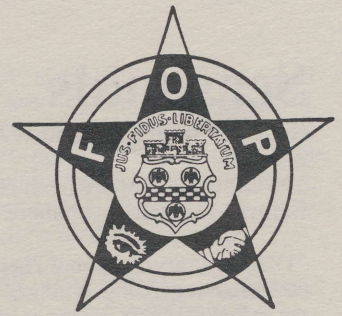


The Protection Ranger



The Newsletter of National Park Rangers Lodges, Fraternal Order of Police

November / December 1993

Top Guns Of Interior And NPS Speak At Rendezvous

By Bob Martin, Eastern Lodge VP for External Lodge Affairs

A number of leaders of the NPS and the Department of Interior addressed ANPR's "Ranger Rendezvous XVII" which was held in Virginia Beach November 10-14. It is not my intention to scoop ANPR at their own conference, but I felt each speaker's message was so important and positive that their comments should make it to the field as soon as possible.

Maria Burks on the Vail Agenda

Maria Burks, newly appointed special assistant to the NPS Director, was the first of a long line of high power types to address the group. Ms. Burks, who has been involved in various phases of the Vail Agenda, said that there is firm conviction from President Clinton on down to make Ranger Futures happen. To assure this, Maria will head a small staff who will be totally dedicated to implementing "Vail." Numerous other groups have been formed to effect change, including teams dedicated to partnerships, education, stewardship and a careers council. The latter will be addressing issues of "Career Futures," "Quality of Life," supervision improvement, seasonal and temporary employment, management succession and workforce diversity. Ms. Burks announced that the OPM Personnel Manual will be tossed out December 16th, as will the DOI Personnel Manual which will create whole new ways of effecting positive change.

George Frampton, Assistant Secretary for Fish, Wildlife and Parks

Mr. Frampton's opening statement stated quite clearly that "the NPS has to be a leader demonstrating the highest level of resource protection, ecosystem management and partnerships

See RENDEZVOUS, p. 4

Action On Seasonal Issues

by George Durkee, Seasonal Representative

"Our first and foremost responsibility is to care for the employee: dealing honorably with [our] people."

— Park Service Director Kennedy

Letters from rangers and newspaper articles on the inequities seasonal rangers face are finally creating a drive towards developing solutions. Congress, OPM, the Director, WASO and the Vail Agenda are all proposing or implementing substantive change in how seasonals are hired, paid and trained. Under Ranger Futures, seasonals doing "Full Performance" work as rangers will be graded the same as permanent rangers (see "SEASONALS" sidebar). Beginning as early as this spring, a number of seasonals will be converted to some form of permanent appointment during an OPM proposed "window," when this will be allowed non-competitively.

The James Hudson Temporary Employee Equity Act (H.R. 2648) will soon be considered by Congress. The Act will allow seasonals and temporaries with a defined cumulative time-in-service (see "LEGISLATION" sidebar) to qualify for health and retirement benefits as well as to apply for permanent jobs. The Act was named after a long-time seasonal Park Service maintenance worker at the Lincoln Memorial who died last summer. Congress and the Washington Post were shocked (!) to find that he had no death or retirement benefits. Congress attached a special rider to the Interior budget granting the family death benefits. Comprehensive legislation was introduced by Frank McCloskey (D-Ind) to correct the situation (following legislation already introduced by Pat Williams of Montana). This legislation has the support of Secretary Babbitt and, apparently, the Park Service. A congressional aid told me that there was a lot of pressure to correct this situation, and thought there was some hope of doing it next session (1994). It is vital that everyone write their Representative in Congress asking that they support H.R. 2648. Representative Williams pushed for hearings on temporary employment among land management agencies on the strength of a letter he received from a constituent. Letters work.

Of course, it's still unclear where the money is coming from to pay for this reform. Though budgets for '95 are taking seasonal upgrades and conversions into account, nothing was budgeted for '94. But, as Mario Fraire, head of the Vail Agenda committee considering some of these issues said to me: "The train is not going to slow down." We will continue to keep you informed of progress.

More on SEASONALS, p. 2

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1-800-407-8295 with your new address.**

Seasonals

(Excerpts from RAD and WASO)

The Morning Report from RAD, WASO on 11/16 included the following update on changes in seasonal policies:

"1) Temporary/Seasonal Hiring - In order to address myriad field concerns regarding changes in temporary and seasonal hiring, we asked WASO Personnel for an update on developments. The following, prepared by Dede Feghali of that office, addresses many current questions; those not answered should be addressed to your servicing personnel office:

First, some background. During the mid-1980s, the temporary appointing authority was expanded by OPM to provide agencies with the opportunity to stabilize fluctuating work forces. OPM encouraged maximum use of temporary appointments as a means for managing organizational workloads within limited budgets. In October, 1992, OPM issued a revised interpretation of the temporary appointing authority, citing frequent widespread abuse, and emphasized that temporary appointments were to be made only for legitimate temporary needs and were limited to one year with extensions for up to four years. Shortly thereafter, WASO was advised that OPM had conducted a personnel management evaluation (PME) in Mid-Atlantic Region, that they'd determined that there'd been unauthorized use of temporary appointing authorities to fill permanent positions, and that they were requiring the region to correct those temporary appointments which had gone beyond four years. MARO had already begun terminating such employees and refilling the positions as permanent and term appointments. As a result of subsequent meetings and discussions with OPM, the NPS recognized an immediate need to address this issue on a Service-wide basis. Last December, WASO Personnel began collecting specific data from the regions to determine what impact OPM's most recent guidance on temporary appointments would have on positions, costs and operations in the NPS. While analyzing this information, OPM's Interagency Advisory Group issued a memo (4/13/93) proposing the simplification of non-permanent employment.

The proposal limited temporary appointments under the 316 authority to one year with a one year extension. It also proposed the withdrawal of many Schedule A authorities, including the (f)(1) seasonal park ranger and (m)(1) laborer appointing authorities which allow the NPS to fill such positions for up to 180 working days. The revocation of these authorities would mean the NPS could only fill seasonal positions through 316 authority for a maximum of six months (or 1040 hours) each.

Because Personnel's original information collection efforts did not include data on seasonal positions, the shortened time period for temporary appointments, or the cost implications, it was again necessary to request information on numbers of conversions to permanent positions. This data has been given to the WASO Budget office, and they have developed funding requests based on the figures provided. The Service has also provided OPM with comments on their proposal and suggestions that would allow the Service to maintain flexibility and continue operations with minimal disruptions.

Throughout this process, WASO Personnel initiated numerous meetings and discussions with OPM's Career Entry Group in order to make them aware of our concerns and ensure that these concerns would be reflected in the proposed 316 regs. Through numerous negotiations, Personnel was able to obtain many changes to the regulations to reflect NPS needs.

The proposed 316 regulations are to be published this month. They still contain a few issues of concern to the Service. OPM is

aware of these concerns and has asked that the NPS comment extensively on those issues and make recommendations as to how they would be able to better accommodate NPS needs. The following have been formally requested in NPS comments to OPM:

- Creation of seasonal period longer than six months with rehire permissible the subsequent year.
- Extension of the six-month (1040) hour limitation for emergencies and overtime.
- Determination of whether or not it will be permissible to piece together appointments to make up a season.
- Retention of some Schedule A authorities, such as contiguous and Indian authorities.

Schedule A authorities were scheduled for revocation next January, except for (f)(1), which is to expire next September. It now appears, however, that Schedule A authorities may be around until March or April. Term appointments will be allowed for up to five years. Subject-to-furlough terms are okay.

