

REPORT OF ORGANIZATIONAL EVALUATION

SOUTHWEST REGIONAL OFFICE

Santa Fe, New Mexico

CHACO ARCHEOLOGICAL CENTER

Albuquerque, New Mexico

NAVAJO LANDS GROUP OFFICE

Farmington, New Mexico

January 20 - 31, 1975

EVALUATION TEAM

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PREFACE

There were two primary goals for this study:

1. To identify those full-time permanent and less than full-time permanent positions in the Regional Office, the Chaco Center, and the Navajo Lands Group Office which are not absolutely essential to their basic functions.
2. To point out functions where effectiveness or efficiency could be increased through realignment or better utilization of people.

Implicit in these goals is the need to, insofar as is possible, show the way toward implementation. This we have tried to do.

The observations and suggestions are based upon interviews with managers, supervisors, staffers, secretaries and clerks. Ninety-three individuals were interviewed.

Present Position and Funding Status

(FY-75 Operating Programs)

	<u>Perm.</u>	<u>Other</u>	<u>Funds</u>	<u>% Funds</u>
<u>Office - Regional Director & Deputy</u>	3	-	106,200	
Asst. to Regional Director, Texas	2	-	62,400	
Public Affairs	4	1	111,800	
Operations Evaluation	3	-	90,000	
Environmental Coordination	3	1	93,500	
	<u>15</u>	<u>2</u>	<u>\$463,900</u>	17%
 <u>Office - Associate Director, Administration</u>	 2	 -	 65,400	
Programming and Budget	5	-	103,200	
EEO	2	1	51,700	
Personnel	11	5	216,300	
Finance	17	7	264,900	
Contracting & Property Management	10	3	183,700	
	<u>47</u>	<u>16</u>	<u>\$885,200</u>	33%
 <u>Office - Associate Director, Park System Mgmt.</u>	 2	 -	 51,100	
Protection & Resource Management	5	-	119,200	
Interpretation	5	2	115,800	
Maintenance	6	2	127,400	
Concessions	2	-	36,700	
Land Acquisition	6	1	119,300	
Land Use Studies	1	0	31,500	
Park System Reserves	-	-	3,900	
	<u>27</u>	<u>5</u>	<u>\$604,900</u>	23%
 <u>Office - Associate Dir., Professional Services</u>	 2	 -	 47,600	
Environmental Impact Statements	-	-	50,000	
Natural Science	4	3	93,300	
History	3	3	77,900	
National Register	1	1	36,700	
Planning & Design	9	3	265,600	
Federal, State, & Indian Assistance	3	1	51,000	
Archeology	5	12	103,700	
	<u>27</u>	<u>23</u>	<u>\$725,800</u>	27%
 <u>Regional Office - Santa Fe (Total)</u>	 116	 46	 *\$2,689,800	

* (13% of the total region's funds excluding land purchase money)

Regionwide Position Status

<u>Total Staffing-Southwest Region (1/18)</u>	<u>Perm.</u>	<u>Other</u>	<u>Vacancies</u>	<u>Total</u>
	475	412	95	982
	*48%	42%	10%	100%

Regional Office has 17% of the total Southwest Region's positions.

* (48% of the total region's positions are permanent.)

REGIONAL DIRECTOR'S OFFICE

Deputy Director

Associate Directorships

Office of Operations Evaluation

Office of Public Affairs

Office of Environmental Coordination

GENERAL OBSERVATIONS

Associate Directorships

Administration is a singular support function to the other Directorates, WASO and the field.

Park System Management has a strong role in park management and operations matters which cannot be delegated to parks nor operated from the Washington Office.

Professional Services is a natural division of work. Their primary role is "out ahead" of day-to-day operations.

Observations

The present arrangement is better than alternatives we considered.

The three Associate Directors each have a full-time permanent secretary. The work could be accomplished by two.

Regional Directorate

The Deputy Regional Director serves as the principal assistant to the Regional Director, substituting for him when he is away 25 - 50 percent of the time. He is chairman of the Regional Personnel Performance Review Board, counsels Superintendents, coordinates plan reviews, participates in public meetings when the Regional Director is not available and is the Regional Director's "alter ego."

Observations

The Deputy Regional Director maintains continuity of operation when the Regional Director is absent and acts as intermediary or coordinator for actions that cross divisional lines. One of the great values of this position is to relieve the Regional Director of work that can only be handled in his office. This position is excellent for advancement to higher level management responsibilities.

