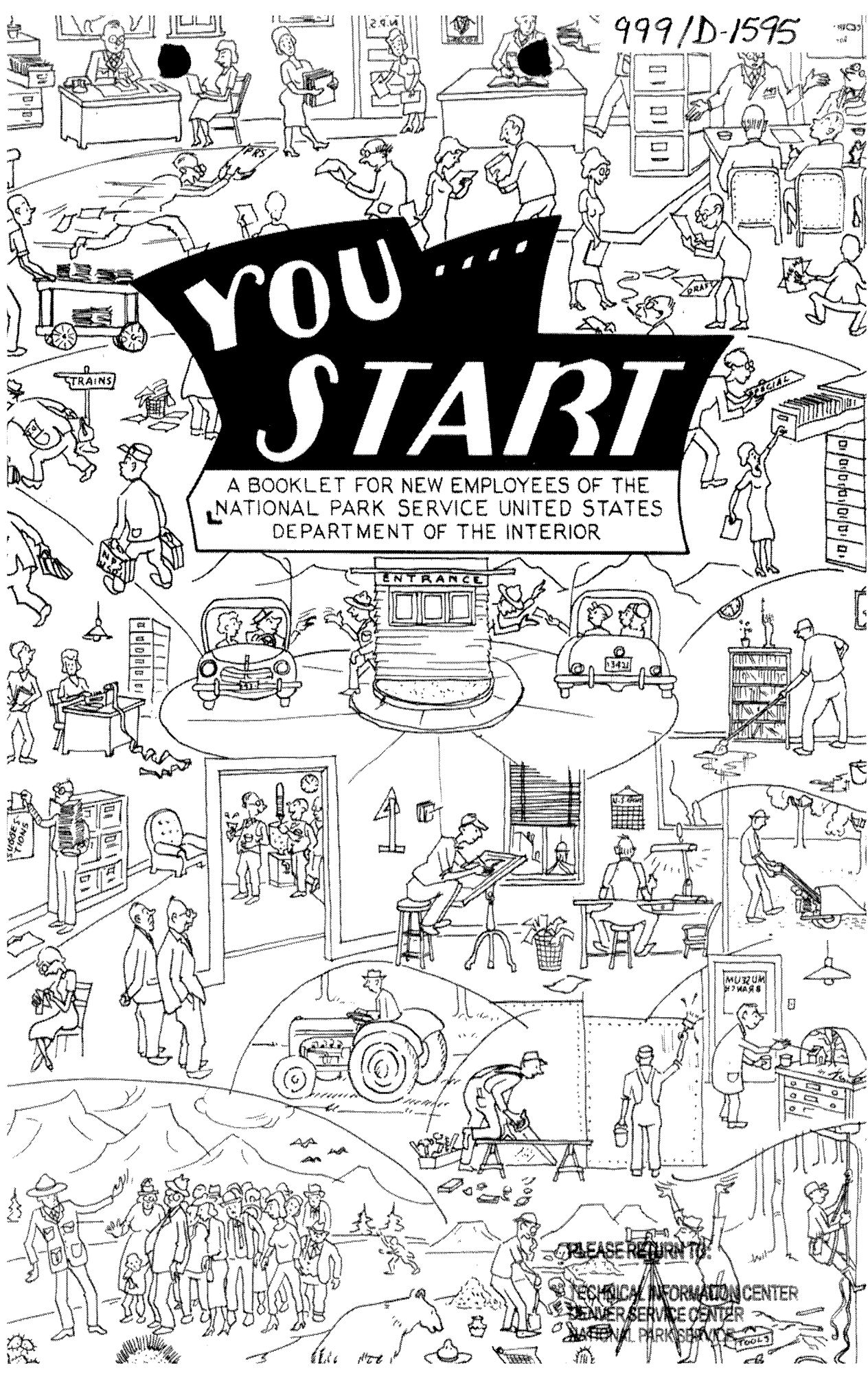


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# YOU START

A BOOKLET FOR NEW EMPLOYEES OF THE  
NATIONAL PARK SERVICE UNITED STATES  
DEPARTMENT OF THE INTERIOR



The National Park Service looks upon itself as the guardian of perhaps the greatest living and testamentary trust ever established. The concept of conservation of a small portion of our land, not for consumption of its natural resources, but for its preservation to minister to the human mind and spirit, because of surpassing grandeur or other special and profound significance, is one almost unique to the United States of America.

