that led to errors (rider fatigue, lack of skill, poor weather conditions, inattention).

Once the team had a better understanding of the hazards of the activity, they used the GAR model to evaluate the eight elements that significantly influence risk in operations: supervision, planning, contingency resources, communication, team selection, team fitness, environment and task complexity. To effectively assess these elements the team had to learn about all the elements of the activity by reviewing available data and conducting extensive interviews with park staff, emergency responders, clinic staff, employees at the bike companies, accident victims, and hotel and tour operators. The team also reviewed evaluations from visitors who had participated on the bike tours previously.

They reviewed and considered each element. Based on the findings from the interviews and data collected, the team assigned scores from no risk (0) to highest risk (10) for each element. The total score from each element was added to give the overall risk of the activity.

In this assessment, one of the highest risk elements was “environment” because of the complexity and difficulty of the roadway cyclists must maneuver. Another element that scored high was “team selection” because a key factor in most accidents was that the client did not possess the skill and ability to operate a bicycle in the challenging environment. The final report noted that “tour company employees, emergency responders, hospital personnel and clients themselves expressed a common sentiment that the client ‘should never have been on that bike.’”

Ultimately, the assessment process provided



Courtesy of Emily Poore, SCA

Public risk management intern training, National Park Service and Student Conservation Association, applying the concepts of Operational Leadership

the superintendent with a final score of “60” (on the highest end of amber in the GAR model), meaning that this activity posed a medium-to-high risk for visitors. More importantly, using this process, the superintendent could consider ways in which the park might be able to reduce risk in specific elements of the activity to lower the total risk of the activity.

Another example of a way to use Operational Leadership to impact visitor safety is through our own daily application of OL principles on the job. Field staff in visitor and resource protection, facility management, administration, interpretation and resources management model behavior everyday. When they wear a helmet, use a life jacket or drive within speed limits, their actions serve as modeling for our visitors.

There are also important opportunities for teaching moments. The Public Risk Management Program piloted its first-ever internship program last year in collaboration with the Student Conservation Association. We placed 15 interns in parks nationwide to undertake a variety of risk management projects, from conducting data analysis and implementing risk assessments to drafting safety plans. Prior to park placement the interns completed a weeklong intensive training. One of the many topics covered was Operational Leadership. They received an overview of the concepts of the GAR and SPE models and then were given scenarios to apply OL.

During these exercises students learned about teaching moments. Designed and led by Chuck Young, chief ranger at Mount Rainier, the interns learned that the OL process is critical, not only for managing their own risk, but providing an opportunity to teach visitors about the importance of good judgment and situational awareness.

In each of the scenarios, interns were given roles (visitor or intern), they considered the scenario, and thought through and rated the risks associated with the situation (using the SPE model). The process provided an opportunity for them to think and talk about how they would handle potentially high-risk situations, and how they would educate visitors to minimize a bad outcome.

Here were a couple of the several scenarios given to the students:

- ▶ Intern comes into contact with a family with young children playing on river bank near fast-flowing river. Parents speak little English, kids are fluent in English.
- ▶ A visitor comes to you carrying a badly injured raccoon that also appears to be sick. You know that the park has a vet on staff back at headquarters and think about taking the animal back to her.

When students thought through these scenarios, they considered risk to themselves in terms of severity, probability and exposure. They also made decisions on how they would handle the situation to protect themselves. In addition, they considered ways to effectively communicate risk to the visitor. They educated the visitor about the rules in the park and the risks and hazards of their actions, and they offered suggestions to the visitor about handling the risk situation (for example, put down the animal and wash hands in the one scenario and the dangers of the strong current in the other scenario).

The NPS Division of Risk Management and employee and visitor safety are intrinsically linked. Implementing mechanisms that ultimately have a positive impact on employee safety or visitor safety will usually impact the other in a positive way.

When we maintain a park road, that road improvement makes the road safer for all drivers, both visitors and employees. When we provide information to day hikers about bad weather predictions or trails that require certain fitness levels, a decision by the visitor to hike a shorter distance may mean one less search-and-rescue event. This places less risk on our employees.

Consideration of visitor risks should not be done as an alternative to considering risks to an employee but in conjunction with considering employee risks.

Just as the concepts and techniques underlying Operational Leadership (such as situational awareness, risk assessment) can be used to manage risk in our employees, these same concepts can effectively be applied to manage risk to our visitors. 

Guarding Against the Vulnerabilities OF OPERATIONAL LEADERSHIP

By Mark Seely | Pacific West Region

Research conducted with thousands of organizations in developed countries, along with trial and error over the last 40 years, has resulted in a common set of “elements and qualities” of an effective safety and health management system. These common elements and qualities are not all that is needed; they simply provide the foundation upon which the whole system can be built. They are included under the broad topics of **demonstrated management commitment and meaningful employee involvement; worksite analysis and monitoring; hazard prevention and control; and continuous safety and health education and training.**

Operational Leadership is an important concept to include in the NPS’s safety and health repertoire. It certainly fulfills some of the elements learned and developed from the wide body of safety knowledge and experience, and it has an important role in our overall safety management system. It is not, however, all encompassing. There are many required processes, activities and skill sets to lay the foundation for an effective safety and health system. It is my observation that we need to guard against several vulnerabilities as we continue to implement OL. These vulnerabilities have the potential, in OL speak, to introduce latent and active errors in our system:

- **Viewing OL as an overarching “umbrella” to the safety and health management system.** This view implies that OL is a comprehensive safety and health system in and of itself, which clearly it isn’t. This could

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Successful safety management systems demonstrate management commitment and meaningful employee involvement that includes personal involvement of top management.

lead to the latent error of believing that if we've implemented OL, we've done what we need to do to provide a safe and healthful workplace.