WASO Personnel successfully negotiated with OPM for the following:

- Seasonal hiring will operate the same as before with the exception of the six month appointment limitation.
- Seasonal employees who are on the roles at the time of revocation of Schedule A authorities will be converted to the competitive service in temporary positions and will then be eligible for non-competitive rehire. NPS will be working with OPM to have this apply to past seasonals whether or not they are currently on park roles.
- It won't matter how seasonals and temps have been hired. All will be eligible for non-competitive rehire.
- After the positions are put into the competitive service, there will also be a one-time conversion option to enable the Service to non-competitively convert temporary employees to term appointments.
- Legislation is being proposed by OPM that will enable temporary and term employees to compete for internal merit promotion vacancies.
- Seasonal employees who work two seasons at two locations will be able to continue to do so as long as the two positions are not within the same commuting area - a term that OPM will probably allow the Service to define.

Legislation has also been proposed that will provide temporaries with employee benefits. Last word was that employees will be eligible for health benefits after six months cumulative service, but will have to pay all costs. After two years cumulative service, health and life insurance benefits will be the same as for permanent employees. Retirement benefits will be provided after nine years' of service (post 1964), excluding summer appointments. No definition of summer appointments has yet been provided.

We will keep you posted on developments in future morning reports."

In addition, a question and answer format on "Response to Comments on the Ranger Futures Concept Paper" on 11/8/93 included the following excerpts relevant to seasonals:

"Comment: I am concerned about the effect this will have on the grades of seasonal employees, particularly long-term Seasonals. If the journeyman grade level of an experienced ranger is to become GS-9, I see a real chance that long-term, highly experienced seasonal rangers will have a good argument for being classified at that grade level. We need to know up front if that is likely to occur, and, if so, what the Service's position will be on that issue.

Answer: Seasonal ranger positions will be classified at whatever grade level the duties and responsibilities warrant. If a generalist, seasonal position is in interpretation, resource and visitor protection, or a combination of those two specialties, and is assigned duties which are consistent with those performed by GS-9 permanent rangers, it will be classified accordingly and filled at that level. We are now actively examining the potential for a full performance seasonal at the GS-9 level. Full time seasonal single-grade interval work such as, fee collection, dispatching, etc. will be classified in other series.

Comment: Seasonal time, which for many people is measured in years, must somehow retroactively be made qualifying experience for competition for converted seasonal positions.

Answer: Seasonal experience is and will be fully credited as qualifying experience for ranger positions at the entry level through the examining process. We have learned that other issues - including seasonal appointment authorities, benefits and conversion to permanent status - are being reviewed by the Administration and Congress. Guidance on those issues will be forthcoming.

Question: I get the impression from reading about rangers doing some professional tasks and "sub-professionals" doing others that we are again thinking in terms of rangers and technicians, as was the case with GS-026 and GS-025. Are we?

Answer: We are not considering the establishment of a separate "technician or assistant" series on the model of the old GS-026 series. We are, however, going to fully test the proposition that single-grade interval work not appropriate to the two-grade interval ranger occupation may more properly be classified in other existing series. Firefighters, for example, are more correctly classified in the 081 series while radio dispatchers fit better into the 390 series. But again, the use of the term "ranger" in this context refers only to the classification title. The organizational or working title "ranger" will continue to be used by the many uniformed employees in the National Park Service."

MORE SEASONAL NOTES

Editor's Note: The following was passed on to us by Olympic Assistant Superintendent Roger Rudolph. It was prepared with the assistance of Olympic seasonal ranger Kaarina Merikaarto, who helped found the successful Olympic Seasonal Council. Our thanks to Roger and Kaarina.

(Memo dated Nov. 22, 1993 to All Seasonal and Temporary Employees, Olympic National Park from Assistant Superintendent, Olympic, regarding Seasonal Hiring)

Over the past few months the regulations regarding seasonal hiring have been under major revision. Although we all shared concerns over recently proposed personnel practices, changes are occurring that are expected to improve the seasonal and temporary hiring authorities in general.

It is important to note that one of the goals of previously announced proposals was to provide benefits for temporary employees. Now it looks like positions that were once long-term seasonal or temporary may become term appointments. (Employees in term appointments are entitled to the same benefits permanent employees receive.) They may also have the ability to compete for permanent jobs. We have not, however, had a confirmation from Washington or OPM as to when these changes may occur.

On November 3, Kaarina Merikaarto of our Seasonal Council

attended a policy meeting in Denver, at which time the status of the seasonal hiring program was thoroughly discussed. Recommendations were made concerning: providing health insurance to seasonals, the ability to participate in other benefit programs, compete for permanent jobs, receive step increases, and be able to be rehired. These recommendations are already encompassed in several bills being presented in Congress.

Although the time frame in which these improvements may occur is not yet clear, we will try to keep you informed of the changes. We ask that you provide the park with a current, valid address to expedite the process of updating you on the progress of the hiring changes.

Please remember that the changes regarding seasonal and temporary hiring authorities are still evolving and information that is current today may change several times within the next few months before it is finalized and approved by Congress and OPM. It is fair to say that the staff in the Washington NPS personnel office is cognizant of our concerns regarding the existing changes in temporary and seasonal hiring. If you have any questions, please contact Kay Kozminski, Olympic National Park Administrative Officer.

LEGISLATION: Summary of James Hudson Temporary Employee Equity Act

The "James Hudson Temporary Employee Equity Act will allow temporary employees who have worked for at least six months to purchase the Federal Employee Health Benefit Program (FEHBP) and the Federal Employee Group Life Insurance (FEGLI). Furthermore, the legislation requires the government to provide a full contribution to FEGLI, FEHBP and the federal retirement system to Federal workers who have worked on a temporary basis for an aggregate of four years in the federal government. Sections 2, 3 and 4 amends title 5 to provide health benefits, life insurance and retirement, respectively, to such temporary employees. Sections 5 and 6 defines the way in which OPM is to determine whether or not a temporary employee has achieved the aggregate amount of service. This section directs the OPM to issue regulations upon enactment of the legislation which would establish procedures in which a temporary employee may apply for such benefits. The legislation will become effective 90 days after enactment. Section 6 also provides that prior service may be taken into account for determining eligibility for benefits.



LAKE MEAD T-SHIRT

The Lake Mead Chapter of Lodge 23 is currently selling attractive, high quality t-shirts to benefit their local programs. The shirts, which have been designed by a prominent Grand Canyon artist, feature four-color silkscreening on grey 100% cotton Hanes Beefy-Tees with pocket (the shirts do not identify or represent the FOP). All sizes are available, including XXL. Shirts are \$15.00 each (includes shipping). To place an order contact Kevin Hendricks at P.O. Box 61001, Boulder City, NV 89006 or 602/7647-4193.

RENDEVOUS from p. 1

with local [entities]." He defined these by indicating that his interpretation of resource protection was more than simple stewardship: the manager of the future will have to take risks because guidelines won't be available as we move forward into ecosystem management. He continued by defining Secretary Babbitt's priorities which are: 1) investing in employees and their quality of life. He particularly mentioned employee housing, seasonal and temporary issues, salaries, Ranger Futures and professional initiatives; 2) workforce diversity, both cultural and experiential diversity; 3) ecosystem management--which includes coming up with new ways of doing business such as clustering National Parks under one "Super" superintendent, closely looking at the national and regional offices, delegating authority to the park level, etc. and finally 4) Resource Protection: preservation versus hospitality. "If we have to choose, resource protection comes first!" (Pass the smelling salts Ester, Bob just passed out!) He went on to say that he wants folks in the field to "call it as you see it and feel free to make recommendations.... The political people will take the heat and the Administration will back you.... Stick your neck out and you will be supported and rewarded!" (WOW---after spending my entire 12-year career under THE PREVIOUS ADMINISTRATIONS, you can imagine that this guy had my full and undivided attention, eh?)