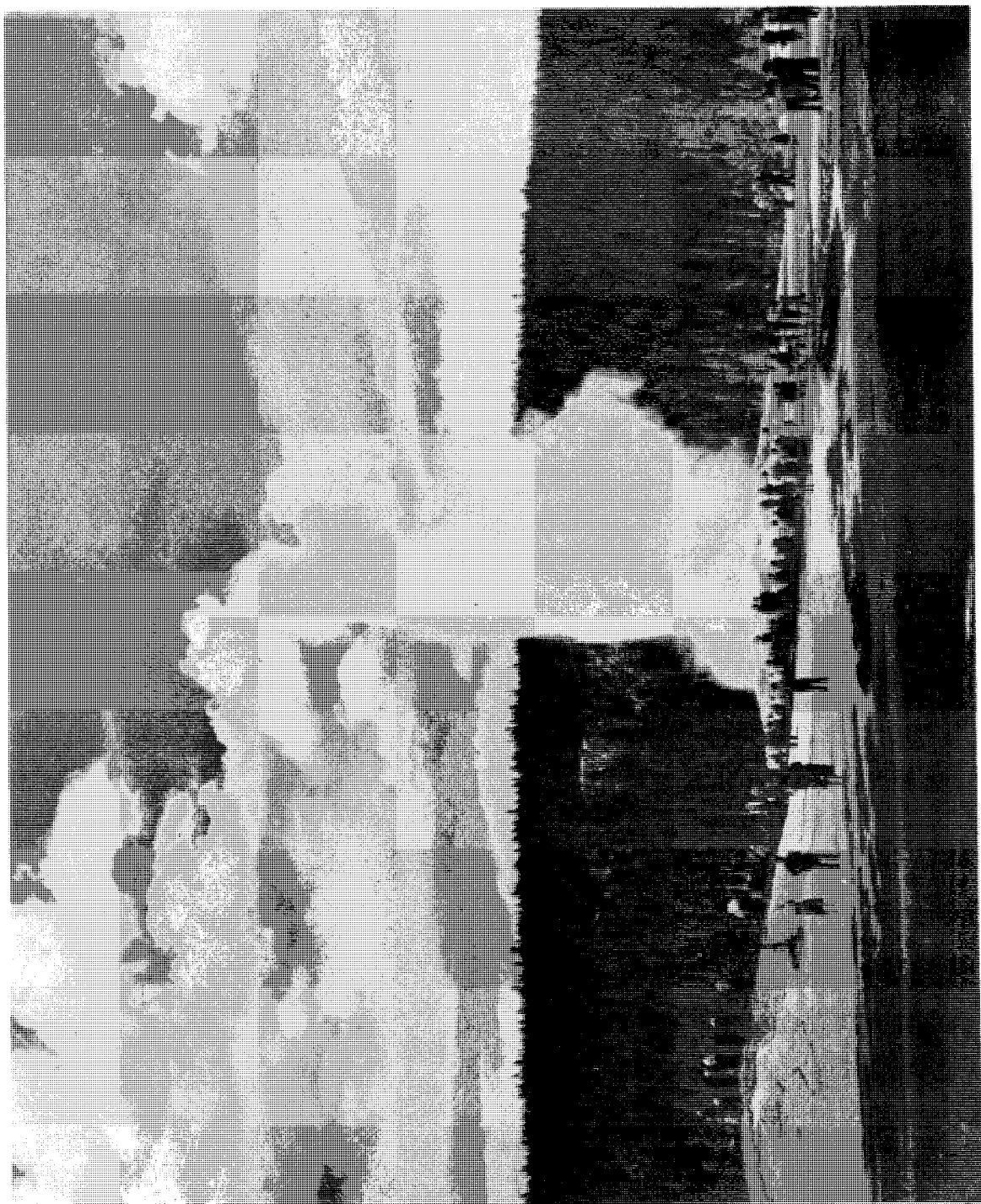
Newton B. Drury  
Director, National Park Service

in

Annual Report of the Secretary of the Interior  
1945

YOU START  
A Booklet for New Employees  
of the  
National Park Service  
United States  
Department of the Interior

May  
Nineteen Hundred and Fifty



*Old Faithful Geyser, in Yellowstone National Park, is a symbol of the national parks to many people.*

## WELCOME

You are now a part of a Nation-wide organization, the National Park Service, the Bureau of the Department of the Interior which administers the National Park System. We hope you will share with us who have preceded you into the Service our pride in it and our desire to increase public respect for it and for its ideals of capable, cheerful, and courteous service to the public.

This booklet was prepared for you. We ask you to read it because we believe that, whether you are entering on duty with the National Park Service for the first time or are an "old timer" coming back to us, you will find it of value to you. More important, it is designed to help you do your job better, to the benefit of the public, and to your own greater satisfaction.

I know that you want to get off to a good start; and you will find that others in the Service are eager to help you do so. Many of the questions that will come to you as a new employee you will find answered in the following pages; but you will not find all the answers there. Don't hesitate to ask questions, but try to ask them of those who may be reasonably expected to have the answers--your supervisor or someone who specializes in matters to which your questions are related. *Don't guess!*

In Government employment, everyone has a supervisor. In some cases, the supervision is rather close; in others, and quite commonly in the National Park Service, it is very general, with employees trusted to perform the work expected of them and to exercise initiative and judgment in connection with it. In any case, however, your supervisor is the person to whom you are directly responsible for what you do in your work. If you are in any doubt as to who is your supervisor, insist on finding out.

In a great many jobs, from routine checking of cars at a park entrance to the preparation of a park budget, you will find that things are done in ways different from those to which you are accustomed. There are usually very good reasons for these ways. The special nature of the public business and the laws under which Government bureaus are compelled to function often require different methods and different procedures from those which are followed in private business. Some National Park Service ways of doing things differ from those of other Government bureaus, usually because the purposes and objectives of the Service are different from those of any other bureau. However, we are anxious to improve our methods of doing business and to make them more effective; consequently, thoughtful suggestions for improvement will be welcomed and given consideration.

Bear in mind that, no matter in what capacity you serve, *you are a representative of the National Park Service*. You will perhaps be the only representative of the Service that many visitors will meet. These may form their lasting impressions of the Service solely from you. This can be as true of an office worker as of the men who wear the uniform and whose duties include many contacts with the public. In meeting those with whom we have business, your attitude should convey the friendliness and the sincere desire to be helpful which are characteristic of National Park Service employees everywhere.

Of primary importance is your own attitude toward your job. I earnestly urge you not to think of it as "just another job." The National Park Service is performing valuable services, contributing greatly to the enjoyment and the inspira-

tion of the American people. You, and all of us, have reason to be proud that we are in this work. You will find it worthy of your best efforts. To perform it, there are needed men and women of vision, initiative, loyalty, and high ideals.

Most sincerely I wish you success in your work. I know that all others in the National Park Service share this wish with me.

Newton B. Drury  
Director

## THE NATIONAL PARK SYSTEM AND THE NATIONAL PARK SERVICE

The United States is one of the foremost among the nations of the world in preserving for its people choice examples of their land. The preservation of superlatively scenic areas, and areas of great scientific or historical interest, for the use and enjoyment of the people--of this generation and of future generations--is one of our country's most farsighted policies. In the National Park System are found our truly great places of nature and of history.

The system consists of national parks and national monuments, and of other areas, variously designated, which are chiefly important from the historical standpoint. Over all areas included in the National Park System, the National Park Service exercises permanent and undivided control. On the other hand, in recreational areas such as those at reclamation projects like Lake Mead and Coulee Dam, primary jurisdiction lies with another agency; by agreement with that agency, the Service plans, develops, and administers the lands for recreational use.

In what is said hereafter, we shall often use the word "park" to avoid tiresome repetition, but you should understand that the word is used broadly to include any area in the National Park System.

What is addressed to you as an employee, in this little book, is applicable to you whether you work at an isolated field station, in a Regional Office, or in the Washington Office. The Service is a service of people--rangers, clerks, the Director, technicians, laborers, administrators, mechanics, and many others. Each of us has a share in the management of a priceless trust, which is the property of all the people of the United States. Our work is for the future as well as today. That is one of the reasons why many of us derive such deep satisfaction from it.