• **Believing our workforce is aware of essentially all the hazards they face on the job.**

Historically we have been lax in our knowledge of, and compliance with, applicable standards and cannot expect on-the-job training to pass down all that is needed. The NPS has no systematic way to ensure employees have received up-to-date training on the regulations, policies and standards that apply to the work they do. OL itself does not provide information on the regulations, standards, policies or even the best practices that apply. This latent error has the potential to allow employees to justify doing what they've always done (safely or unsafely) because they think they know all the hazards and appropriate mitigations, or worse, give them a false sense of security that all that needs to be done has been.

• **Believing that senior management's role in the safety process is limited to making risk decisions based on OL assessments.**

While important, it does not represent enough effort from management for the program to be successful. This latent error could lead to managers thinking that groundswell employee involvement is enough; that safety is all about the field level and should be spearheaded by the field.

However, safety management is a two-way street. Without visibly active management efforts and support, field employee groundswell won't be sustainable. Setting and communicating policies, expectations and goals; conducting periodic walk-a-rounds; ensuring adequate resources; engaging systems of line management accountability; and incident notification and follow-up are important types of management support that will always be necessary for effective safety management.

• **Supporting OL at the expense of other fundamental safety management systems, processes and needs.**

Limiting support of safety to just OL, such as

“placing all our safety and health eggs in the OL basket,” is in OL language getting tunnel vision and losing situational awareness of the other parts of the safety system. This active error, based on latent assumptions about OL being all-encompassing, leads to ignoring the very safety management systems that are required in order for OL to be successful.

• **Believing OL is an incident/accident investigation and root-cause analysis tool or process.**

Quite simply, OL is not an investigation process and should not be viewed or taught as one. It is a pre-operation hazard assessment tool. The information OL or any other hazard assessment technique gathered and applied to a task or plan is good information for an incident investigation team to obtain as part of their investigation. To use OL methodologies as incident investigation and root-cause analysis processes is a misunderstanding of what OL is. The active error in doing so could mean missing critical corrections that need to be made to prevent an incident in the future.

Proposed changes to tasks or operations based on information resulting from incident investigations and root-cause analyses, would benefit from OL analysis to test and ensure the proposed changes are adequate to lower risk to an acceptable level.

• **Considering any “____-centered” approach to safety, such as “employee-cen-**

tered,” as the solution to our problems.

This term has the potential to mislead people into thinking that the object of the “centered” phrase is all that is important. Everyone from the field employee through line and senior management have their particular roles, responsibilities and accountabilities (many of which cannot be delegated) for the safety, health and well-being of the NPS workforce. No central focus is most important; no one thing by itself will solve our safety issues.

• **Believing that SPE and GAR methodologies replace the Job Hazard Analysis process.**

The SPE and GAR models have important uses in assessing and quantifying risk, but they aren't a replacement for the JHA. First, a GAR operates on a broader operational level than a task specific JHA. It would be what the safety profession sometimes refers to as a *project hazard analysis*. Second, a SPE looks more microscopically than a JHA. SPE quantifies the outcome potential of one specific physical hazard. In this sense you could conduct multiple SPEs on a task covered by one JHA.

When done correctly, JHAs capture and document (and retain institutional knowledge) the best (as in safest and most efficient) work procedure (step 1, step 2...) pertaining to conducting a particular task. JHAs represent the practical implementation of the required safety standards combined with the collective experience of multiple individuals conducting that task through time.

JHAs are about documenting the safest procedure. The GAR is about identifying the operational and human factors at the time. The SPE provides a check to ensure the measures in a JHA are effective (risks are managed to an acceptable level). The latent error in deciding that the GAR and SPE replace the JHA produces the active error of missing the safest work practice during a task and opening the door to injury/illness.

• **Formalizing OL by formal Servicewide policy.**

The latent error in formalizing OL in policy is not recognizing and working within the often independent, individualistic nature of the NPS culture. Do we need to give OL a little structure? Yes. Can we figure out ways to do that without a policy? That is what's required if we want to maintain and build buy-in at the field level. With a policy, the best we'll get is minimal compliance. We need more than that. Besides, we already have the policy. DO/RM-50B requires we assess and mitigate the hazards our employees face.

OL gives us a couple of ways for doing so. It's a *how*. 



NO LONGER THE BEST KEPT SECRET.

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The Professional Ranger

Administration

The Care and Feeding of your Administrative Staff— *No man is an island, entire of itself every man is a piece of the continent, a part of the main.* — John Dunne

This quote from John Dunne is one of my favorites and is such a poignant reminder to me lately that we are all connected. As I write this article I am still reeling from the shock of hearing of the loss of a fellow administrative officer. This brings to mind another sad passing of our IT specialist at my own park this past October. Both of these recent losses to the world of administration in the National Park Service leave big holes in the hearts of their co-workers as both were well-liked women who had touched many lives. The suddenness of their passing has continued to remind me that we all need to take a moment each day and look around at our co-workers, friends and family to check in with them on their health and well-being.

In today's world of administration in the

NPS, and I am sure in other divisions too, we are dealing with a mountain of stress at times that some people deal with better than others. I wanted to take the time in this article to remind people who have administrative staff at their NPS sites to encourage us every now and then as we plod through such time-consuming programs as GovTrip, Quicktime, FMSS, PMIS, AFS, FPPS and FFS (for those non-NPS folks these are travel, payroll, personnel and budget programs).