When this position becomes vacant, the Regional Director may wish to temporarily keep it vacant to test the ability of the Regional Office to function without it by redelegating portions of the responsibility. Careful overview must take place to make certain that responsibilities are adequately delegated and to make sure that no critical functions are lost.

Office of Operations Evaluation

This activity acts as management consultants to the Regional Director. It provides management review of all aspects of area and Regional Office operations, including review of effectiveness of area controls, management of manpower, funds, facilities, and accomplishments. Recommendations for management action are made. They occasionally assist in implementation. Special studies are made for the Regional Director. Examples are Natural Science Cooperative University Agreements, DIPS review, Gila Cliff Dwellings Management Improvement Study, etc. The team is used for special training in the NPS Management System. It works with field areas on development of Resource Requirements Data and subsequent approval.

There are two Operations Evaluation Specialists and a Secretary (Steno), all full-time permanent employees. Ad hoc members are added to provide specialty expertise when required. FY-75 funding is \$90,000.

Observations

The Regional Director uses this team to attach specific problems and make recommendations, make special studies, give training, and monitor field operations. The team is effective.

In summary, Operations Evaluation is a viable, essential function. It is preferable to retain the present two-man team. However, in the event one position were to become vacant, the Regional Director could hold it unfilled for a trial period.

Present Staffing: 3 Permanent

Funding FY-75: \$90,000

Office of Public Affairs

This office consists of the Assistant to the Regional Director for Public Affairs, a Visual Information Specialist (Photographer), Public Information Officer, Secretary, and a Public Affairs Assistant (STF).

It (1) prepares "Public Affairs Position Papers," (2) supports the WASO affairs programs, (3) analyzes public affairs conditions, (4) assists the field areas in public affairs programs, (5) issues press releases, (6) maintains Service literature, (7) coordinates special events, (8) assists in speech preparation, (9) supplies photographs to meet Service or press media needs, (10) helps the Regional Advisory Committee. Coordinates Bicentennial activities, Federal Register Issuances, International Affairs, legislative liaison and the State Coordinators program.

Observations

There is need for better guidelines from WASO. Guidelines for the use of the darkroom should be made by the Chief so that when the Visual Information Specialist is gone, photo processing can be done by others. The team questions the need for a full-time photographer.

The new Public Affairs Assistant GS-11 (STF) is underutilized. We suggest her assignment to History to manage the National Register through the State Coordinators.

<u>Present Staffing:</u>	4 Permanent
	<u>1 Other</u>
TOTAL	5

Funding FY-75: \$111,800

Office of Environmental Coordination

This office has three permanent full-time positions and a less than full-time Writer GS-11. Its FY-75 budget is \$93,500, with an additional \$50,000 available for funding personnel services--writer-editors, etc., in Professional Services. The Environmental Coordinator GS-14 position is vacant.

It was established in 1971 to provide compliance with the National Environmental Policy Act of 1969. The office had a large number of impact statements to be completed in order to catch up with many recently completed Master Plans. During this catch-up phase, the office was placed under the Regional Director for the writing, editing, and printing of environmental documents.

Observations

Only the Big Bend Master Plan Environmental Impact Statement remains to be completed by the Writer. Two Writer-Editors are in the Division of Planning and Design, and one in the Division of Natural Science. These Writer-Editors for Environmental Impact Statements will prepare the statements.

The workload may dictate that the (STF) Writer-Editor need not be retained beyond the expiration of her appointment in May.

Since the writing, editing, and printing of backlog environmental documents is almost complete, the Chief should report directly to the Associate Regional Director, Professional Services. The present Environmental Policy Specialist, GS-13, could be coordinator of this office to handle out-house statements and assure that quality control, progress, and compliance is being accomplished by the other writer-editors. The Environmental Coordinator, GS-14, position could at this time remain vacant.

Free access by the Office of Environmental Coordination to the writer-editors in the Professional Services divisions should reduce the possibility of unacceptable end-product statements that would not meet CEQ guidelines and acceptance.

<u>Present Staffing:</u>	3 Permanent (1 Vacant)
	<u>1 Other</u>
TOTAL	4

<u>Funding FY-75:</u>	\$93,500 Office
	<u>50,000 Professional Services</u>
	\$143,500

GENERAL OBSERVATIONS

Correspondence

Divisions and offices perform almost no quality control over correspondence they prepare. Materials coming to the Associate Director's level (other than Professional Services which appears to largely bypass the Associate Director) are all too frequently sent back for redoing or are redone at the top level. In the case of Professional Services, the work is sent directly back to the division for redoing. It is inefficient to let these materials go to the directorate before first-class correspondence is generated.