The National Park Service is one of the great conservation agencies of the Federal Government. Conservation, in its generally accepted meaning, is defined as the wise use of our resources. Government agencies have been established to provide for the wise use of the forests, the minerals, the waters, the soil, and the wildlife of the United States. Our parks are among our major resources, too, and they, too, are meaningful only in terms of human use. The Government has set aside these superlative areas--areas that contain geysers and hot springs; glaciers and glacier carved mountains; caverns and canyons; petrified trees millions of years old, and living trees that began their growth before the Christian era; volcanoes; lovely lakes; prehistoric "apartment houses" in caves, on valley floors, and on high mesas; and sites connected with every phase and period of the Nation's history. These are being put to their wisest and best use to provide enjoyment and understanding, and to inspire and uplift the human spirit.

When land is to be devoted to such use, it is clear that it and the things upon it must be kept in condition to yield to those who come after us the same benefits that we derive from them. Under the law which established the National Park Service, it is required "to provide for the enjoyment" of the scenery, the natural, and historic objects and the wildlife "in such manner and by such means as will leave them unimpaired for the enjoyment of future generations."

## HOW THE SYSTEM AND THE SERVICE BEGAN AND DEVELOPED

Fairly early in our history a few areas were set aside by the Government for park purposes or for purposes closely related thereto--the parks in Washington, D. C., about 1790; Hot Springs in Arkansas in 1832; the Yosemite Valley and the Mariposa Grove of Big Trees, in California, through a grant to the State for park purposes in 1864. However, what we call "the national park idea"--the idea of the Federal Government setting aside spacious areas of land of extraordinary scenic quality "for the benefit and enjoyment of the people"--was first exemplified in actual Government action in 1872, when the Congress authorized the establishment of Yellowstone National Park. The act did not confer a name on the area then set aside, nor did it call it a national park but rather "a public park and pleasuring ground"; but it was the first national park.

David E. Folsom, of the Folsom-Cook expedition which explored the Yellowstone country in 1869, seems to have been the first to suggest that this region of natural wonders and scenic beauty be made a national park. It remained for Cornelius Hedges, Montana lawyer and judge, to take hold of that idea, and to express it at the psychological moment for it to have results. It came about in this way.

Hedges was a member of a group, usually known as the Washburn-Doane expedition, which undertook an extensive exploration of the Yellowstone country in 1870. That region, at the headwaters of the Yellowstone River, and across the Continental Divide from them, was still a land of mystery to most Americans, though occasional trappers and traders had been visiting it for nearly half a century. Reports of the geysers and hot springs had reached the outside world, but were generally received with skepticism.

*The Famous Campfire.* As the 1870 trip drew near to its close, the reported wonders of the region confirmed by their own observations, the members of the expedition camped at what is now known as Madison Junction, where the Gibbon and the Firehold join to form the Madison River. Around the campfire, the members of the expedition discussed the opportunities for wealth or personal gain if they were to file claims on the geyser areas, the lake shore, the Grand Canyon of the Yellowstone, the hot springs, etc.; for all the area was then a part of the unappropriated public domain. It was at that point that Hedges offered his directly opposite suggestion that the whole extraordinary region ought to be set aside as a national park for everyone's enjoyment. All but one of the party (nobody knows who the single objector was) accepted the idea warmly.

One result of the subsequent efforts of members of the party was the Hayden geological expedition which went into the area the following year. One member was William H. Jackson who, in the face of the great difficulties of outdoor photography of that day, brought out the first photographs of the geysers, hot springs, and other Yellowstone scenes. Thomas Moran, the artist, also accompanied Hayden, and produced paintings of the wonders of the country which are world famous. Pictures, lectures, urgings of various kinds and from various directions, brought results in the passage of the Yellowstone Park Act on March 1, 1872. And at a time when natural resources were generally being ruthlessly exploited, the act enjoined the Secretary of the Interior to issue regulations to "provide for the preservation, from injury or spoliation, of all timber, mineral deposits, natural curiosities and wonders within said park, and their retention in their natural condition," and "against the wanton destruction of the fish and game found within said park." It was not until 1894 that the prohibition of hunting, now and for many years past an established policy throughout the national parks, was applied by law to the Yellowstone.



For 18 years thereafter, Yellowstone was "the national park." Then, in a single year, Sequoia, General Grant (now a part of Kings Canyon National Park), and Yosemite National Parks were established, though it was not until 16 years later that the Yosemite Valley and the Mariposa Grove were returned to the United States and made a part of Yosemite. Mount Rainier followed in 1899. The establishment of Everglades National Park in 1947 brought to 28 the number of national parks, each established individually by act of Congress.

*Antiquities Act.* In 1906, after many years of effort directed primarily at preventing the "pot hunting" of prehistoric materials on Federal lands, the Congress passed the Antiquities Act, which restricted the collection of such materials, and which authorized the President to establish, as national monuments, "historic landmarks, historic and prehistoric structures, and other objects of scientific interest which are situated on lands owned or controlled by the United States." By August 1949, there were 85 national monuments, of which the majority had been established through Presidential action, under authority of this act.

With the steady increase in the number of national parks and monuments assigned to the Department of the Interior for protection and administration, it gradually became apparent that their problems were sufficiently specialized and the areas themselves of sufficient importance to be entitled to a special administrative agency. Efforts to that end resulted, in 1916, in the passage of the act which authorized the establishment of the National Park Service as a bureau of the Department of the Interior. It began to function the following year, but its responsibilities were for only those parks and monuments and the one reservation then under the jurisdiction of the Department. It was not until 1933 that the military parks, historical monuments, and other related areas until then administered by the War Department, and the national monuments within the national forests that had been administered by the Forest Service of the Department of Agriculture, were placed under National Park Service administration.

*Establishment of the National Park Service.* The Service was organized in 1917. Stephen T. Mather, often spoken of as the "Father of the National Park Service," was the first director, and for more than 12 years he gave devoted service to the job, contributing generously of his private means to advance the work of the bureau. Forced by illness to resign in 1929, he was succeeded by his principal assistant, Horace M. Albright, who resigned in 1933 to enter private business. Arno B. Cammerer was director from 1933 to 1940, and Newton B. Drury from 1940 to the present.