The administrative staff at an NPS site can be a large group of folks or just one soul. No matter the staff size, they are still the backbone of a park that keeps a park standing tall. They are the behind-the-scenes people who can make those phone calls, get the answers and get everyone paid on time! The administrative staff members at your NPS sites are likely very dedicated to getting the job and completing it on time. They also might be quietly absorbing the stress of the job as the invisible pressure continues to mount to getting things done right or meeting that ever-present deadline.

So give an administrative employee a smile or a pat on the back if warranted. I guarantee

you it will lower their stress level if only for the day. Make sure we come up for air every now and then and that we take a walk or hear a joke. I count myself lucky to have grown up in the embrace of the NPS family, and I'd like to remind every park employee past or present to extend that embrace to co-workers, friends and family.

To quote a dear friend and administrative co-worker who has now passed away, but whose spirit we still remember each day at my park:

"Watch out for each other; take care of your family and friends; and take care of yourself."

— Linda Devon □

— Michelle Torok, Saguario



Share your news!

We want to hear from you. Take a minute to tell others your news. Use the form on the inside back cover, send an e-mail to fordedit@aol.com or visit the ANPR website: www.anpr.org/family.htm.

ANPR Reports

Membership Services

KUDOS LIST

These people have either given a gift membership to a new member in recent months or recruited a new member or an old member to return to ANPR. Thank you for your membership help.

Dr. Philip Smartt	Bill Pierce
Christina Mills	Jason Wickersty
Pete Peterson	Nadine Martinez
Rebecca Harriett	Rachell Spencer
Kyle Hudick	

Mentoring Program

ANPR's facilitated mentoring program is so popular we need more mentors to work with protégés who are awaiting this relationship.

Please, if you're an experienced park employee (in any discipline) and want to share with a new, young member, sign up to be a mentor. We need you. A short submission form is at www.anpr.org/mentor.htm. Contact Bill Pierce, flamingo12az@aim.com, with questions.

Retirement

See page 24 for this issue's column from retirement specialist Frank Betts. The topic is "Managing Parents' Finances."

ANPR ACTIONS

Firearms law takes effect

ANPR joined the National Parks Conservation Association, the Coalition of National Park Service Retirees and the Ranger Lodge of the Fraternal Order of Police in a final press statement on the implementation date (Feb. 22) of the new firearms law that permits possession of firearms in NPS units per state law <http://www.anpr.org/loadedsuns.htm>. ANPR's president also gave five telephone interviews to the media on this topic in the last quarter.

Revitalization Workgroup formed

Since Rendezvous 32 in Gettysburg, a group of members has formed and held weekly conference calls to discuss methods and techniques to revitalize ANPR membership and leadership. Their written report is expected to be transmitted to the Board of Directors on April 1 and will then be shared with the full membership to select alternatives for ANPR's future path.

Rendezvous locations studied

ANPR is working with Helms-Briscoe, a conference facility locator, to find suitable properties for Rendezvous 34 in 2011 and Rendezvous 35 in 2012. Locations we are investigating for 2011 include:

- Traverse City, Michigan (Sleeping Bear Dunes)
- Williamsburg, Virginia (Colonial)
- Bowling Green, Kentucky (Mammoth Cave)
- Ocean City, Maryland (Assateague Island)
- Bar Harbor, Maine (Acadia)
- Kill Devil Hills/Nags Head, North Carolina (Cape Hatteras)
- Vicksburg, Mississippi (Vicksburg)

Locations we are investigating for 2012 include:

- St. George, Utah (Zion)
- Palm Springs, California (Joshua Tree)
- Ventura, California (Channel Islands)

If you have other location suggestions please send them to anprscotm@aol.com.

Interpretation

A Time of Celebration, Ritual and Renewal

— This is my first column for *Ranger* and it is an honor to have this opportunity. Like many of you, I have enjoyed Jeff Axel's tradition of thought-provoking columns over the past couple of years. I hope my thoughts and ideas continue that tradition.

It's that time of the year again when seasonal interpretive training begins in many parks. This training will typically be about 80 hours long and combine orientation with information. Subject matter experts on the park's natural and cultural history share their wealth of information. One or two self-appointed supervisors lecture about themes, goals, objectives, tangibles, intangibles and the interpretive equation. There are lots of PowerPoint presentations, and scattered throughout the training are reminders that safety is important. The superintendent and the chief of interpretation stand up on the first day and welcome everyone to the park. For some of you that may be the one and only time you see and hear from these individuals.

Does this sound like the type of training that occurs in your park? Does it sound exciting or boring? If this is your "umpteenth" seasonal training like it is for me, would you want to attend?

We need to turn seasonal training into something more than what I just described. I'm not saying that the training listed above isn't interesting or that the individuals who organize it don't work hard. But this type of seasonal training needs more.

Seasonal training needs to be compelling enough to attract your park's most experienced interpreters so that they want to attend each year. The annual arrival of our seasonal interpretive staff, whether they are new to the National Park Service experience or returning veterans of many summers, provides an opportunity for each of us to discover . . . or rediscover (if this is your umpteenth season) the answer to this question: Why is my job as an interpreter vitally important to the mission of the NPS and to my park?

To make seasonal training compelling, it must be presented as a celebration of your park's interpretive staff. Training must also be presented as a celebration of the meaning and significance of your park's resources. Seasonal training presented in this manner has the power to renew your sense of purpose.