The Regional Director's secretary is revising the regional correspondence manual. This revision should be hastened. After completion of the manual, training sessions should be mandatory for those involved with correspondence.

SUMMARY

Office of the Directorate

Options

Deputy Director

If the job becomes vacant, it could be left open for a trial period to save a permanent position temporarily.

Savings: 1 Permanent

Associate Directorships

The three Associate Directors each have a secretary. Two secretaries could handle the work.

Office of Operations Evaluation

This office could operate for a trial period with one evaluation specialist using ad hoc assistance in order to temporarily save a permanent position.

Savings: 1 Permanent

Office of Public Affairs

The Public Affairs Assistant GS-11 (STF) could be assigned to History to manage the National Register through the State Coordinators.

Office of Environmental Coordination

Move Environmental Coordination to Professional Services where they have responsibility for coordination, progress and quality control.

Hold vacant the GS-14 Chief's position.

Before May, review the need for the GS-11 (STF) Writer-Editor to continue.

Savings: 1 Permanent

Possible Savings Now: 1 Permanent

Possible Savings Future: 2 Permanent

ADMINISTRATION

Divisions of:

Finance

Personnel

Equal Employment Opportunity

Programming

Budget

Contracting and Property Management

Administration

This unit has six divisions--Finance, Personnel, Contracting and Property Management, Budget, Programming, and Equal Employment Opportunity.

It does programming, budgeting, organizational development, personnel, equal employment opportunity, property management, contracting, general services, and related activities. The divisions are responsible for the timely implementation of plans, policy programs, and procedures for all administrative activities within the Southwest Regional Office and the areas within the Region.

There are 63 permanent and "other" employees in Administration. Administration is operating in FY-75 with a budget of \$885,200, or about 33 percent of the Regional Office funds.

A detailed analysis of workload data for each division was not attempted, but cursory consideration of such data was made, including some comparison with other Regional Offices' data known to the evaluators.

Division of Finance

This division has seventeen permanent positions and seven other-than-permanent. It is operating effectively. The number of available Voucher Examiner positions is adequate, but there is room for improving utilization of the examiners.

Observations

We recommend the Supervisory Voucher Examiner be designated a Certifying Officer to eliminate loss of discounts and errors caused by insufficient voucher audits, thereby eliminating auditing by other than Voucher Examiners.

We could do without the GS-7 Accountant Trainee position, but it is highly desirable to have people in training for Administration.

Present Staffing: 17 Permanent (1 vacancy filled by STF Voucher Examiner)

	<u>7</u> Other
TOTAL	24

Funding FY-75: \$264,900

Division of Personnel

This office has performed personnel management evaluations at almost all areas throughout the Region and conducted classification audits of all field positions. This is a commendable achievement. These activities will soon be reduced to follow-up action and cyclic re-evaluation needs.

Observations

The organization of eleven permanent and four other-than-permanent positions is operating under the specialist concept. This staffing includes one permanent Administrative Assistant Trainee and a temporary trainee and a temporary Secretary filling in for a permanent Employee Development Clerk who is on extended leave. If the two trainees and temporary Secretary are excluded, the staffing would be ten permanents and two other-than-permanent.

Consideration should be given to performing under a generalist-type organization. This is warranted if it is decided to reduce the number of employees in this division. The benefits under the generalist concept includes broadening of experience by the generalists and development and greater confidence of Superintendents and Regional Office officials in the Personnel Office's ability to provide all types of personnel service by the one generalist assigned to them.

By providing some formal training and on-the-job experience, especially in the field of classification, the office could convert to the generalist concept. If this were done, a Personnel Officer and secretary, three generalists, a Training Officer, and five to seven support positions would be adequate. Total positions required under the generalist concept would then be eleven to thirteen.

The circuit rider is a generalist and conversion to the generalist organization would eliminate the need for such a position. The permanent Administrative Assistant (Trainee) ends his training in March and is available for reassignment.

Present Staffing: 11 Permanent (includes Administrative Assistant
Trainee and one employee on extended LWOP)
5 Other (includes Administrative Assistant Trainee and
temporary Secretary)

TOTAL 16

Funding FY-75: \$216,300

Division of Equal Employment Opportunity

This has been a separate division since July, 1974. Before, it was combined with Personnel.