Director Kennedy Addresses Change

"Lobby on purpose and work'em over," he opened. "Hustle for all the Parks. There will be no rush of money so get use to it....Go after private money.... Go after anyone who looks rich!" He went on to say that he will happily endorse and support the expression of problems which are plaguing the Parks. He then said that the first and foremost responsibility is to care for the employee. "Dealing honorably with people" as he puts it. He then pledged to support the Vail Agenda, and stated "Emerge from the bunker, look at the sunlight, and go out and find friends." He closed with what he plans as the 1994 NPS legislative agenda which will include a Heritage Partnership Act; Housing Improvement Act; Research in the Parks (including Science and the Humanities); Landmark Conservation Act; Fee Collection and Fee Enhancements; Omnibus Park Wilderness Act; Wild and Scenic River Act; Boundary Adjustment Act; and a Seasonal/Temporary Employment Act. (Pinch me somebody!)

He then asked for questions and me being high on a combination of adrenalin and oxygen deprivation (from holding my breath for so long so as not to miss a word), stood and asked him that if I could present him with a plan which could generate potentially millions of dollars and hundreds of thousands of supporters, would he be interested? He immediately responded "Yes I would--your place or mine?" I invited him over to Shenandoah to work on formalizing the Fund's MOA and formal proposal (which is now under review in RAD.)

Loren Fraser, the Director's Assistant, then spoke about improving communications from the Director directly to field employees. He said that it is necessary that each of the Director's cc:MAIL messages be copied and distributed directly to each employee ASAP. In this way they hope to keep the field and employees at all levels informed of the latest, rather than let the rumor mill crank and spin half-truths, etc. He went on to talk about a major media blitz the Directorate is planning to get the issues facing our National Parks out to the public. This will include all of us becoming "Proactive in telling our story."

They will be developing national slogans and themes, and marketing and sales packages for each target audience we are trying to bring to our way of thinking. There is serious discussion of a Presidential declaration, designating May 22-28, 1994 as National Park Week. "It will be our bully-pulpit and

stage" chimed in the Director. There is even talk of a televised 2-hour, star-studded special on the NPS, sometime that week! (Now that's marketing!)

Tom Collier - A View from the DOI Chief of Staff

Mr. Collier then gave a Department-wide perspective. He said they plan on establishing the top priorities in the next 7 months so as to allow implementation over the next three years. As it stands now, the following are DOI's most important issues (not necessarily in priority order): 1) prove the Endangered Species Act can work while not necessarily eliminating development and jobs. This will be a primary focus of the National Biological Survey; 2) public lands reform including fees, range and grazing management, mining and to basically bring support to end the raping of the land; 3) the Reinventing Government process is looking at ripping out numerous layers of management; 4) BIA and their need for drastic attention to education and economic development; and 5) Parks, which in his words "...is the greatest challenge in the DOI."

Specifically in the parks, he sees professional and career development, ecosystem management, ensuring the highest standard of protection for resources (there's those words again!), parks forming partnerships with everyone, and improving the funding base for the NPS even if it means taking moneys from other agencies of the department to fund NPS needs!

Closing

Well that's all I have time, space and energy for. I could go on for pages about all the other dynamic speakers and special sessions, but... These are exciting times folks! Get active and play a role in helping our agency return to our 1916 mandate: preserving the resources for the enjoyment of present and future generations. It's time to stop what I call "Bitchin' in the bushes" and take a proactive role. If you don't and things don't go the way you envisioned, you have no one to blame but yourself!



National Park Ranger Resource Protector T-Shirt

The Eastern Lodge is now offering the Ranger Protection Fund Logo with the words: "National Park Ranger" and "National Resource Protectors" at the top and bottom of the logo. The artwork was done by Shenandoah Ranger Steve Bair. The shirts are light tan and come in all sizes. The price is \$14.00, with profits going to the Eastern Lodge. Order from:

FOP T's, POB 243, Point Marion, PA 15474-0243

National Affairs Update

Dan Kirschner, Western Lodge VP for National Affairs

Call to Action: As you will read in this issue, work is being done on many issues that directly affect field rangers. As is usually the case, there is more work to go around than there are people to coordinate/lead each issue. We ask for every member to voice your opinion and get involved! Call our 800 number; write letters; volunteer to coordinate an issue (as an organization, we are most effective when we concentrate on one issue, but we must still tend to all of the issues); submit articles for the newsletter; and, elections are near--consider becoming an FOP officer!

Enhanced Annuity (6(c)) Report: The next newsletter will contain a more detailed update of 6(c). Walt Woodside reports being approved for 6(c) coverage by OPM. We ask that all members please report to us if they obtain 6(c) coverage from OPM or MSPB so we can update our files.

Pay Reform Legislation: In Congressional Testimony before the House Civil Service Subcommittee, OPM stated its opposition to the findings of the Protective Service Pay Reform Task Force and advised Congress that a separate pay schedule IS NOT needed for protective service (law enforcement and fire control federal employees). Thus, OPM made a 180 degree reversal of its original position of supporting a separate pay schedule for protective service personnel. The Lodge is currently consulting with the National FOP Legislative Committee (Robbie Robbins) to determine actions that can be taken to rectify this change by OPM. FOP Grand Lodge President Dewey Stokes attended this hearing and expressed his disappointment with OPM's reversal. He also expressed concern that affected law enforcement organizations were "stabbing each other in the back" in their zeal to get special LE pay for their own organization.

SS Taxes for Required Occupants: In response to our inquiry about social security over-taxation as it relates to required occupants, USDI and NPS determined that the IRS interpretation of required occupancy (with respect to IRC Section 119) provides for the exclusion from gross income rent payments made to the employer.

USDI and NPS, through the bureau of Reclamation (Payroll Operations Division), sent out letters to all identified required occupants advising them that this year's Leave and Earnings Statements will be amended to show that social security (OASDI) and income tax calculations are made after rent payments have been deducted from gross pay. This same letter also explains to required occupants the procedures for obtaining a corrected W-2C form in order to amend tax returns for the past three years. Required occupants may send for the corrected W-2C, or may continue to use Form 843 (Claim for Refund and Request for Abatement) as explained in previous newsletters.

Required Occupants who pay utility charges (electric, fuel oil, basic phone service) to entities other than the NPS will have to continue claiming income tax refunds on current year's taxes. This issue was identified and resolved thanks to the diligent work of Yellowstone NP Ranger Mary Taber.

Jack Davis Retirement: With 42 years of dedicated service to our National Parks, Associate Director for Operations Jack Davis retired in November of 1993. The Ranger Lodges thank Mr. Davis for his critical contributions to the National Park Service. We commend Jack for his exceptional leadership which has resulted in laying the framework for the re-professionalization of the Protection Ranger workforce. In recognition of his contributions, the Ranger Lodges have sent Jack a retirement gift, presented by Jim Brady at his retirement dinner on Dec. 2. Best wishes to Jack and Bobbi in their retirement!