Remember the first time you participated in seasonal training? Remember the energy, passion and sense of wonder that accompanied you throughout that training and formed the basis of your first program and career? We always

expect our newly hired seasonal interpreters to bring these qualities with them, but what if this is your 20th seasonal training? How can you reconnect with that original energy and passion that was felt 20 years ago if the training seems to be the same redundant and bureaucratic process year after year? The answer is simple: participate in seasonal training as a celebration of the rebirth or *renewal* of your energy and passion as an interpreter.

The training should also reflect the very essence of what makes effective interpretation. Give it tangibles and intangibles including universal concepts. Provide opportunities for intellectual and emotional connections during the training. Use a wide variety of appropriate techniques.

In order to attract all of your interpretive staff, intentionally establish it as a ritual-based tradition. Ritual, as defined by the dictionary, is a "system of rites" or a "ceremonial act or actions." Rituals help the interpretive staff feel connected to a meaningful tradition and nurture a sense of community among your staff. The entire interpretive staff should work together in turning your park's seasonal training into a compelling rite of passage.

For example, begin by ritualizing the name of the annual arrival of seasonal staff other than "Seasonal Training." Give it a name that makes it unique to your park such as "Yosemite Interpretive Renewal." Your park may already have these rituals.

Protection

Where Post-Basic Training Return to FLETC

— Every time I leave the Federal Law Enforcement Training Center I am encouraged and motivated. I'm encouraged that federal rangers, wildlife officers, guards, special agents, investigators and other officers are receiving some of the highest-quality law enforcement training available anywhere. I'm motivated to return to my home unit and strive to be the best officer I'm capable of being.

I've had the fortune of returning to FLETC numerous times for a variety of training purposes since completing my own basic Land Management Training Program in 2000, as have countless other NPS commissioned officers. Without exception, my time there has always been a positive training experience.

Ask a ranger just recently graduated from the basic training if they'd like to return to FLETC any time soon, and almost always, their answer will be a resounding "negative!" Today's basic program runs about eight months, including the three-month Field Training and

Another example of ritualizing seasonal training should occur on the first day. This day of renewal is the most important for establishing a ritual-based tradition and setting a tone that will carry through the entire season and possibly the new interpreter's entire career.

What kills the passion and energy of new interpreters is meeting on that first day in a conference room to discuss "administrative details." These details are important, but think about the tone you are setting by making this the first experience that your interpreters have when they arrive for training.

Instead, a first-day *renewal* ritual can be as simple as asking everyone to meet, not in a conference room, but at a location in your park that symbolizes the significance and meaning of your park. For example, at Redwood we might meet in the Tall Trees Grove, which symbolizes more than 100 years of redwood preservation.

Wherever your place may be, ask each person to share in that place one reason why they decided to work as an interpreter and one thing they hope to achieve during the season.

Of course, seasonal interpretive training in your park should include everything mentioned above, such as safety and subject matter experts. But in our vital role as interpreters, new and old, we should include more rituals when celebrating our *renewal* each year. □

— Pete Peterson, Redwood

Evaluation Program or FTEP. The last thing a newly-commissioned ranger will want to do after enduring any training of that length is more training. I've heard some say they never want to go back to Glynco, Ga.

But that's a short-sighted view, and one that most rangers will realize in time is erroneous and self-limiting. FLETC itself, and the NPS Law Enforcement Training Center, located on the main FLETC campus, offer a wide spectrum of advanced-course training opportunities for Type 1-commissioned rangers, special agents and law enforcement specialists.

For starters, a long list of instructor courses are available, most of which last only two or three weeks, including firearms instructor, use of force instructor, physical fitness coordinator, control tactics instructor, non-lethal training ammunition instructor, driving instructor and more. Each of these prepares officers to master a specific, discipline-oriented set of skills and then return home to teach their colleagues.

Other advanced courses are designed to give students a given specialty, such as police

bicycling and motorboat operation (although the Department of Interior offers its own motorboat operators certification course, it doesn't hurt to attend FLETC's course just for the extra training benefit).

Another course available to NPS rangers is the Criminal Investigator Training Program. Although it is considered by FLETC to be a basic program, the CITP should be in the crosshairs of any ranger wishing to be a special agent. This course is much longer in duration (similar to the basic class), but once again, the training received is more than a worthwhile return on the time investment.

Several courses are offered at off-campus locations, including the 40-hour Archaeological Resources Protection Act course, held in a variety of locations across the country, and the special operations course in southern Arizona. Both of these courses foster a deepened desire to take extra measures to protect our sometimes irreplaceable resources and participate in advanced tactical operations.

Beyond FLETC's own curriculum of advanced courses, the NPS LETC also offers a handful of post-basic training opportunities and programs. One such program is the National Park Service's FTEP school, which trains field training rangers. They then return to their home parks to serve as trainers for incoming field trainees, recent graduates of the campus portion of NPS LETC's basic training.

This important program has a direct influence on the caliber of the Service's future rangers. Participants receive the highest quality training, not only in how to train and evaluate trainees, but also in those intangible areas of leadership and people skills vital to our profession. Another component of the field training rangers school is an update in as many tactical areas as time and campus facilities will allow. My own class was fortunate to receive updates in firearms, traffic stops and use of force, all of which had changed drastically since my basic program a decade prior.

Another NPS-specific program based out of FLETC is the NPS Ranger Honor Guard. Serving on this team can simultaneously be the most somber and rewarding period in a ranger's career.