Thirty-two percent of the Region's jobs are presently filled by minorities, but there is need for more minority employees in the higher graded jobs. Almost 50 percent of the Region's seasonal work force consists of minorities and women employees.

Only one charge of discrimination has been referred to the EEO Officer. About 25-30 percent of the EEO Officer's time is spent on developing the Affirmative Action Plan. One of his major problems is requirements to revise the Affirmative Action Plan annually. The regional Civil Service Commission requests items included in the Region's Plan that are not contained in our Washington Office Plan.

The Chief has visited four field areas since being in EEO; earlier, while in Personnel, an additional six areas. He plans to visit all of the areas within the Region during 1975. He said he did not have any particular problem with EEO being under the Associate Director, Administration, as opposed to reporting to the Regional Director. He feels EEO activities are more report oriented than action oriented. He said that Al Gonzales, the General Supply Specialist, GS-11, spends about 5 percent of his time on the Sixteen-Point Spanish Speaking Program. He said the function needs three employees.

Ms. Rivera is the Federal Women's Program Coordinator. She spends most of her time working on reports and about 20 percent of her time on the Federal Women's Program. She wants more direction and assistance.

A recent survey showed 87 percent of the women in the Regional Office, mostly in grades 1 - 6, felt that they were not given equal opportunity in jobs and training. Fifty percent said they were mobile.

Observations

The program is adequately staffed with the one permanent and one subject-to-furlough position. It would be nice if the vacant specialist position was filled; but if we are to cut back on permanent positions, the EEO program would not suffer unduly by not filling this position which would handle the Spanish-Speaking program. We suggest that EEO be assigned back to Personnel and the Spanish-Speaking program functions be a collateral duty of the Training Officer (Ortega) and that assignment be removed from the General Supply Specialist in Contract and Property Procurement.

Attendance at numerous minority-sponsored meetings is of some benefit. If reduced attendance is necessary, it would not affect the basic program adversely.

Present Staffing: 2 Permanent (1 Vacant)

TOTAL $\frac{1}{3}$ Other

Funding FY-75: \$51,700

Divisions of Programming and Budget

These activities are functioning effectively. We discussed with the employees a possible consolidation of the two functions with thought they should be combined. The Budget Officer, who while not advocating it, expressed no resistance about consolidation.

Observation

Our view is a Chief for both Budget and Programming and two others (a Budget Assistant and Program Assistant) plus a clerical employee would be enough to run a consolidated function effectively. Consolidation would result in the savings of one permanent position.

Present Staffing:

Programming
3 Permanent

Budget
2 Permanent

Funding FY-75:

\$103,200

Division of Contracting and Property Management

These functions are operating at a high level of effectiveness.

Observations

This organization is providing more service and assistance to areas than probably needs to be provided. This could be a disadvantage to field area administrative personnel, especially in larger areas, because they are not getting the experience in specialized procurement and contracting activities. Some reduction in the contracting services provided by the Regional Office will occur. Larger area superintendents to whom contracting authority has been delegated will now be expected to exercise this authority.

The Service is faced with drastically reduced construction funds in the future. There will be some reduction in the workload of this division, including the amount of time required by the construction project supervisor who is in the Division of Maintenance but works closely with this division 50 percent of his time. However, this will be offset by the cyclic Buildings and Utilities maintenance contracts which will begin in FY-76.

The GS-11 Supply Specialist spends most of his time on the backlog of real property records. When this is caught up, the Branch could operate with only two permanent positions rather than two permanents and one subject-to-furlough. He has collateral duties as the Spanish-Speaking Program Coordinator.

The workload of Offices Services has increased during the last two years. The receipt of bulk materials from WASO and redistribution to the field, substantial increases in copy reproduction requirements, and the need to serve the satellite offices located in four various locations in the city of Santa Fe have increased the workload. The Office Services supervisor strongly believes there is a need for an additional employee in this branch, although the Chief of the division does not agree.

<u>Present Staffing:</u>	10 Permanent
	3 Other
TOTAL	<u>13</u>

<u>Funding FY-75:</u>	\$183,700
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SUMMARY

Administration

Mention should be made of the difference in opinion that exists among various divisions within Administration concerning the value and service being provided by the Administrative Office of the Navajo Lands Group. Some divisions consider this operation as facilitating their work at least to a degree, while others do not believe it is of any benefit.