An important law affecting the Service was one approved in August 1935 empowering the Secretary of the Interior, through the National Park Service, to conduct a Nation-wide survey of historic American sites, buildings, objects, and antiquities. The act provided for the establishment of national historic sites and for cooperative agreements with Federal, State, local, and private agencies, institutions, and individuals for the protection and administration of historic areas of national interest whether the properties belonged to the United States or not.

*Cooperation in Planning Authorized.* The Park, Parkway, and Recreational Study Act of 1936 placed upon a permanent legal basis the cooperation with State and local governments in planning their park and recreation area programs which had begun on a large scale in 1933, when the Service was given general supervision over the operation of Emergency Conservation Work (ECW) on State, county, and metropolitan parks.

Because of the Service's greatly increased responsibilities, it became necessary, in August 1937, to regionalize its work and to place in the hands of regional directors much of the authority which, until then, had been exercised only by the Director. There are four regions. The regional system is described later on under the heading of *Field Organization*.

## BASIC POLICIES OF THE NATIONAL PARK SERVICE

Our work in the National Park Service is directed toward making the scenic masterpieces and the scientific and historic areas which we administer contribute in the fullest degree to the lives of the people and the welfare of our country, now and in the future.

In a statement to the Senate Committee on Interior and Insular Affairs, dated January 7, 1949, the Director of the National Park Service included the following paragraphs relating to the basic policies of the Service:

*"Standards of Selection.--*In general, the element of national significance is held to determine whether or not any area of whatever character is entitled to status as a unit of the National Park System. The effort of the Service is directed both toward the inclusion of suitable areas and the exclusion of proposed areas which are not qualified.

*"Preservation of Natural and Historic Features.--*Backed by laws relating to a number of individual parks and by the provision of the act of August 25, 1916, that the National Park Service is to 'conserve the scenery, the natural and historic objects and the wildlife' in the national parks, monuments and reservations, and 'provide for the enjoyment of the same in such manner and by such means as will leave them unimpaired for the enjoyment of future generations,' this basic policy is applied to all areas which are a part of the National Park System. All animal species are given equal protection, subject to sensible controls; virgin forests remain unlogged to go through their natural cycles; grazing is limited and is being steadily decreased, with the ultimate object of eliminating it completely; lands, except where specifically authorized by the Congress, are not subject to mineral entry; impoundment or artificialization of lakes or streams for irrigation, hydro-electric power or other purposes is opposed in accordance with the principle recognized when the then parks and monuments were exempted from the provisions of the 1920 Federal Power Commission Act, by amendment the following year. The basic policy is to preserve nature as created.

*"Concessions.--*Beginning with the Yellowstone National Park Act of 1872, legislation has recognized the necessity of providing for public accommodation in the parks. The ultimate objective of the Department and the Service is Federal ownership of all such facilities, and a number of them are already so owned. It is necessary, however, to rely on private capital to provide and operate most of the hotels, lodges, eating places, etc., under contracts which provide for National Park Service control of seasons, rates, services, etc., as well as of all construction. No contract can exceed 20 years in duration, though it has been the practice for many years to renew such contracts at their expiration when the services provided have been satisfactory.

*"Information and Interpretation.--*Since the properties administered by the National Park Service are established for public enjoyment, it is necessary to provide the public with information about them. This is done primarily through various types of illustrated literature regarding each area, of which 7,000,000 to 8,000,000 pieces should be provided each year, at a minimum. These are supplemented by interpretive sales publications, dealing more exhaustively with subjects of scientific or historical interest; the initial cost of these sales publications is borne by the Service's appropriation for printing and binding.

"Within the parks, ranger naturalists and ranger historians conduct guided trips, participate in campfire and other public programs, and supply information to curious visitors. Museums and outdoor exhibits help the visitor to an understanding of the individual area and of the natural processes they exemplify or the historical events which have taken place there. Interpretive programs are backed by careful research, to the extent that appropriations permit.

*"Cooperation in the Park and Recreation Field.--*The act of June 23, 1936, provides a basis in law for Service assistance to other Federal agencies in planning recreational areas and, in the case of the states, in planning both park and recreational areas and state-wide or region-wide systems of such areas. As a result, the Service is actively cooperating with the Bureau of Reclamation and the Corps of Engineers in the appraisal of recreational potentialities of existing and proposed impoundments; with respect to reclamation reservoirs which are to be developed for recreational use, it has the responsibility of planning and constructing recreational developments. The Secretary of the Interior has laid upon it also the responsibility of administering those of more than local or state importance.

"Though only limited provision has been made for cooperative planning assistance to the states, this assistance is constantly in demand and is supplied to the extent that the small staff available will permit.

"As a basis for its cooperation with these Federal agencies and with state park agencies, the Service is obligated to concern itself with the overall recreational requirements of the Nation, present and prospective, and to assist in determining how those requirements can be met most effectively and economically."

## THE WASHINGTON OFFICE

The administration of the National Park System is under the direction of the National Park Service. The Service is a bureau of the Department of the Interior and is headed by a Director appointed by the Secretary.

The Director of the National Park Service is responsible to the Secretary for the work of the Service. Only broad matters of policy are referred to the Secretary for decision. The Director has what might be termed his "cabinet" of advisors and helpers who make recommendations to him, based on their expert knowledge of special phases of the work. They are responsible to him for technical supervision of that part of the work which lies in their respective fields. An Associate Director and two Assistant Directors assist him in the overall administration of the Service. His staff also includes a Chief Counsel, a Chief of Information, a Chief of Land Planning, a Chief of Recreational Planning, a Chief of Planning and Construction, a Chief Forester, a Chief Naturalist, a Chief Historian, a Chief of Public Services, a Chief Auditor, a Finance Officer, a Personnel Officer, a Safety Engineer, and a Chief of General Services. Their duties are broadly indicated by their titles. You can get a more detailed idea of their responsibilities by referring to the organization charts of the National Park Service. You are encouraged to study these charts which may be examined in any National Park Service office.