A Brother Ranger Needs Your Help

Brittany Kross, 6 year old daughter of Chris and Lisa Kross, was diagnosed with leukemia on August 2, 1993. Chris is a Park Ranger at Delaware Water Gap N.R.A. and is in need of your help. Brittany will be undergoing comprehensive chemotherapy at the Childrens Hospital of Philadelphia over the course of the next two years. While they do have medical insurance, it will still cost Chris and Lisa thousands of dollars. There has been a fund set up at a local bank in Brittany's name, in order to take donations to offset the costs of the high medical bills. Please take a few minutes and help make this situation a little easier on the family. Please make checks payable to the Brittany Kross Fund and can be mailed to PNC Bank, 60 Washington Street, East Stroudsburg, PA 18301, c/o Brittany Kross fund. Further, any questions please call Steve Clark, 908-496-4856. Thank you so very much for your help and kindness.

The Protection Ranger

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Application For Membership

I, the undersigned, a full-time regularly employed law enforcement officer, do hereby make application for active membership in the National Park Rangers Lodge, FOP. If my membership should be revoked or discontinued for any cause other than retirement while in good standing, I do hereby agree to return to the Lodge my membership card and other material bearing the FOP emblem.

Name: _____

Signature: _____

Address: _____

City: _____

State: _____ ZIP: _____

DOB (required): _____

Associate membership (non commissioned) ☐

Please enclose a \$25.00 check for one year membership.

Renewal (check here) ☐

Enclose a copy of your commission.

____ I'm employed East of the Mississippi

____ I'm employed West of the Mississippi

NPS Area: _____

Mail to:

Fraternal Order Of Police
Box 944, Yosemite, CA 95389

or

Eastern FOP Lodge
P.O. Box 151, Fancy Gap, VA 24328

Western Lodge Report

by Chris Cruz, President Western Lodge

Much has happened this summer to all of us. The one event that comes to mind is the Ranger involved shooting in Yosemite in July that happened to Ranger Kim Aufhauser. The facts of the investigation have not yet been made public. It is important to realize that we could easily be placed in this position ourselves. We should examine how we would like to be treated and treat others the same way. It is also important to realize, regardless of the type of investigation, that all possibilities need to be examined. Several news agencies recently wrote about the alleged information which was provided by two unknown Interior Department officials. Of prime importance is to inform the ranger involved of the issues at hand so the healing process can begin. Those of us who have had CISD training can understand the importance of this. Kim Aufhauser has served the NPS and his community with distinction. This has been demonstrated by his DOI Valor Award for a rescue in the Yosemite Falls Gorge in 1992, and his teaching of Advanced First Aid and CPR, and writing safety-related articles in a Yosemite concession monthly publication. Kim continues to serve his community at West Valley College and the surrounding area. We support our co-workers during difficult times such as these.

We have not forgotten the commitment made to the membership about collective bargaining back in March. Based on our research, and coupled with the fact that National FOP has not provided us with the assistance they promised in 1990 and 1992 regarding collective bargaining, we have undertaken a consolidation of the Eastern and Western Lodges into one nationwide organization. This will be completed early in 1994. This consolidation will streamline all record keeping and base the organization in Virginia, where we are currently incorporated. Once this consolidation goes into effect, ballots will be issued and election for new officers will take place. It will not be necessary for the officers of the future to be in the same state or area. Our current use of Compuserve and other telecommunication systems has given us freedom to perform our duties from anywhere. This makes good business sense and we stand to gain financially from this consolidation. We need to have one nationwide organization in order to continue with collective bargaining.

Finally, in September of this year, OPM issued their report to Congress entitled, "A Plan to Establish a New Pay and Evaluation system for Federal Law Enforcement Officers." The following are excerpts from this report: "Park Rangers and other land management law enforcement rangers who perform law enforcement work as a primary duty excluded from the definition should be added in order to provide equitable treatment for all federal police forces. Agencies should be authorized to pay annual bonuses totaling not more than \$1,500 per year when they require special skills or certifications, i.e., EMT or Paramedic, counter sniper teams and canine handling." These are examples of the possible skills to be included for this pay enhancement. This will be in addition to the potential increase in base pay as a result of Congressional approval of the revised bill HR 2479. This bill has not been approved as yet and when Congress returns to session on January 25, 1994, we must assure its passage by contacting our Representatives and Senators.

Senator Wallop from Wyoming has re-entered S 472, "Land Management Agency Housing Improvement Act of 1993." We must evaluate this bill and provide our comments. Director Kennedy provided testimony on this bill on November 18, 1993. I suggest you also read his comments. If you like copies of this legislation, please contact me. I hope everyone has a good winter. Happy Holidays to all!

Eastern Lodge Report

by Randall Kendrick, President, Eastern Lodge

Our Lodge continues to grow: we're at 532 members now. Please continue to work to recruit new members. I think we are able to provide fellowship, communication, support and assistance that, prior to our involvement with FOP, had been lacking.

Below is a report on a study we commissioned from the law firm of Passman and Kaplan (this is the firm that won Brother Sorber and Brother Ward's 6(c) cases). This study is very thorough and is the definitive word on how to get paid for those missed or interrupted lunch breaks. Last issue we announced the Lodge's ability to help those earning more than GS10/1 recoup their lost money for having overtime improperly capped at less than time-and-a-half for doing "production work" as opposed to administrative work. (It's not too late to get Passman and Kaplan to represent you cost-free on this — contact the Lodge.) We intend to continue to employ P&K, and other expert sources, to get straight answers to similar personnel matters that will materially benefit our members. In the next issue, Brother Paul Williams will recount his struggle against a punitive forced relocation and the Lodge's assistance to him in his time of need. We will continue to offer assistance to members who find themselves similarly distressed.

We have taken the first steps toward consolidating the two Ranger Lodges into one. It has proven to be both costly and inefficient to maintain two sets of officers and books. If we can consolidate, we will headquarter in Virginia where we have been made to feel very welcome and where we have gotten wonderful help and cooperation. Only the Lodge Director, who is on the Governing Board of the State Lodge, will have to be headquartered in Virginia. We hope to have an announcement on this subject in the next *PROTECTION RANGER*. Shortly after consolidation, we will have elections involving the total 1000+ members.

Uncompensated Work Performed During Lunch Breaks

In response to several thoughtful inquiries and comments from brothers and sisters of our Lodge, we paid attorneys Ed Passman and Joe Kaplan to research the question whether rangers who work eight-and-a-half or nine-hour administrative days are entitled to overtime if they are subject to being called back to work during lunch periods. Most of us do not work straight eight hour shifts with lunch taken on paid time, although we probably should. We are given either a half hour or hour to eat. Often, we are called back to work to handle an emergency, or talk on the phone to a supervisor, or deal with a visitor. How much interruption does it take to be eligible for overtime? The answer to this question is multi-fold:

1. A ranger must first be under the Fair Labor Standards Act or rebut the agency's claim that he/she is exempt.
2. A ranger would have to show that he/she does not receive a bona fide lunch break either because the break is just not taken due to the workload or because lunch breaks are frequently interrupted by being called to duty.
3. A ranger would also have to show he/she is entitled to overtime under the FLSA because the total hours worked, including lunch breaks, exceeds 40 hours/week.

Passman and Kaplan have also shown us the options available to those of us who work under the FLSA (non-exempt). The Lodge is making the report available to all chapter presidents for local distribution. I think that many brothers and sisters have a claim here; they have been subsidizing the agency by working more than 40 hours/week. We can go back six years with claims. If you're not in a park with a chapter, write to the Lodge and we'll send you a copy.