Current Civil Service Commission evaluations being conducted in other Regional Offices throughout the Service are resulting in criticism of supervisory layering. This condition appears to be present in several of the administrative divisions under the Associate Regional Director, Administration, and should be reviewed and where evident eliminated.

Options

Division of Finance

The Supervisory Voucher Examiner should be designated a Certifying Officer. The GS-7 Accountant position could be abolished, but it is desirable to continue the training function with a less-than-full-time position. The permanent Voucher Examiner position now filled by a subject-to-furlough employee can remain filled as it is, thereby saving a permanent position.

Savings: 2 Permanent

Division of Personnel

The generalist versus the specialist type of organization is dependent upon preference and available expertise. Actual manpower savings are probably not that significant. The Circuit Rider position is not essential if the work is carried by others, and this position could be vacated. The Administrative Assistant (Trainee) will complete his training in March and is then due for Servicewide reassignment.

Savings: 2 Permanent

Office of Equal Employment Opportunity

The FY-75 Operating Program authorized an additional permanent specialist position. This review indicates that this position is

not actually needed in the Southwest Region where minority employment is a "built-in" procedure of recruitment anyway. The Spanish-Speaking Program could be assigned to the Personnel Office's Training Officer (Ortega) saving a permanent position.

Savings: 1 Permanent

Divisions of Programming and Budget

These divisions could operate with one Chief, one Budget Assistant, and one Program Assistant and a clerical employee.

Savings: 1 Permanent

Division of Contracting and Property Management

The only significant items in this division are in the General Supply Branch where supervisory layering exists and the workload dictates that the functions can be accomplished by two persons rather than the present two permanents and one subject-to-furlough employee.

Savings: 1 Subject-to-furlough employee

<u>Present Staffing:</u>	47	Permanents
	16	Other
TOTAL	63	

Funding FY-75: \$885,200

Possible Savings Now: 3 Permanent

Possible Savings Future: 3 Permanent
1 Subject-to-Furlough

PARK SYSTEM MANAGEMENT

Divisions of:

Concessions

Protection and Resource Management

Interpretation

Land Acquisition

Maintenance

Park System Management

This unit has five divisions: Concessions, Protection and Resources Management, Interpretation, Land Acquisition, and Maintenance.

It provides the day-to-day professional and technical support to the Superintendents in carrying out their objectives and goals.

It consists of approximately 30 permanent and other employees which is about 18 percent of the total in the Regional Office. Park System Management operates with a FY-75 budget of \$604,900 or about 23 percent of the Regional Office funding allocation, exclusive of Land and Water Conservation land acquisition funds.

The land acquisition functions at Buffalo River, Big Thicket, and Hot Springs have approximately 27 persons.

Division of Concessions

This division has two permanent employees: the Chief and a Secretary, and is responsible for concessions management functions. They maintain liaison with the Washington Office and Denver Service Center.

Observations

There are enough concessions operations and attendant problems to warrant a separate division.

The secretary has long experience in concessions. She maintains continuity when the Chief is absent. If that position becomes vacant, it could be filled on a less than full-time basis or the function combined with the protection and resource management clerk-stenographer position.

Present Staffing: 2 Permanent

Funding FY-75: \$36,700

Division of Protection and Resource Management

This division provides the professional advice and direction to the field areas on day-to-day operations dealing with resource management, visitor use and protection. Conservation of energy matters are a recent assignment.

This division is concerned with assisting areas in safety, search and rescue, law enforcement, rules and regulations, uniforms, forest and structural fire control and prevention, backcountry management, water resource use, vegetation and wildlife management, campground fee collection, special use permits and public use statistics.

There are five permanents: a Chief, Natural Resources Specialist, Safety Officer and Safety Clerk, Law Enforcement Specialist (U.S. Park Police) and a Clerk-Stenographer.

Observations

There is a minor problem in coordination of preparation and final product of the Resources Management Plans written by the Office of Natural Sciences. A possibility exists they are being prepared as "Research Management Plans" rather than "Resource Management Plans." The Chief of this division should be assured that "management" action items in these plans are adequately recognized for guidelines to the area managers and the plan is not just for continued research.

It would be more appropriate to assign the Western Tree Crew liaison to the Natural Resources Management Specialist rather than the Landscape Architect in the Division of Maintenance.