## FIELD ORGANIZATION

There are four National Park Service regions, each administered by a regional director. The regional offices are located as follows: Region One Office, Richmond, Va.; Region Two Office, Omaha, Nebr.; Region Three Office, Santa Fe, N. Mex.; and Region Four Office, San Francisco, Calif.

The Regional Directors are the Director's field representatives and are in direct charge of the regions to which they are assigned. They are responsible to the Director for seeing that the policies of the Service and the Department are uniformly applied and that the areas are administered properly. All matters affecting the field areas are referred to the appropriate regional offices. Controversial matters and questions of major importance are passed on to the Director, but decisions about other matters are made, in the majority of cases, by the Regional Director. The Regional Director has a staff of professional employees who assist him and the officials in charge of the field areas in planning and executing their work. They advise the Regional Director about matters in their special fields, in a manner similar to the way in which the Director's staff works in the Washington Office.

In general, each National Park Service area has a superintendent in charge. The superintendents in a region are responsible to the Regional Director, except when several areas are under a central superintendent, who is called a coordinating superintendent. The superintendent in charge of a coordinated area is responsible to the coordinating superintendent who is, in turn, responsible to the Regional Director.

*A Park Organization.* In a typical large park, there is a Protection Division headed by a chief ranger and a force of permanent rangers which may be augmented by a number of temporary rangers and fire control aids in the season of high fire danger and large visitation. The rangers are responsible for law enforcement, control of traffic, fire control, care of campgrounds, and many other administration and protection duties. A large park will also have a Maintenance Division to take care of repairs, communication, sanitation, and mechanical work. There must

be an office force to care for the purchasing, payrolling, correspondence, and other office work. This force is headed by a chief clerk. The park will have a naturalist force headed by a park naturalist to interpret important park features to the visitors. Under the direction of the superintendent, the naturalist in charge operates the park museums and conducts the interpretive program which may include hikes, auto caravans, nature trails, lectures, roadside exhibits, and talks before conservation groups. The head park naturalist also does, or supervises, the scientific research necessary for the interpretive program and he advises the superintendent on many scientific matters which affect the park.

This discussion of the way a large area is run is not intended to emphasize the importance of the national parks over other types of areas. There are many variations of the typical scheme; for example, in a historical area, a park historian takes the place of the park naturalist. And, in degrees varying with the size of the area, the same, or similar functions are present in the administration of all areas. They are simply performed by fewer people with less specialization (often with greater personal difficulty) in the smaller areas. The smaller the staff, the more versatile are its members.

*National Capital Parks.* The park system of the Nation's Capital, comprising more than 700 units in the District of Columbia and vicinity, is administered by the Superintendent of the National Capital Parks. He is responsible to the Director in much the same way as a regional director. Although located mainly in the City of Washington, the National Capital Parks are a part of the field organization of the Service.

## ABOUT WORKING FOR THE GOVERNMENT

What your hours will be, when you get paid, how much your check will be and how it is figured are things you have already learned, or will shortly learn from your supervisor. Some of the other important things you need to know about working for the Government are discussed below.

*Method of Filling Vacancies.* Permanent positions in the National Park Service are subject to the rules of the competitive civil service. With few exceptions, they must be filled by competitive examination. Wherever possible, vacant positions are filled by promotion. If no qualified employee is available for promotion, consideration is given to persons who have asked for transfer from other bureaus in the Department of the Interior and from other Federal agencies. If no one is available from these sources, the Civil Service Commission is asked to furnish a list of eligibles. The Commission then "certifies" the names of the highest three on the appropriate civil service register and selection is made with sole reference to merit and fitness. The names of eligibles are placed on registers in the order of their examination ratings but other factors such as veterans' preference affect their relative standing.

*Kinds of Appointments.* The following kinds of appointments are those most frequently made in the National Park Service:

*Probational.*--An employee is appointed to a permanent position subject to his successful completion of a trial or test period, a period during which he is on probation; that is to say, a period during which he must prove himself to be satisfactory on the job. The probationary period is a year. If at the end of the probationary period the probationer's service rating has been satisfactory, his retention automatically confirms his permanent appointment. He may be dropped at any time before the end of the probationary period if it appears that he is not the right person for the job.

*Seasonal.*--Employment in these positions supplements the regular force during the season of greatest activity. Such positions as seasonal park ranger, seasonal fire control aid, and seasonal guide come in this category. Temporary appointments are made to most of these positions.

*Temporary.*--When there is work of a temporary character, at the completion of which the services of the employee will not be required, a temporary appointment is made. Most seasonal positions, although they are recurrent in nature, are filled by temporary appointments; that is, by appointments which are terminated at the end of the season. Temporary employment often leads to a permanent job in the National Park Service. For example, service as a temporary park ranger may be counted to meet the experience requirements for admission to the park ranger examination. Many permanent positions in this Service are now filled by men who were once temporary rangers.

*Reports on Probationary Service.* Reports are made on the service of probationary employees. The reports are made by the employee's supervisor on an Efficiency Rating form during the probationary period. The employee's fitness for retention in the Service is determined on the basis of these ratings. You should ask for a copy of the rating form if you have not already received it, so that you will know the things about your work which will be considered in rating your efficiency.

*Changes in Grade and Reassignments.* You can be promoted, transferred, or reassigned from your first position, usually without further examination, unless you wish to be considered for a very different kind of work. Promotions and transfers are not often made, however, until after an employee has completed the probationary period.

*Official Conduct.* All employees in the Federal Government are public servants. They are responsible not only to the Federal Government itself, but to the public as a whole. There is a real obligation to serve the whole people efficiently and well. Employees are expected to perform their duties with dignity and decorum at all times. All relations with persons in other agencies and with the public generally should be marked with courtesy, respect, and tact.

It follows that we should all conduct our personal affairs in a manner which will not bring adverse criticism or disrepute to the Service nor interfere with efficient work. An employee is not allowed to accept from any person, firm, or corporation with which he has official relations any favor, gift, loan, unusual discount, gratuitous service or any other thing of value; nor should any employee give or use information acquired by means of his official position to advance the interests of himself, his family, his business associates, or his personal friends over those of other persons.

*Confidential Information.* In connection with their official duties employees of the Service sometimes obtain, or have access to, confidential information. They are required to keep it in strict confidence. The law provides severe penalties for the use of confidential information by any person to his own advantage or its disclosure except to authorized officials.