Serving in a detailed position as a temporary instructor or as a short-term guest speaker are two additional ways rangers can return to FLETC. Whether one does this for a two-year period or as a one-time class presentation, both are opportunities to sample a possible teaching path that might be a more long-term option down the road.

In any case, regardless of why a ranger re-

turns to FLETC, and whether it's one year or 10 years after the basic training course, there is potential for a positive training experience. The programs, instructors, facilities, materials, and perhaps most importantly, fellow students, all have been of the highest caliber during my time there. The base itself seems to ooze with an atmosphere of excellence, always improving, always expanding, always moving forward.

Where else besides maybe the Olympic Training Center can one find a five-acre facility dedicated solely to physical fitness? Now that's encouraging and motivating. □

—Kevin Moses
Buffalo National River

Resource Management

The National Park Service was fortunate in the late 1990s to receive congressional authorization, for a total of \$80 million in increased base dollars over a four-year period, to improve stewardship across the system. It was called the Natural Resource Challenge.

Since then, cultural resource professionals have been seeking similar attention and focus on many program needs. Representatives from across the NPS are working on a new Cultural Resource Challenge document that would seek increased funding and staff, urged on by several recent stimuli.

A 2008 report, "Saving Our History: A Review of National Park Cultural Resource Programs," invited by the NPS and issued by the National Academy of Public Administration, presented a number of recommendations to improve stewardship and capacity within the agency.

On the heels of that report, the 2009 National Parks Second Century Commission report, "Advancing the National Park Idea," repeated similar themes and said that the NPS had "fundamentally inadequate" funding in its heritage preservation and cultural programs to meet the challenges of the new century.

While some of the nation's oldest and best-recognized parks are known first for their outstanding natural resources, a majority (about two thirds) of NPS units were established primarily to protect historic events or cultural resources. Of course, most if not all parks contain and thus preserve both cultural and natural resources.

Since the revamp of NPS management policies in the 1980s, the Service has moved away from labeling parks as *natural* or *cultural*. They are all national parks in which we are charged to protect both. (Thanks to my friend Barb Pahl



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of the National Trust for Historic Preservation for that phrase of concise clarity.)

The NPS has strived valiantly, urged on by its self-generated GPRA goals, to have parks complete uniform databases on archeological sites, cataloged museum objects, cultural landscapes, classified historic structures and ethnographic resources. Yet, in many places, perhaps especially in those parks long perceived as emphasizing natural resources over the cultural heritage, I have seen an emphasis on process over care, compliance over conservation. Too many noncultural staff know that Section 106 consultation must be done before other work can proceed. I fear too often this overshadows the genuine preciousness of the parks' rich layers of prehistory and history, and the "stuff" thereof.

Look for the draft "Challenge" and opportunities to comment on it, in order to make it a powerful statement of the clear priority needs representing field units — and practical solutions to provide the most critical resources we need to better tend in our parks. □

— Sue Consolo Murphy
Grand Teton

Are you a resource manager interested in becoming a columnist in this space? Please contact the editor at fordedit@aol.com.

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Young Conservationist Award

The third IRF-International Union for Conservation of Nature Young Conservationist Award will be presented in April at the "Healthy Parks, Healthy People" International Parks Congress in Melbourne, Australia. IRF President **Deanne Adams**, an ANPR life member and former president, will attend the Congress and help present the award for IRF.

The award goes to **Alasdair Harris** of the United Kingdom. At the age of 24, Harris established Blue Ventures, a marine conservation organization dedicated to promoting conservation efforts to safeguard the Madagascar marine biodiversity. It also protects the livelihoods of its indigenous, seminomadic fishing communities dependent on marine resources for subsistence, income and cultural identity. Since its start with one community in 2003, Blue Ventures has expanded to 23 neighboring communities and is now working with other nongovernmental organizations to replicate this model for resource management along an ambitious 400-kilometer coastline.

The Young Conservationist Award was founded by IRF and the IUCN Program on Protected Areas. It recognizes rangers and other conservationists early in their careers who already have made significant contributions.

The awards have been sponsored by Parks Victoria, Australia, which pays the expenses for the honoree to travel to the ceremony. IRF patron Mark Stone of Parks Victoria has played a lead role in this award.

IRF also invited a new partner, the George Wright Society, to help with the award this year. The GWS, with executive director David Harmon's initiative, hosted the website for nominations, distributed the applications to the judging panel and notified all applicants of the final results. One member each from GWS, one member of the IUCN and IRF made the final selection.

Short biographies of the top six finalists are posted on the IRF website at www.int-ranger.net/ and the World Commission of Protected Areas website at www.iucn.org/about/union/commissions/wcpa/. Check the "News" section on each website.

Executive Officer Position

Mark Stone, chief executive of Parks Victoria and a patron of IRF, has committed to providing a Parks Victoria employee to IRF for three years at half-time to help build IRF capacity. This generous offer will provide IRF

with a secure foundation as it moves forward on implementation of its strategic plan, developed with member input during the Sixth World Ranger Congress. Ian Christie, general manager of regional management for Parks Victoria, met with IRF President Deanne Adams to discuss details of the proposal while in Bolivia. He offered the position to **Elaine Thomas**, a Parks Victoria employee who was elected to serve a second term as IRF secretary. IRF's International Executive Committee voted to accept this offer from Parks Victoria for her support for three years.