The Safety Officer and his Clerk handle inspections, training, reports, search and rescue assistance, tort claims, safety literature and films, Scuba Diving certification, etc. In addition, a recent responsibility assigned to Safety is "energy coordinator" for the Region. This requires four to six days each quarter to prepare reports, etc., or about 5-10 percent of his time. This function should be assigned to the Division of Maintenance.

The Safety Officer should assure that all scuba divers, including the archeological team, are maintaining certification.

The Law Enforcement Specialist (U.S. Park Police) is on a three-year assignment which began in July, 1974. He is primarily involved in training, investigation of Service personnel involved in "sensitive" cases, analyses of incident reports, etc.

This activity is operating as intended, and the incumbent is making a significant contribution at this time to the law enforcement effort.

Present Staffing: 5 Permanent*

Funding FY-75: \$119,200

*US Park Policeman's salary - WASO
Travel-Per diem - SWRO

Division of Interpretation

This division provides the professional support for informational, interpretive, and curatorial programs to the field areas. Assistance is provided in natural sciences, history, archeology, interpretive and curatorial techniques and devices, and planning. They recently began operating the Information Desk.

It has five permanent full-time employees, one subject-to-furlough, and one temporary employee. Permanent employees are the Division Chief, Historian, Naturalist, Curator, and Secretary. The Curator position is vacant.

All employees except the Chief are new. The increase of two positions in the past year is a result of the Servicewide emphasis on improving the interpretive function.

Observations

With a few exceptions such as some improvements in curatorial assistance and specialized training, the division has not reached its potential in providing assistance to the field. Reasons are from an alleged lack of interest and direction of top management, involvement of the Chief in outside archeological activities (National, Regional, local), and the specialists are new in their Regional roles.

It is desirable to maintain the current level of professional expertise in the division. Given time to orient themselves to the Region, the Historian and Naturalist will provide the needed boost to interpretive operations in the field. However, guidance and support is needed from top management for full utilization of the staff. This will require full attention of the Division Chief.

A full-time Curator is not needed. Curatorial and Interpretive duties should be filled with a person having both interpretive and curatorial skills. One of the two other positions could then be held vacant if either one becomes vacant.

Present Staffing: 5 Permanents
 2 Other
 7

Funding FY-75: \$115,800

Division of Land Acquisition

There are five permanent and one other than permanent employees. The FY-75 budget is \$150,800. There are lands offices in Hot Springs, Big Thicket, and Buffalo River with 27 permanent and other positions. The Big Thicket office will expand as personnel can be recruited.

This office acquires all non-Federal lands lying within the authorized boundaries of the areas.

They prepare land cost estimates and appraisals to support legislative proposals.

Observations

The division wants a legal assistant on the staff. The vacant permanent Clerk-Steno position is excess. The working relationship of this division with the field area managers is very close and good.

The division is functioning very effectively and efficiently within personnel staffing constraints.

<u>Present Staffing:</u>	6 Permanent
	<u>1 Other</u>
TOTAL	7

<u>Funding FY-75:</u>	\$150,800
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Division of Maintenance

They assist field areas in maintenance, engineering, and landscape architecture to assure compliance with National Park Service standards. This includes roads, trails, walks, roadsides, grounds, signs, buildings, water systems, wastewater disposal, vehicles and construction, maintenance equipment and quarters. They prepare plans and specifications generally funded from lump sum programming, water supply testing, "as constructed drawings," completion reports, sign system conversion, day labor and contract supervision, and coordinates schedules for the tree planter and hydroseeder.

In FY-76, they will be responsible for establishing priorities and administering funding for a buildings and utilities cyclic maintenance program (\$117,800) similar to the present road seal and restriping cyclic maintenance program (\$243,000).

The division has six permanent and two other employees. Two student aids (part-time) help with drafting. Some assistance is provided by the architect and engineer from Professional Services.

Observations

There is need for an additional position, field oriented at the professional or sub-professional level, to provide buildings and utilities assistance. Reassignment of the professional engineer from the Division of Planning and Design is suggested.

Some difficulty is experienced in keeping track of review plans as they are processed through the various offices. Consequently, maintenance does not always have timely input nor knows when final approval has been accomplished.

It is good to see an ongoing concerted effort made to keep "as-built" drawings up to date.

<u>Present Staffing:</u>	6 Permanent
	2 Other
TOTAL	8

<u>Funding FY-75:</u>	\$127,400
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SUMMARY

Park System Management

Options

Division of Concessions

If the permanent Secretary GS-5 position were to become vacant, her duties could be assumed by a less-than-permanent employee or assumed by the Clerk-Stenographer for the Division of Protection and Resource Management.