NPS Announces Semi-automatic Pistol Conversion Plan

By David Brennan, Grand Canyon

(Editor's Note: Last year, when Dave stepped down from two grueling years as Lodge 23 Secretary, we failed to give him a well deserved 'attaboy' for all his hard work in maintaining the membership list, tracking down overdue dues, and dealing with the State Lodge. Yo Dave: Attaboy!)

In a memorandum from Associate Director for Operations Jack Davis, dated September 27, 1993, the plan for NPS conversion to semi-automatic pistols was announced. Details of the plan are contained in an interim amendment to the NPS-9 defensive equipment policy, which was attached to this memo.

Sigarms Company has been selected as the source for NPS duty pistols. Five different models of Sig-Sauer pistols have been approved for duty use by NPS officers:

P225 (9mm)

P226 (9mm)

P228 (9mm)

P229 (.40 S&W)

P220 (.45 ACP)

Individual officers will be allowed to select the model and caliber of Sig-Sauer pistol they carry, and individual parks or regions may not impose restrictions. In order to help officers evaluate the model best suited for them, evaluation kits will be provided for use at transition training sessions. These kits will include all of the Sig-Sauer models and options available. Each trainee should take the time to handle and fire each model and option under the guidance of a firearms instructor to evaluate them and determine their own model of choice.

Although each officer will be issued a duty pistol, personally owned weapons meeting NPS standards will be approved for duty use. Paul Berkowitz (WASO) is working with Sigarms to develop an individual officer direct purchase program from Sigarms. This program will be coordinated by WASO, and details will be announced by WASO as soon as the program is finalized.

The following types of ammunition have been approved for duty use:

- 9mm 115-grain JHP, standard velocity
- 9mm 124-grain JHP, standard velocity
- .40 S&W 155-grain JHP, standard velocity
- .40 S&W 180-grain JHP, standard velocity
- .45 ACP 185-grain JHP, standard velocity
- .45 ACP 230-grain JHP, standard velocity
- .45 ACP 230-grain FMJ, standard velocity

Use of high-velocity (+P) .45 ACP ammunition in either 185-grain or 230-grain, JHP or FMJ, is also authorized for use in areas that experience significant wildlife hazards. Other specific ammunition types may be evaluated and approved in the future.

The NPS has already taken delivery of the first order of pistols and leather and is making plans for their delivery to field areas. A large quantity of training ammunition is also being acquired and will be made available to field areas in the spring of '94 for use in transition courses.

Service-wide conversion to semi-automatic pistols will proceed as quickly as possible, with full conversion expected to take one to two years. Existing .357 magnum and .44 magnum revolvers currently in use may remain in use until further notice. Glock semi-automatic pistols currently in use at Death Valley and Joshua Tree may remain in use at those parks until further notice.

Prior to carrying or using any of these authorized semi-automatic pistols, officers must satisfactorily complete an approved transition course. In order to facilitate the transition process, transition instructors from a variety of sources may be used, including NPS, FBI, Sigarms training division, and state-certified firearms instructors. Training instructors and training plans must be approved by both WASO and FLETC. Rangers within 5 years of retirement need not go through the conversion program and may continue to use revolvers.

Along with the transition to semi-automatic pistols, there will be some changes in firearms training requirements. Firearms qualifications will be required quarterly instead of semi-annually. During the first year of use, mandatory practice with the new pistols will be required not less than every other month.

OFFICER SURVIVAL

By Randy Seese, DEWA FOP

The members of the Delaware Water Gap NRA FOP Chapter want to express our concern on a very important issue: the lack of consistent non-lethal force training. We feel this should be addressed in the next revision of NPS-9 and ask our fellow FOP members to read this article and forward your responses.

I have been a protection ranger for about 10 years. I am certified as an Instructor/Trainer by PPCT Management Systems in Pressure Point Control Tactics (PPCT), Defensive Tactics and Impact Weapon Systems. I am also a certified PPCT Instructor in Side-Handle Baton and Spontaneous Knife Defense. I am a member of the PPCT Training Association and ASLET (American Society of Law Enforcement Trainers), and have trained with many of the top instructors in the defensive tactics field.

Prior to my Park Service career, I had a variety of defensive tactics training in the U.S. Air Force and while I was a Corrections Officer. At FLETC, I learned a different defensive tactics system. Later, during some NPS refreshers I learned still other techniques; in the rest, no defensive tactics were taught. Many of the takedown moves I was taught used Aikido techniques, most of which require frequent practice to retain proficiency. I also learned several different handcuffing methods and baton systems.

The Park Service has no consistent defensive tactics training program. While the average LE ranger needs all these skills, the K.I.S.S. (Keep It Simple, Stupid) principle should apply. There are several different systems that will work, but being taught different techniques each year based on a particular instructor's

experience is self-defeating. While your park may have consistent training, what will happen when you transfer to another park? How many times should we learn the "newest" and "best" techniques? What we need is one standardized, universal non-lethal defensive tactics system.

Why even worry about defensive tactics? Two reasons stand out: officer safety and liability. In 1992, 73 Rangers were assaulted. How many more incidents of resisting arrest were documented? Nationwide studies indicate that law enforcement officers encounter resistance in about 3% of all law enforcement contacts, and officers use force in about 5% of the cases. About 5% of those cases can be considered active aggression--kicking and punching, for instance. Officer safety is obviously of critical importance. Civil liability is the other half of the equation. The courts and civil rights groups have been extremely vocal when there is a perception of unnecessary use of force. Research has shown that many of the traditional defensive tactics are ineffective or difficult to retain, and when officers do not have confidence in their training or skills, they will escalate to higher levels of force to ensure their personal safety. 80% of all civil suits against law enforcement officers involve the use of non-lethal force and cost \$1-\$2 billion annually.

The National Park Service recognizes its responsibility to provide quality non-lethal defensive tactics as it relates to liability and safety. The "National Park Service Organizational Position on Law Enforcement in the Protection Ranger Workforce, IV, Agency Commitment to Employee Safety and Working Conditions" states:

The Service bears both legal and moral responsibility to adopt policies, guidelines, and procedures designed to reasonably ensure that none of its law enforcement officers suffer injury or death as a result of their line-of-duty law enforcement responsibilities. This principle shall serve as a fundamental and uncompromising force and concept in the preparation of any revisions to NPS 9.

NPS 9, Section II, Chapter 3, says: "Introduction: ...rangers are accountable for their actions, and their legal responsibility is ultimately determined by the judicial system." In NPS 9, Section II, Chapter 3, II, we have: "Policy: The service will develop and maintain an effective program with competent, highly trained and well equipped personnel, using modern technological methods."

The members of the Delaware Water Gap FOP chapter feel very strongly that the Service has a grave responsibility to provide us with the best defensive tactics system available. We recommend that the NPS adopt the PPCT Management Systems Defensive

Tactics System. This system provides comprehensive techniques for virtually any non-lethal force situation: handcuffing, come-along holds, baton use, empty hand defense and others. The PPCT system has been developed around three basic design criteria: Medical Research, Tactical Research, and Legal Research.

Medical Research

Initially, techniques were researched to find effective, yet safer, methods of control that require less strength, training and time. The nerve pressure point control system was developed through research by vascular and orthopedic surgeons, neurosurgeons, and chiropractors. Additional medical research was conducted to examine the potential for subject injury for each technique. As a result, PPCT has never had a proven injury from the use of PPCT techniques.