Global Oceans Forum Invitation

IRF recently received an invitation to participate in a panel at the Global Oceans Forum scheduled for May in Paris. The panel will discuss capacity-building strategies for marine protected areas professionals. IRF Vice President **Wayne Lotter** is coordinating participation in this panel.

New Editor for IRF's Thin Green Line

After serving as the *Thin Green Line* editor for the past 17 years, ANPR member **Bill Halainen** has stepped down. This publication has been a labor of love for him, and his experience will continue to be invaluable during the transition. He will continue his role as editor of *Guardaparque*. "Thank you" seems hardly enough to express to Bill the work he has done (and will continue to do) for IRF (not to mention ANPR). However, thank you, Bill!

The new TGL editor is ANPR member **Dana Dierkes**. She looks forward to helping IRF continue its mission of providing a forum for rangers from around the world to share their successes and failures in protecting the world's heritage. In addition, she will help IRF continue to promote information and technology transfer from countries in which protected area management enjoys broad public and government support to countries in which protected area management are not strongly supported. One of the ways she plans to do this is by posting the newsletter on the Web in the future for easy access and to allow us to use photos on a regular basis. Thanks to Dana for stepping up to continue the work as TGL editor. You may contact her at dmdierkes@verizon.net.

Rangers Hosted

Rigmor Solem, chief ranger at Jotunhei-

SAVE
THE DATE
Ranger Rendezvous
Oct. 31 – Nov. 4
■ ■ ■
Bend,
Oregon

men National Park in Norway, was awarded a grant from her country to participate in a two-week review of the NPS interpretive program in February. (Rigmor was the European representative to IRF for the past three years). She was joined by interpretive ranger **Barbara Mertin** from Donauauen National Park in Austria.

Both were hosted by Deanne Adams and me in California, and were engaged in an intense two-week visitation program organized by Deanne. After five days in Yosemite visiting with interpretive staff and managers from both the NPS and the park concessioner, Delaware North Companies, Solem had further meetings with interpretive staff at Muir Woods, Point Reyes and Golden Gate. She returned to Norway enthused by the interpretive ranger services, programs and policies and hopes to take "lessons learned" back to her park.

IRF encourages and helps facilitate such exchanges around the world, which Solem herself has done the past three years in bringing rangers from Romania to Norway to work and train.

If any ANPR member would like to help host a similar learning exchange with world rangers in your park, IRF may be able to assist. Please contact me by e-mail if you have questions or suggestions. Travel well. □

— Tony Sisto, International Affairs
tsisto47@aol.com

Correction

The e-mail for Rick Smith, a member of the IRF Executive Committee, is rsmith0921@comcast.net. It was listed incorrectly in the Winter 2009-10 issue of *Ranger* on page 24.



© John Melton, www.bendphotography.com

‘Building Bridges to the Future’ Rendezvous on the river in Bend, Oregon

Mount Hood, the Deschutes River, meeting friends and exploring ways to lead the National Park Service into the future — these aspects and more will form the 33rd Ranger Rendezvous set for Oct. 31 through Nov. 4 in Bend, Oregon.

This year’s Rendezvous theme is “Building Bridges to the Future” with a focus on topics and tools for actively leading the NPS forward in the areas of stewardship, education, relevance, and employee support and development. Embedded in the overall program will be a leadership track, directed toward entry and mid-level employees, to provide facilitated, focused supervisory and leadership training and discussions in these areas.

Program

The program and training committees are putting together an array of sessions to include keynote presentations and breakout groups on “Building Bridges to the Future” topics. In addition, an outdoor service project with Oregon State Parks will demonstrate collaborative stewardship.

Invited presenters include the NPS director and associates to share agency and program

direction, an inspirational speaker on international conservation, and human resources staff to assist with job search and development options. Collectively they should provide exciting opportunities to envision and move toward the future identity of the NPS. More program details will be included in the summer issue of *Ranger* or check www.anpr.org for updates.

Extracurricular activities

The activities committee has big plans for attendees: a Halloween party on the evening of . . . yes . . . Sunday, Oct. 31; a fun run in the outdoor lover’s town of Bend; an exciting new raffle scenario; and the popular photography contest. It’s not too early to think now about what original photo or fun raffle prize you’d like to bring to Bend. This committee is seeking some able, fun-loving volunteers to assist them with these activities.

Location

The Rendezvous will be held at The Riverhouse on the banks of the beautiful Deschutes River north of downtown Bend. Visit www.riverhouse.com for more information and photos of the hotel. To book reservations, call

1-800-547-3928 and ask for the Association of National Park Rangers room block. Daily room rates are \$90 for a standard room, \$110 for a suite and \$69 for a standard room for members in the seasonal and student category (capped at 15 percent of the room block). The occupancy tax is about 10 percent.

Plan to come to Bend early or stay late as the area offers outstanding outdoor recreation and in-town activities. Several NPS sites — John Day Fossil Beds, Fort Vancouver, Lewis and Clark, Crater Lake and Lava Beds — are within an easy drive.

Watch for Rendezvous planning updates at www.anpr.org. To offer program suggestions or to volunteer your assistance, contact Rendezvous planning coordinators Kale Bowling, montananshelby@yahoo.com, or Pat Grediagan pat_grediagin@hotmail.com.

— Mallory Smith
Grand Teton



Life Members

Life members who contribute an additional \$125 are recognized in the **Second Century Club**. **Third Century** membership can be attained by contributing an additional amount to bring your total life membership to \$500; **Fourth Century** membership can be attained by contributing an additional amount to bring your total life membership to \$750; **Fifth Century** to \$1,000 or more.