*Political Activity.* No employee may make use of the position he holds to assist a political party. He may not take an active part in any party convention, political club, committee, rally, or solicitation of funds for political purposes; solicit votes or render other service in connection with an election; write for publication in favor of any political party, candidate, faction, or measure; bet on an election; or organize, lead, or march in a political parade. This applies with few exceptions to activity in the city, county, state, or national elections, whether primary or regular, or in behalf of any party or candidate, or any measure to be voted upon.

However, in addition to the right to vote, an employee has a right to express political opinions privately, to belong to a political club, to make voluntary contributions to a political organization, to be a spectator at a political meeting, and to petition Congress.

Appropriations for the Service cannot be used to pay the salaries or wages of any person who advocates the overthrow of the Government of the United States by force or violence. You must certify that you do not advocate the overthrow of the Government. You must also certify that you will not strike against the Government and that you are not, and will not become, a member of an organization which claims the right to strike against the Government.

*Improper Recommendations.* Your attention is particularly invited to the civil service rule that no recommendation for promotion, except in the regular form of periodical service-rating reports or unless it be made by the person or persons under whose supervision such employee has served, may be considered by any officer concerned in making promotions. Recommendation in any other form or by any other person, if made with the knowledge and consent of the employee, is sufficient to debar him from the promotion. The penalty for a second offence is discharge.

*Contributions, Bribes, Presents, Etc.* No employee shall solicit contributions nor make any donation for a present to an official supervisor, nor shall

any supervisor accept any present from any employee under his supervision or from any employee receiving a smaller salary than himself.

Any employee who is offered a present or bribe by any person interested in the employee's performing a service in connection with his official duties, should report the case to the administrative official in charge of the area or office in which he is employed. No employee should accept any present whatsoever from, or on behalf of, any such person.

*Outside Employment.* No official or employee may perform or engage in any unofficial duty on his own behalf or for others:

1. If the outside work will prevent him from rendering full time services during the official hours of duty;
2. If his efficiency may be impaired by the performance of outside duties;
3. If the work done in a private capacity might be construed by the public to be official acts of the Service or the Department of the Interior;
4. If the outside work may result in a conflict between his private interest and his official duty or tend to bias his judgment;
5. If the performance of such work may involve the use of information secured as a result of his employment in the National Park Service to the detriment of the public service;
6. If such employment might tend to bring criticism on the Service or embarrass the Service;
7. If the work relates to a written discussion of policies or official work of the Service, except as authorized;
8. If the work involves writing articles or contributing information orally for articles to be published in unofficial periodicals when the contents of the articles spring from employment in the Department, unless authorized.

Before engaging in any sort of outside employment you should consult your supervisor to learn the current regulations on the subject. In general, outside employment is discouraged.

*Inventions by Employees.* The Government, as the employer and as the representative of the people of the United States, should have the ownership and control of any invention developed by an employee in the course of his governmental activities. Each employee of the Department of the Interior is required upon request to assign to the United States, as represented by the Secretary of the Interior, all domestic and foreign rights to any invention made by the employee within the general scope of his governmental duties, unless such requirement is waived in writing by the Solicitor of the Department. The rules are stated in detail in the Code of Federal Regulations, Title 43, Public Lands, Interior, Subtitle A, Office of the Secretary of the Interior, *PATENT REGULATIONS*, August 19, 1947. You should ask to read these regulations if you develop any patentable device or process.

*Fair Employment Practices.* The President, in 1948, issued an Executive Order to strengthen the Government's policy of nondiscrimination in employment because of race, color, religion, or national origin. As directed by the Order, the Interior Department has appointed a Fair Employment Officer in the Office of the



Secretary to whom an employee may appeal if he objects to any action affecting him which has been taken by any of his superiors and believes that the action was based entirely, or in part, upon prejudice against him because of his race, religion, color, or national origin. In this Service, the four Regional Directors and the Superintendent, National Capital Parks, have been designated as Field Deputy Fair Employment Officers for their respective jurisdictions.

An employee who has a grievance of the type covered by the Fair Employment Practices Order would do well to seek an adjustment through discussion with his immediate superior or with the official in charge of the field area or office before carrying the matter to the Regional or Washington Office levels. However, he may feel perfectly free to appeal direct to the highest authority, rather than to "go through channels," if he wants to do so.

*Examinations.* No employee of the Government may directly or indirectly instruct, or be concerned in any manner in the instruction of, any person or classes of persons with a view to their special preparation for the examinations of the Civil Service Commission.

*Quarters Deductions--Government Quarters.* Generally speaking, living quarters for employees will be furnished by the Government for employees in field stations so far as quarters are available and when it is not practicable to obtain living accommodations commercially in the vicinity. The charge for Government-owned quarters is set by an appraisal board. Salary deductions for quarters are based on the reasonable value of the quarters to the employee during the period and in the locality in which they are furnished. The person in charge of the office or your supervisor will be glad to give you further information about quarters deductions if you want it.

*Position Classification.* The uniform classification of positions on the basis of their duties and responsibilities is required by law. You should ask your supervisor for a copy of the official description of your position at the time your appointment becomes effective and whenever changes in your status occur.

The fact that you are *qualified* to perform more difficult work cannot, under the law, be advanced as a reason for raising the grade, but the Service tries to promote employees who are qualified to do more difficult work to other positions which measure up to their abilities. Unfortunately, it is sometimes necessary to wait until there is a suitable vacancy. In the meantime, if you cheerfully do your job better than your supervisor can reasonably expect it to be done, your future promotion is most probable.

Your supervisor, or the person in charge of the office, will be glad to give you more detailed information about the classification of positions, if you desire it.

A range of pay is prescribed by law for each grade of position. This range is shown in pay scales which you may examine in the office if you wish to do so. Original appointments are made at the first "step" in the range and advancement to higher steps depends on efficiency, conduct, and length of service.

*Some Positions are not Subject to the Classification Act.* Positions which require skill in a trade, such as carpenter, mechanic, and electrician, and laborer and similar unskilled positions, are not subject to the Classification Act. Accordingly, they are not graded. The salary tables do not apply to such positions and pay is figured on an hourly basis. The rate per hour is based on the local rates paid by others for the same kind of work. If you have a permanent appointment to such a position, you have just the same rights of leave and retirement as the other employees have. Your status as a career employee is equally protected.