Tactical Research

Based upon the medical research, PPCT designed an effective battery of tactics to counter resistance and ensure officer survival. The techniques are designed to **control** resistant behavior rather than having to **defend** yourself from it. The training psychology develops officer action based upon predicting resistant behavior. It overcomes other systems that generate a reactionary psychology--resulting in officers hesitating or using excessive force.

These techniques are based on the principle of simplicity of gross muscle action. Research has proven that complex or multi-movement techniques fail under the stress of actual field resistance. The techniques are designed to follow the "three minute rule": if an officer cannot learn the basic mechanics of a technique in three minutes or less the officer will, in all probability, be unable to use the technique in the stress of an actual incident.

All survival/subject control skills involve the use of our body's motor skills. Motor skills are broken down into three types:

1. Gross motor skills: those primarily using major muscle groups.
2. Fine motor skills: using small muscle groups--requiring the accurate coordination of a combination of small muscle groups. Ever notice how hard it is to write legibly after a hostile or physical confrontation with a violator?
3. Complex motor skills: a combination of gross and fine motor skills.

PPCT Training Systems are based on the principle that gross motor skills are the simplest to learn and retain.

Legal Research

Many techniques are effective tactically, but are not easily defended in a court of law. PPCT Training Systems has incorporated current case law decisions on use of force into its techniques. The four elements used to determine excessive non-lethal or lethal force are:

1. Was there a need for the application of force? What was the reason that precipitated the officer's intervention and what type of actions or resistance did the officer encounter?
2. The relationship between the need and the amount of resistance used: Was the force used proportional to the resistance as projected by the PPCT Force Continuum?
3. The extent of injury: What was the force used and the resultant injury proportional?

The Definitive Study On Ranger Shootings

Now in its second printing with more incidents, *Use of Deadly Force By / Deadly Assaults Upon Federal Land Management Law Enforcement Officers* by Paul Berkowitz gives detailed accounts of all known incidents of deadly force used by and against Park Rangers, BLM and USFS rangers. This should be required reading for every ranger. Order your copy from the Western Lodge. Send your name and address with a check or money order for \$13.50 (FOP members), \$15.00 (non-members) to FOP, P.O. Box 944, Yosemite, CA 95389.

4. Whether the force was applied in good faith, or maliciously or sadistically: Was the officer acting criminally?

PPCT has developed a comprehensive Use of Force Continuum that divides and explains the levels of subject resistance and the levels of officer control. This continuum gives officers a clear and simple understanding of proper conduct, how to react, how to report the action, and ultimately, how to defend those actions in court. Agencies that have adopted this system are entitled to the PPCT Training Policies and Procedures for Litigation Support Services. This provides the agency guidelines required to demonstrate to a court that the agency has gone beyond the normal expectations in Use of Force Training. Also, if the agency accepts and implements these guidelines, PPCT will provide expert witnesses for use of force litigation.

PPCT Management Systems has assembled a comprehensive defensive tactics program based on sound and careful research. The techniques are effective and easy to learn and use. PPCT provides a standardized, total package that can eliminate the piecemeal training we have all had. With guidance and support from the Mid-Atlantic Regional Office, Delaware Water Gap NRA and other parks in this region have adopted PPCT as the standard for defensive tactics training. Members of the DEWA FOP Chapter believe this system is the best available and we strongly urge that it be adopted Service-wide and mandated in the next revision to NPS 9. We submit this article to stimulate debate on this critical topic and invite questions and comment.

The Resource Protection Ranger

by Bob Martin, Ranger Lodges Resource Protection Coordinator and VP for External Affairs, Eastern Lodge

Here's an update of YOUR Ranger Resource Protection Fund's activities:

Yellowstone Elk Poaching

Our contacts with other conservation groups continues to pay off. The National Park Ranger Resource Protection Fund has been instrumental in helping with a recent high profile elk poaching case in Yellowstone. The National Anti-Poaching Foundation (NAPF) informed us immediately of a poaching story of a giant 15-point bull elk in Yellowstone which made the front page of the Denver Post on September 30th. Because we have established a great working relationship with them and they were fully aware of the resource protection problems in the NPS, the NAPF faxed over 100 copies of the story to media across the western US! This "blitz" has lead, at last report, to the establishment of a \$30,000 reward fund at Yellowstone. The Ranger Resource Protection Fund aided the administration at Yellowstone with information regarding efforts being made to help with their investigation as well as helped them with information on setting up a special fund to handle contributions in this investigation. As of this writing, no arrests have been made in this case and several other poaching cases have occurred.

Relations With Other National Conservation Organizations

Letters of support for the Fund and our Resource Protection Initiative continue to come in. The Sierra Club most recently assigned two separate committees to work on our issues--their Committee on Wildlife and the Subcommittee on National Parks. They have also sent out a two-page "Newsfeed" to their 60 chapter editors reporting on the establishment of the Fund.

The National Audubon Society's VP, Brock Evans, is seeking

funding sources within NAS to help get the Fund off and running and is also considering donating to the Reward Fund set up at Yellowstone for their elk poaching problems. We also received a nice letter of support and pledge for active involvement from the Virginia Wildlife Center, a nationally renowned wildlife rehabilitation center and conservation group.

Lastly, The National Anti-Poaching Foundation has brought their national poaching hot-line number "1-800-800-WARDen" on line and pledges to expedite all NPS poaching calls. With the approval and assistance of the Rangers Activities Division, WASO, I prepared an information message on this topic which went out over CLEARTEXT. I requested that each Park Chief Ranger contact the NAPF with instructions on how they want hot-line calls handled at their unit, including after-hour calls. Please check with your chief to confirm they responded to this message. This service is provided free to the NPS, but the responsibility is on each of us to assure that NAPF can reach someone in your park if/when a call comes in. The NAPF has already fielded hundreds of calls for nearly every state plus at least two NPS areas that I am aware of. The NAPF President is Len Dickson who can be reached by mailing instructions to NAPF 2860 S. Circle Drive, Suite 2136, Colorado Springs, CO 80906. His phone is: (719)576-1564 and fax at (719)576-1693. PLEASE DO NOT USE THE HOT-LINE NUMBER TO CALL IN YOUR INSTRUCTIONS TO THE NAPF. In this way, the 800 line will remain free for incoming poaching calls.

Fundraising and Membership Drive

We have negotiated a contract with B&B Presentations of Lynchburg, VA. Although they were gracious enough to give us a \$60,000 guaranteed minimum each year, it appears that the membership drive will far eclipse our wildest dreams. In the first month of the drive, B&B reports that we have already received over 3,300 membership pledges for over \$60,000 AND THAT IS SOLELY FROM WITHIN THE STATE OF WEST VIRGINIA!!! I think it is safe to say that there is a huge groundswell of support out there for our Parks and rangers. We hope this rate of support will continue. If so, I feel we can soon begin instituting the programs we established the Fund for: general and specialized resource protection training for rangers, supervisors, managers and the judiciary; procuring technical investigative and gear; developing a reward system and a toll-free NPS resource protection hotline; developing an outreach and junior ranger program; supporting research; and seeking legislative actions for resource protection and ranger issues. The membership drive will soon begin in Virginia, followed by North and South Carolina and Tennessee. We intend to go nationwide in 1994.

Support for Fund Efforts from the NPS

Pledges of support have been received from Dick Martin and Jim Brady at RAD as well as Paul Henry at FLETC. A draft Memorandum of Agreement and formal proposal is in WASO being reviewed. Director Kennedy expressed a sincere interest for the concept when briefly presented to him at the ANPR Rendezvous earlier this month. I also received numerous supportive comments from highly-placed NPS managers. Several expressed interest in volunteering to serve on an advisory board planned for the future.