If you are a life member, consider raising your contribution to the next level.

Second Century Club

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Wendy Lauritzen	Rick Smith
Deborah Liggett	

Fifth Century Club

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* Bill Wade

* newest members

All in the Family

Please send your news to Teresa Ford, *Ranger* editor: fordedit@aol.com or 25958 Genesee Trail Road, PMB 222, Golden, CO 80401. You also can send All in the Family submissions and/or update your contact information by visiting ANPR's website: www.anpr.org. Go to **Member Services**.

Tom Betts (GRCA 86-89, ROMO 89-90, YELL 90-96, WRST 96-09) and **Beth Betts** (GRCA 86-89, GRTE 89-91, WRST 07-09) have moved to Bandelier where Tom is chief ranger and Beth works in human resources.

ANPR life member **Andy Fisher**, chief ranger at Grand Teton, has received the first Intermountain Chief Ranger Excellence Award from the Visitor and Resource Protection Division in the Intermountain Regional Office.

ANPR life member **Gerry Reynolds** has retired from federal service. He worked for the NPS between 1975 and 2003 (YOSE, CAVE, YELL, GLCA, GRCA, SEKI, DENA, PINN) as a protection ranger and supervisory park ranger. He earned several NPS achievement awards and was selected to serve on the protection detail for the 2002 Winter Olympics. In 2003 he transferred to a supervisory position with the BLM as the district ranger for law enforcement for eastern Oregon. He enjoyed the BLM's professional law enforcement program management, outstanding supervisors and managers, great employee morale and teamwork, and excellent funding and equipment. He found that many BLM law enforcement officers are former NPS rangers. (Yes, the grass really is greener!) He was involved in many interesting

Welcome to the ANPR family!

Here are the newest members of the Association of National Park Rangers:

Josh Boles..... Rimrock, AZ
 Don Boucher Harpers Ferry, WV
 Kelly Boyle..... El Centro, CA
 Thomas Bumbera Maplewood, NJ
 David Byers..... Boston, MA
 Nick Downend..... Fremont, CA
 Chance Finegan..... Maryville, TN
 Michael Gamble..... Martinsburg, WV
 Sarah Hadland Pahrump, NV
 Paul Hager Girdwood, AK
 Emily Kirby..... Fayetteville, MA
 Clifford Marsom Mesa Verde, CO
 Charles Martinez..... Arvada, CO
 James McKinney Cleveland, TN
 Sara Miller..... Richfield, UT

cases, including a multi-agency investigation of marijuana cultivation on public land in eastern Oregon. The suspects had ties to several states and Mexico. Several arrests were made and a crop worth approximately \$35 million was removed and destroyed. Gerry and his wife reside in Salmon, Idaho. He is working on marketing his nature photography. He can be reached at outlookphoto@gmail.com.

One of the original 33 ANPR founding members of ANPR, **Charles Burton "Chuck" Sigler**, died Jan. 11, 2010. He was 78. He began his National Park Service career at Mount Rainier. He also worked at Grand Canyon, Christiansted, Buck Island Reef, Shenandoah and Glacier, retiring in 1995. He helped found ANPR in 1977 in Jackson Hole, Wyoming.



ANPR life member **Tim Stubbs** died of a heart attack Jan. 28, 2010, in Albuquerque, New Mexico. He had been attending the annual fire refresher course and was at dinner with his co-workers when the attack occurred. He was retired from the NPS and living in Carlsbad. □

ANPR ELECTIONS

Earlier this year ANPR voters elected these members to the ANPR Board of Directors:

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Amy Gilbert, Special Concerns

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In Print

A View from the Wolf's Eye, Carolyn Peterson, Isle Royale Natural History Association, 2008, ISBN: 093528916X, 102 pages, paperback, \$12.95

Reviewed by Sara Miller

I came to Isle Royale in the summer of 2009 for my first season as an interpretive ranger. Though I was assigned to the west end, all new staff members spent their first week at Rock Harbor, familiarizing themselves with the resource and the groundbreaking wolf/moose study that the Island is so famous for. This research, currently headed by Rolf Peterson and John Vucetich, is the longest running predator/prey study in the world. We were invited to Bangsund Cabin for a talk regarding the study, and a chance to speak with Rolf Peterson and his wife Carolyn about the research and the books that both had recently published.

The Petersons welcomed us to their cabin, fed us brownies, and showed us their impressive collection of moose antlers. It was clear

that they had done this many times, for many people. Their hospitality was genuine, and one could tell that the desire to share this special place was as important to them as the research itself. The Peterson's gracious welcome smoothed our transition as new employees of the Island, and piqued my interest in both the wolf/moose research and the day to day aspects of their lives. What was it like to live on Isle Royale for summer after summer, to work here, watch the seasons turn, and raise a family in a little fishing cabin?

One can find answers in the book by Carolyn Peterson, *A View from the Wolf's Eye*. This book documents the early years of the wolf/moose study and the history of Isle Royale, to some extent. *A View from the Wolf's Eye* is also one woman's personal view of Isle Royale National Park over 37 summers as a research assistant, wife, and mother. Peterson skillfully weaves tales of learning from the Island with observations on human nature and spiritual principles. She pays tribute to her neighbors the Edisens, who taught Carolyn to "see the light through the cracks" of the cabin walls, instead of fretting over how to fix them. A recipe for Laura Edisen's cinnamon bread is included, and that alone may make the book

worth buying.