*Efficiency Ratings.* Each permanent employee is given an efficiency rating periodically. This rating is considered for increases in salary within the grades (the plan for similar increases is not yet applicable to ungraded employees), and when employees must be discharged due to reductions in force. It is also considered for promotion purposes. If your efficiency rating falls below a certain level, you may be reduced in salary within the grade or may be demoted to another position in a lower grade, or may be dismissed from service.

Your immediate superior rates your efficiency in accordance with Civil Service Commission regulations. You may see these regulations by asking for them. A standard form is used for rating all employees. The rating is reviewed by the officer standing highest above the rating officer who knows about your performance. The head of the field office (the Director in the central office of the Service) names three to five persons to serve on an Efficiency Rating Committee. This Committee initiates the operation of the rating system each year, follows it through to completion, examines and audits the work of the rating and reviewing officers, and reports final results to the Director. After the ratings are approved, the individual employees are notified of them. There is a sincere attempt to give just and impartial ratings at every stage of the program and every precaution is taken to insure that no personal prejudice shall influence your rating.

You should ask for a blank copy of the efficiency rating form, upon your entrance on duty, and should learn about the elements upon which you will be rated. You should also get from your supervisor an explanation of each element on the rating sheet which applies to your position so that you may know what standard of performance you must reach to be rated high on that particular element. If you have any doubts as to just what is expected of you, you should discuss your duties frankly with your supervisor.

*Appeals from Service Ratings.* If you are dissatisfied with your efficiency rating, you may ask to examine your rating sheet. You should discuss it with your supervisor and get his point of view. Try to work out ways of improving your performance. Try to see your performance as others see it, and use the rating as a guide to better work.

If you still believe that you were not correctly rated, you may appeal the rating in accordance with the information printed on the notice of rating which you received. Your appeal may be made to your local Efficiency Rating Committee. Its members are employees whom you know and who know about your job. It is easy, also, to meet with them. However, you are free to appeal directly to the Regional Director, the Director, the Secretary of the Interior, or the U. S. Civil Service Commission. Or you may appeal to them successively. The final Board of Review for the Department of the Interior consists of a chairman, designated by the Civil Service Commission, a member designated by the Secretary, and a member elected by the employees of the Department.

*Retirement.* Permanent civil service employees are granted retirement benefits under the Civil Service Retirement Act, as amended. A deduction of 6 percent for the retirement fund is made from the salaries of all employees covered by this act. The amount of annuity to which an employee is entitled when he retires depends upon his salary and length of service. The subject of retirement cannot be treated in detail here. However, a simple and excellent explanation of your rights and privileges under the Retirement Act is contained in the "Certificate of Membership in the United States Civil Service Retirement System" which, if you are a permanent employee, you should receive when you enter on duty. If you have not received this certificate, ask for it.

In the case of death, the employee's equity in the retirement fund, or an annuity, may be paid to a specified beneficiary. Accordingly, you are urged to file

Form 2806-1, which is provided for the purpose of naming beneficiaries. The beneficiary may be changed at any time by submitting a new form. Blank forms may be obtained in the office if you have not already received them. If you have not designated a beneficiary, *do it now*.

*Promotions.* It is the policy of the Service and the Department to provide promotional opportunity to those with unusual ability without discouraging the more numerous but less gifted members and to reward employees for outstanding ability on the job. Vacancies in positions in higher grades are filled wherever possible by promotion from within the organization. Equal consideration will be given every qualified employee to compete for higher salaried positions.

You are encouraged to expect advancement and should know that the Service has a genuine interest in your progress. At the same time, we expect you to prepare yourself so that you will be qualified for promotion when the opportunity comes. The following is quoted from the Service Promotion Policy (FO-449, September 12, 1946):

"1. It is the duty of each supervisor to bring to his superior's attention consistently outstanding performance on the part of any employees under his supervision.

"2. If a suitable opportunity for the promotion of outstanding employees does not exist within the organization, the official in charge of the area or office should report the facts to the regional director so that opportunities may be sought on a regional basis. The regional directors in turn should report such employees to the Washington Office for Service-wide consideration if suitable opportunities do not exist within the region. The regional directors also are enjoined to be constantly on the lookout for employees who have earned the right to promotion to more responsible positions anywhere in the Service and those who have potential ability which should be developed by progressive transfers or assignments. In the Washington Office, the Personnel Officer is responsible to his superiors for giving full effect to this principle on a Service-wide basis.

"3. All employees should be given clearly to understand that good work will be recognized wherever possible by promotion to vacancies wherever they arise in the Service whatever the inconvenience to the unit in which they are working. Nothing dampens enthusiasm and stagnates energy more than the impression that an employee can be 'too good to promote.'

"4. It is recognized that not every employee can go to the top. Certainly, however, every worthy employee has a right to expect at least moderate promotion in the course of his National Park Service career.

"It is the duty of each supervisor to report to his superior the names of employees under him who outstandingly deserve promotion. Officials in charge of field areas should report the names of outstanding employees to the appropriate regional directors, and the regional directors in turn should keep this Office informed at all times of the names of those employees within their regions who should receive consideration for promotion on a Service-wide basis.

"Consideration should be given to all qualified employees on a Service-wide basis for promotion to the following positions: All professional positions; positions in GS-11 and above; assistant superintendent, chief clerk, chief ranger; all positions of superintendent in grade GS-7 and above. To avoid stagnation at the lower grade levels in small field organizations in which opportunities for advancement within the organization are few, consideration should be given on at least a regional basis in

selecting employees for advancement to positions not listed above. It is recognized, of course, that practical reasons will often support direct line promotions to the intermediate positions in the larger field organizations.

"The future success of the Service depends on the early identification and subsequent development of outstanding employees to fill its responsible positions as they become vacant. No well-qualified employee should be given any reason to believe that his opportunities for advancement are limited to his immediate organization."

*Career Service.* The National Park Service tries to make progressive assignments of employees from lower to higher grades as the employees qualify for promotion and vacancies become available. Such promotions are linked together to form a career of increasing responsibility extending to the time of retirement. Thus the National Park Service is a real "career service."