Closing

I guess it would be safe to say that we are off to a great start. PS: Al Gore and his family were awarded Fund t-shirts by the Shenandoah Chapter and the Eastern Ranger Lodge during their recent stay in the Park! Don't let the Gore's be the only trend setters. Order your t-shirts today! (Now available in all sizes--see ad).

An Integrated Proposal For Intake, Training, And Field Training Of New Protection Rangers

by Bob Martin, VP for External Lodge Affairs, SHEN

I. Introduction

Having completed a Managing and Supervising Field Training Officer Program course with the Minnesota Department of Natural Resources, I'd like to share some thoughts on why I feel we need a tailor-made NPS FTO Program.

As you know, change is happening rapidly all around us. Ranger Futures offers us the opportunity to rectify what, to date, has been a pretty "willy-nilly" method of making a ranger. Compounded by forecasts of high ranger turnover due to our aging workforce and helped along by the possibilities of 20-year retirement, I see a golden opportunity to improve the training and mentoring of future professional protection rangers through some form of a standardized FTO Program.

The FTO program originated in the early 1970s in California. I have talked to many friends who are now supervisors in various enforcement agencies across the country, as well as fellow rangers who have participated in some variation of an FTO program--all give it high marks as a way to assure increased professionalization and quality services from the people who go through this system.

The following are eleven reasons for implementing a field training and evaluation process, numbers 1-10 were provided by Field Training Associates, a well known law enforcement consulting firm:

1. It is a court-approved, equal employment procedure conforming with all EEOC guidelines.
2. Vicarious liability claims of negligent hiring/retention are eliminated and claims of negligent training/supervision/assignment/entrustment are significantly minimized.
3. Budget dollars are saved by not retaining unqualified personnel.
4. Systematic, week-by-week instruction and coaching gets the Probationary Ranger "up-to-speed" faster.
5. Provides assessments of Probationary Ranger which becomes part of the employee's records.
6. FTO responsibilities creates another "career path" at the field operations level.
7. FTO becomes more knowledgeable and conscientious as a result of their role model/mentor responsibilities.
8. Team-building between field rangers, line supervisors, FTO's and higher levels of supervision and management results, as there is increased involvement in decision making with a "participatory climate."
9. FTO's have an opportunity to practice supervisory skills.
10. The FTO process provides feedback for changes in the hiring, basic and advanced training schools, and may make

* recommendations for the revision and/or creation of NPS policies and procedures.

11. The Field Training Process offers an outstanding means to reintegrate Rangers who have not been in the field for quite some time, such as those returning to the field from administrative, investigative, management, trainer assignments.

II. The Concept

One idea would be to set up at least 4 or possibly 6 parks, based on a number of criteria which could include: actual numbers of new rangers coming into the system; activity level and diversity of experiences which the park can offer; and the ability of staff to assume the increased workload, training and housing facilities etc. Parks with the diversity, case loads, and complexity required might be Everglades, Great Smoky, Shenandoah, Yosemite, Lake Mead, and Grand Canyon.

A professional FTO management consultant firm would need to be hired to provide professional oversight, training, and coordination to get the process up and running. A cadre of field rangers from each of the identified training parks would be selected based on willingness to participate in the program; knowledge and certifications of subject matter the Probationary Ranger must know; proven ability to train and provide "supervisory or lead duties;" and the ability to objectively observe and evaluate the performance of another.

The selected FTO's are brought together prior to the inception of the program and given formal FTO training. A cadre (at least two from each of the training parks) of FTO Program Managers are selected based on the FTO desired traits listed above and the proven ability to provide oversight and management to a field operational program. These managers are then brought together and given formal "Managing the FTO Operation" training.

The FTO's, FTO Program Managers and consultants are then brought together and NPS-specific FTO training manuals, benchmark performance criteria, and field training and evaluation processes are developed.

Consideration might be given to the idea that FTO's and FTO Program Managers are given additional compensation in the form of a higher grade to coordinate the training programs. Additionally, the training parks still need to maintain their park's operations. Additional operational funding for OT, staffing, etc. should be given to the training parks to cover the loss of FTO's and FTO Managers during the periods in which active training is occurring in their parks. Eventually, FTO's and their Trainees will be able to shoulder more and more incidents and calls as they progress through the field training portion of the program.

In order to be cost effective, it is recommended that fewer parks be utilized in order to provide a quality program, while keeping the operational costs down (by avoiding duplicating training courses and FTO programs being run in fifty different national park areas). Each eastern park is matched with a western park with the goal of giving the trainee a quality and varied experience. This should avoid the "Mississippi River Syndrome" in which eastern parks "do not provide the skills necessary to obtain jobs in the west." "Sister" FTO park assignments are recommended to assure that upon completion of assignments at two parks, the trainee has a wide range of protection, resource management, and other skills.

III. What A Typical FTO Program Might Look Like

In the beginning, the applicant is screened and selected based on written, oral, physical and psychological examinations. Once hired they begin paid full-time permanent status, with all

benefits. If the position is to eventually be STF, the Probation Ranger is put into full time status until their training, FTO and probation periods are successfully completed. If the applicant is hired for a protection position, they are scheduled for FLETC. It would be ideal if they could go directly into FLETC as a precursor to the rest of the training and FTO programs.

Let's say a group has already completed FLETC and they then begins his or her basic operations training at Shenandoah in March of 1994. They receive an intensive one month training program, which results in becoming certified as Structural Firefighter I, Wildland Firefighter, Standard First Aid or EFR, CPR, Basic Search and Rescue, Managing the Search Function, Man-tracking, campground operations, additional advanced resource protection training and basic resource management and trail maintenance skills. Fully integrated into this training is a mandatory physical fitness daily training regimen with periodic testing.

Upon successful completion of this basic training, Probationary Rangers are then assigned to FTO's throughout the parks, where they work six to eight weeks per FTO. After three to four weeks, they may be shifted to other FTO's to gain a wider variety of experience. During this second phase they begin handling a greater percentage of the calls, incidents and investigations. Daily physical fitness training and periodic testing is required throughout the period.

The Probationary Rangers are then reassigned for eight to twelve weeks to Shenandoah's "sister" park in the west, such as Lake Mead, where they are given a completely different park experience. For the first three weeks of this period, they are assigned an FTO. After extensive orientation to the area, they assume a more senior trainee role, eventually assuming all calls and handling all incidents during their shift. For the second half of the period they assume a "one car" unit, handling everything which comes their way. Also during this assignment, classes will be offered in time management, office and paperwork management, western resource management, protection issues, boating skills, boating enforcement operations and other operational concerns, such as managing a one-person ranger station, working in a recreation area, etc. A week long advanced rescue training course may be offered in one of the western mountain parks.

Once the solo phase (often referred to as the self-initiated field activity phase) is successfully completed, the Probationary Ranger is certified as a full performance Park Ranger by the certification board. Rangers are then assigned to their park for their last phase of training which consists largely of one-on-one time with their new supervisor and getting oriented to their area, park SOPs, park cooperators, etc.

The intent of this program is to cultivate a Ranger, well-trained in a wide variety of basic and advanced skills. Parks receiving these trainees will still need to prepare the Ranger for their park-specific issues, offer formalized OJT and allow for a readjustment period. It is envisioned that this entire process will take about 37 weeks from being hired to being placed into the receiving park, including eleven weeks at FLETC.