Peterson's writing style is comforting and intimate, self deprecating at times, and documents the good times and the bad. The account of cutting up a rotting bull moose for a necropsy is not to be missed! If the threat of giardia isn't enough, the vivid description of a partially submerged, bloated moose carcass should encourage any hiker to start filtering. She describes berry picking with her young sons, hiking the island, and the ramifications of a new human understanding of natural processes. The nature sketches sprinkled throughout the book are charming and definitely add to the story itself. Her story raises the possibility of humans learning and appreciating our place within the big picture.

Peterson's voice evokes the mist over Lake Superior, cool, fresh mornings of the boreal forest, the dance of the hunter and of the hunted, and the warmth and comfort of the human family. I spent my formative years in Michigan's Upper Peninsula, and while the stark beauty of the Southwest never fails to delight me, I turn to this book whenever I am missing home. "A View from the Wolf's Eye" is about more than a family, a remote island and a predator-prey study. It is about life. □

Sara Miller, a new ANPR member, earned a bachelor's degree in anthropology from Central Michigan University. She has worked as a seasonal backcountry ranger at Bandelier and as an interpretive ranger at Isle Royale. Currently she lives in Utah doing GIS work for the BLM, but she hopes to return to the NPS this summer.



Changing Paths: Travels and Meditations in Alaska's Arctic Wilderness, Bill Sherwonit, University of Alaska Press, Fairbanks, Alaska, 2009, ISBN: 978-1-60223-060-6, 210 pages, paperback, \$21.95

By Rick Smith

I was originally drawn to this book because the author, on a solo two-week hike in Gates of the Arctic, covered some of the same territory that I did in the early 1980s as a member of a four-person group. I was interested in seeing whether his reactions were similar to mine while hiking through what some have called America's last great wilderness. I must admit that I was surprised at some of the differences.

The major difference was that he went solo

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while I was in a group. Going alone raises the ante in all kinds of ways: an injury could be catastrophic; the solo hiker is likely to have more contact with critters, especially grizzlies; and the solo hiker has no one with whom to share the frustrations caused by the constant rain in the area, making keeping equipment dry and spirits up almost impossible. Sherwonit chronicles his thoughts about these challenges throughout the hike.

On the other hand, going solo has distinct advantages. Sherwonit had lots of down time on his hike to think about diverse topics: his childhood and how his early experiences shaped his attitude toward wilderness; his attitudes toward conservation; and his feelings about Alaska. He also had time to take short day hikes that allowed him to take a much closer look at the landscape through which he was passing.

I don't remember doing much of this kind of thing during on our hike, mainly, I guess, because with a group, the experience is more social than introspective. The only time one is alone on a group hike is at night in the tent. Walking through this area was difficult so I often was asleep shortly after crawling in the sleeping bag. This doesn't generate much meditation.

One thing that we did agree on was the wildness of the country. Remember, Bob Marshall went there in the late 1920s when it was the last blank spot on the topographic maps. There still aren't trails, direction signs and the other features of most wildernesses in the lower 48. It's raw, untamed and dangerous, all of which make being in it an unforgettable experience. Sherwonit feels that way; so do I. And so will you after reading this book.

Someone once asked longtime Alaska ranger Ray Bane how the Gates of the Arctic should be managed. He gave a remarkably good answer: "The Gates should be managed so that every visitor has a chance to have the same kind of experience that Bob Marshall did when he traveled through the last blank space on the topographic map."

After reading Sherwonit's account of his trip, I think this is still possible. What a treasure for our country! □

Rick Smith, a life member of ANPR, retired from the NPS and lives in New Mexico and Arizona.

Retirement

Managing Parents' Finances — As your parents get older their memories and mental sharpness sometimes fade. They are unaware of this change because it happens slowly. My dad was a M.D. and practiced medicine until he passed away at a young age of 70 (cigarettes). So he died before the effects of "old age" happened.

My mom lived until she was age 92. And, luckily, kept her mind in good shape by continuing to attend to her own assets (with a little help from her daughter-in-law, my wife, Kathy). These two would get together at least once a week for "office day" and go through her mail, pay bills, etc.

Shortly before my father died, my parents had gotten a revocable living trust with the two of them as trustees. After his death, Kathy and I were made trustees along with my mother for her trust. We also were added as "signers" on her checking account which made it possible, in case of her incapacity (i.e. at age 86 she broke her right arm and couldn't sign checks) to assist her in paying her bills using her money and checks, but with one of us as a signer. We were never faced with the possibility of hav-

ing to "co-sign" (two signatures) her checks as she remained very sharp mentally and was receptive to any suggestions we would make on her behalf. Another part of this legal setup was a durable power of attorney for finances and another for healthcare and I was chosen for that position with Kathy as my successor should it become necessary.

This is one way of helping your parents through this period of their lives. It is not meant as an intrusion on their privacy or an attempt at running their lives, but simply, to assist them in maintaining good credit and payments, etc. Be gentle, not demanding, and work slowly to achieve the goal of helping your parents. Your reward will be in seeing them relieved of stress and frustration at not being able to continue doing what they've always done easily. □

— Frank Betts, Retired

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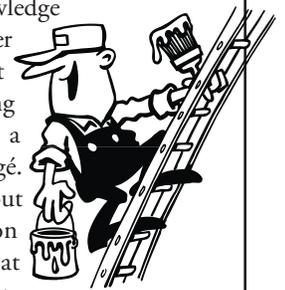
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For more information contact ANPR's mentoring coordinator, Bill Pierce, at flamingo12az@aim.com.

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