*Within-Grade Salary Advancements.* The increased value of the services of an employee in his present position is recognized by within-grade salary advancements. They are a reward for faithful services. All permanent employees who occupy positions for which grades are set by law, who have not reached the top rate of pay for their grade, are advanced periodically to the next higher rate within the grade if their conduct is satisfactory and their efficiency rating meets the requirements of the law governing within-grade increases. The pay scales, to which you have been referred before, show what these increases are.

*Rewards for Superior Accomplishment.* Additional within-grade salary advancements of one step may be granted to deserving employees in graded positions. It is recognized that any employee, regardless of his rank or station may give such outstanding or distinguished service as to merit this type of recognition. At the same time, the level of achievement must be so high that the recognition constitutes a signal honor not easily attained. Superior accomplishment pay increases may be given to employees who have displayed outstanding initiative in the performance of their duties, or outside their assigned duties, or who have devised new and improved methods of performing the work when such improvements result in substantial advantage to the Government; to employees who have within regular hours established a unique record for quantity and quality of work done; or to employees who have performed an act or service of unusual value above and beyond the call of duty.

*Grievances.* A grievance is any feeling about your work that causes you dissatisfaction, unrest, or unhappiness. If you have a grievance, you should first discuss it with your supervisor. He should try to settle it. It is up to him to correct conditions that cause grievances, or to take steps to adjust them when they arise, so far as it is within his power to do so. If the result is not satisfactory to you, you may make a complaint to any higher official in authority and he will try to make the proper adjustment, if he is convinced that it is justified. You have a right to present your complaint to the Regional Director or to the Director if you believe that satisfactory adjustment cannot be obtained otherwise. The right of final appeal to the Secretary of the Interior is open to all employees.

We hope that you will have no grievances, but if you should sometimes feel that you are not being dealt with fairly, go to your immediate superior about it. In practically all cases a talk with him will iron out the differences between you. Make it plain that you regard the discussion as a confidential matter; in other words, that you are not talking loosely about it with your fellow employees, but that you recognize him as the proper person with whom the trouble should be discussed. Such a discussion is a very different thing from "telling the boss where to go"; the difference is the difference between talking things over and "griping," between cooperating and refusing to cooperate.

*You Can Be Fired.* That's right. There has grown up a belief that Government employees cannot be discharged for poor work, indifference, or failing to work well with those with whom they are associated. No organization could work well if this were so. It is not so in the Government. Clear procedures are prescribed by law and regulation for the discharge of employees whose services are, for any good reason, not satisfactory. These procedures carefully protect the employee from prejudice, favoritism, discrimination, and injustice, but they do not prevent his discharge for any personal cause which would be recognized as sufficient in a large, well-managed business. If you do good work and keep up a friendly and cooperative attitude, you have nothing to fear. We think you are a person who will do both; otherwise you would not have been selected for appointment.

*Suggestions.* The National Park Service encourages suggestions by employees. The Interior Department awards substantial cash prizes to persons whose ideas are good and can be adopted. Suggestions are wanted on all subjects relating to improvement of the methods, functions, and procedures of the Service. Feel free to present any ideas which may occur to you. It will be quite all right if your suggestions imply constructive criticism of existing methods. Most improvements are made as a result of constructive criticism. We genuinely want your suggestions; want you to help make the National Park Service the best possible Service.

Suggestions may be made directly to the Secretary of the Interior or to your immediate superior, or to any official between them. Whatever official you address, the suggestion will be transmitted to the Chairman of the Board of Awards in the Secretary's Office.

*Annual and Sick Leave.* The law provides liberal leave benefits for most employees. Your supervisor will explain them to you and you may ask to read the leave regulations if you wish to do so. However, if you are a temporary wage board employee (usually paid at so much an hour), you may not be entitled to leave. Permanent hourly wage employees have the same leave rights as employees who occupy graded positions.

*Compensation for Injury.* The Government provides medical and hospital care without cost for an employee when he is injured in line of duty. You can obtain full information concerning compensation for injury by asking to read the regulations. There are copies of these regulations in all National Park Service offices.

However, the most important thing for you to know is that an injury should be reported to your superior immediately. He will help you to get treatment and see that your claim is presented to the Bureau of Employees' Compensation. It is wise to report even slight injuries promptly though you may think they don't amount to much. Sometimes an injury is more serious than it seemed to be at first and there may be difficulty in making your claim at a later date if the injury was not reported at the time it happened.

*Hours of Work.* The law provides for an 8-hour day and a 40-hour week for Federal employees. Most employees work 8 hours a day from Monday to Friday inclusive. However, the nature of the field work is such that rangers and others must often work at night or on Saturdays, Sundays, and holidays. Regular schedules of duty are set up for such employees and their work week may provide for other days than Saturday or Sunday as non-work days. When ordered by proper authority, work beyond 40 hours in a calendar week will be paid for at  $1\frac{1}{2}$  times the regular rate. (Under legislation existing at the time this is written, graded employees whose salary is more than \$2,970 per annum receive pay at reduced overtime rates.) When an employee is ordered to work on a Government holiday, he is paid twice his regular rate for time up to 8 hours.

*Holidays.* New Year's Day, Washington's Birthday, Memorial Day, Independence Day, Labor Day, Armistice Day, Thanksgiving Day, and Christmas Day are legal holidays for Government employees. When a legal holiday falls on Sunday, employees are usually excused from duty on the following Monday.

*Caution.* The laws, rules, and decisions which affect Federal employment are changing constantly and those now in effect would fill many books. What is written in this booklet is not a complete statement. It is rather a guide to some of the things you should know if you are to work for the Federal Government. You will keep on learning about them as long as you are a Government worker.

*Conclusion.* Finally, the National Park Service is not an autocratic organization, nor is it "bureaucratic" in the unfavorable sense in which the word is often used. You are encouraged to feel that you *belong* to the Service as you would belong to a church or a lodge, rather than that you just work for it. Your opinions will be heard with respect. What you are doing is important to the success of the whole Service. In addition to making a living, most of us derive deep personal satisfaction from our jobs in the Service. Your job, too, will yield satisfaction if you give your mind, your energy, and your enthusiasm to it.

*Good Luck!*