As the Ranger Lodges of the FOP considers whether or not they will seek Collective Bargaining with the NPS, it is vital that we push for the best intake and training process we can get. It will be that process which we will have to defend or challenge should the current trend of a "kinder and gentler" administration change.

Everything in this article is flexible and is presented to stimulate discussion. Call or write me with your comments.

THE PROTECTION RANGER: A Group Effort

by George Durkee, Editor

"They [the Ranger Lodges] publish a lengthy newsletter called the "Protection Ranger" which has more information in one issue than most of our magazines have combined for the year... They really have worked hard at what they are doing to represent their members."

Bob Walker, Executive Director
Virginia State Lodge, FOP

With those words in mind, a special thanks to all who help in putting out our newsletter: our contributors, our members who offer comments and suggestions, past editor Greg Jackson, and especially our editorial board--Dan Kirschner, Bob Martin and Randall Kendrick. How, you wonder, is such a fine newsletter put together and how can you, the member, participate? We try to publish *The Protection Ranger* every two months. Dan, Bob and Randall give suggestions for articles they'd like to see or send in pieces they've done themselves. They also solicit writing from members and where a particular expertise is needed. All articles are then sent to me where they're edited (the editing process is stimulated by caffeine and Italian opera, which adds a certain frenzied yet lyrical quality to the effort...).

The entire draft newsletter is sent out over Compuserve to Chris Cruz and the editorial board for their comments and suggestions. Incorporating their suggestions and corrections, I take--or transmit via modem--the completed text to our good friends at Sonora Publications where layout is done. A final proofreading is done by my wife, Paige, and then back to the printer. Lodge Secretary Dave Ashe prints out the mail labels (call the NEW 800 number when you change address: 800-407-8295!!) and sends them to the printer where the finished newsletters are collated, stapled, labels and stamps put on and then sent out to our members. Except for the printers, all of this is a volunteer effort and dependent on the kindness of rangers. A glitch anywhere along the way, of course, delays the process. I apologize when we're late getting an issue out, but hope our readers understand.

Our goal is to provide articles which keep us current on events in Washington, on techniques that can help us in the field, to stimulate discussion among rangers, and to give us, as law enforcement rangers, a sense of community. You can become a part of this effort by giving us the benefit of your knowledge, skills and abilities in articles submitted on topics of interest to you. The chances are that if it's a topic of vital concern to you, your colleagues are interested as well. I'd also like to publish occasional articles from other agencies or magazines that would be of use to rangers in law enforcement. Members are encouraged to keep an eye out for such articles and send them to me. Call or write any of us on the editorial board with your article ideas or submissions:

George Durkee: 23807 Quaker Ln.; Twain Harte, CA, 95383; 209-586-1652; Compuserve ID: 72610,1135 or (from the Internet) 72610.1135@compuserve.com. (From June to October, send submissions to Dan, Randall or Bob).

Bob Martin: Rte 3, Box 314, Elkton VA 22827; (H) 703-999-2008; Compuserve ID: 74640,1346.

Dan Kirschner: (H) 717-588-2333; Compuserve ID: 71673,3432.

Randall Kendrick: Rte 1 Box 150A Fancy Gap VA, 24328; 703-236-4533.

Although I prefer articles submitted on 3 1/2" computer disk in Word Perfect or ASCII, a Macintosh file is fine, as are 5 1/4" disks, and typed or handwritten copy. Suggestions and comments are always welcome as well. Thanks to all who contribute to *The Protection Ranger*.

Child Identification Day

by Steve Clark, DEWA

Did you know that a snowflake and the tip of your finger are alike? Just like snowflakes, no two fingerprints are exactly the same. On Oct. 9, 1993 children pondered this fact while having their fingerprints taken during a Child Identification Day sponsored by Delaware Water Gap NRA at Middle Smithfield Elementary School in Bushkill, Pennsylvania. Parents with children in kindergarten and 1st grade assembled at the school to have their fingerprints taken and a short video segment taped to assist law enforcement officers investigating lost or missing children.

The project started when members of the Fraternal Order of Police, Eastern Rangers Lodge, Delaware Water Gap Chapter discussed sponsoring a Community Service day at one of their monthly meetings. A Child Identification day was unanimously voted as a valuable activity and the most appropriate project for the FOP. With planning underway, the committee soon discovered there was tremendous interest in the project from parents and an overwhelming number of students at the school. Because of the interest, we decided to focus our attention on kindergarten and 1st grade. There were 450 students in the targeted grades alone!

Because of the scope of the project, assistance was sought and received from other sources. Agency employees from Interpretation, support staff, fee collection and fire management, as well as members of the Parent Teacher Organization, volunteered their personal time to assist.

Even before we opened the doors, parents and their children were lined up outside the school. Once we began, there was a steady flow of children being fingerprinted and videotaped. In addition to kindergartners and first graders, their brothers and sisters, ranging in age from 4 months to 12 years, participated in the program. We initially believed the children would be difficult subjects to fingerprint, but they proved us wrong. Most of the children were cooperative due to their curiosity. At the end of the day, we were pleased to learn we successfully completed 251 sets of fingerprints during the 6 hour period.

Throughout the day, Rangers were available to discuss and explain the various components of their jobs. An exhibit consisting of law enforcement and fire vehicles, a patrol boat and search and rescue equipment were used to demonstrate the type of emergency work Park Rangers perform. Parents and

children were excited to see Smokey Bear. A Park Ranger DARE (Drug Awareness Resistance and Education) instructor conducted two children's programs.

We highly recommend this activity to any park or agency who would like to initiate a community service project. The entire project staff thought the venture was a gratifying experience. We will remember the excited expressions on the children's faces for some time. For more information about the project, contact me (908-496-4856) or any member of the Delaware Water Gap Chapter.

Collective Bargaining

by George Durkee and Dan Kirschner

We continue to push to bring about a bargaining unit of law enforcement rangers. At the direction of our membership during our convention last March, we had hoped to hold a show of interest vote by this time--the first step in this process. Events beyond our control have temporarily slowed this effort and we apologize to our members. The National Lodge of the FOP has been hesitant to approve our request to join their Labor Council. Apparently they've had some problems organizing the Postal Police recently, and a few of their Board are concerned about getting involved with another federal agency. As such, we are considering forming an independent bargaining unit. We are also having discussions with another union with experience in representing federal officers and who have been encouraging about representing us as well. The Board of the Ranger Lodges will present the results of our investigations and discussions to the membership and, probably, a vote. We hope to do this with the next issue of the newsletter.

The benefits of a bargaining unit were once again emphasized by an Executive Order signed by President Clinton on October 1. In this order, unions are now defined as "partners" with management to work towards solutions to problems and ways of doing business. The list of negotiable issues has been expanded to include several critical areas not previously open to negotiation: the number of employees assigned to a project; the grade of a position; and the way an agency does business.

All along, it has been the goal of the Ranger Lodges to become partners with Interior and WASO in seeking solutions to problems that are of mutual benefit to field rangers, the Service and our parks. President Clinton's action is thus especially welcome. We will keep you updated on our progress.

National Park Rangers Lodge 23
Fraternal Order Of Police
P.O. Box 944
Yosemite, CA 95389

EASTERN LODGE MEMBERS: PLEASE REMEMBER TO RENEW ON JANUARY 1!!
WESTERN LODGE: PLEASE CHECK YOUR EXPIRATION DATE AND RENEW!!
REMEMBER--OUR NEW NUMBER IS 1-800-407-8295