Savings: 1 Permanent

Division of Interpretation

The Curator position is vacant. This is not a full-time workload and should be filled by a combination curator-interpretation specialist. Brugge GS-12 now assigned to the Chaco Center could fill this position.

Savings: 1 Permanent from NALA Office

Division of Maintenance

This division is deficient in Buildings and Utilities expertise and will be more so when it assumes the cyclic maintenance program in FY-76. Reassign the Engineer GS-12 from Planning and Design where he is now underutilized to the Division of Maintenance.

Increase: 1 Permanent

Division of Land Acquisition

The permanent vacant Clerk-Steno position is excess, and we recommend that it remain a vacant permanent position.

Savings: 1 Permanent

Present Staffing: 27 Permanents

5 Other

TOTAL 32

Funding FY-75: \$604,900

Possible Savings Now: 1 Permanent

PROFESSIONAL SERVICES

Divisions of:

History

National Register

Planning and Design

Natural Science

Archeology

Federal, State and Indian Assistance

Professional Services

This unit has six divisions: Planning and Design, History, Archeology, National Register, Natural Sciences and Federal, State and Indian Assistance. It is a production-oriented unit providing support and consultation services to field areas.

The divisions have professionals in engineering, architecture, landscape architecture, biology, park planning, history and archeology. The unit has approximately 50 - 52 permanent and temporary employees including student aids. Its FY-75 budget is \$725,800 or 27 percent of the Regional Office's funding.

It participates in planning for master plans, development concept plans, historical and archeological programs, construction programs, water resource projects, Federal, State and Indian assistance projects, proposed new areas studies, natural science programs, legislative support data and National Register properties.

Management Assistant (to the Associate Director)

The purpose of this position was to provide legislative support data coordination as in the past. In addition, it was to provide plan and EIS review coordination, administrative processes coordination (e.g., personnel papers, financial matters, etc.), but Division Chiefs are bypassing him and the Associate Director. The position could be vacated if LSD were moved to the Planning and Design Division.

Present Staffing: 1 Permanent

National Register Division

The National Register activity, staffed by a Chief and a part-time clerk, is not a full-time job. Register Properties and Landmarks are inspected by the Chief annually, although required only every two years. Other regions have State Coordinators or members of their staff conduct inspections at properties within their State. This is an important State Coordinator responsibility.

This position could be reassigned and the National Register would not suffer. We can meet functional requirements to standards. The function can go to History.

<u>Present Staffing:</u>	1 Permanent
	<u>1 Other</u>
TOTAL	2

Funding FY-75: \$36,700

Planning and Design Division

The division has a Chief, Landscape Architect, and Landscape Architect (vacant), Architect, Civil Engineer, two Illustrators, two Writer-Editors, two Engineering Technicians, two Draftsmen (temporary), and three clericals.

This function is the largest in Professional Services. The two Engineering Technicians Lee and Arquero largely report to Federal, State and Indian Assistance.

The division continually swings between not doing master planning and doing master planning.

Plan and EIS review procedures need improvement. The division coordinates, with the Deputy Director, all plan reviews.

It is not necessary to fill the Landscape Architect position. Divert at least one of the Engineering Technicians to more in-park design work.

We suggest assignments be made only to the principals (landscape architects, engineer, architects) and they carry the responsibility for the project supported by technicians, writers, draftsmen and stenos. This will reduce the one-to-one relationship between the Chief and every individual, which is now highly interruptive to production and results.

<u>Present Staffing:</u>	9	Permanents (1 vacancy)
	3	Other
TOTAL	12	

Funding FY-75: \$265,600

Natural Science Division

They are responsible for the Resource Basic Inventories, Natural Resource Management Plans and their environmental assessments, water resources and water rights and the scientific studies programs.

It is staffed with a Chief Scientist, Hydraulic Engineer, an Ecologist, an other-than-permanent Writer-Editor, and a temporary Clerk-Typist.

With the management research problems, water resources, collection of resources basic inventory data, we believe the present staffing is adequate. No change is needed even though the Chief Scientist makes a plea for a naturalist to work with Interpretation in the Region and field. It would be preferable to resolve problems in other divisions and the parks than to add a person in Science.

Resource Management plans should be headed by the Chief Scientist with heavy input from the Resources Management people.

We suggest that water resources personnel be reassigned to the Division of Maintenance (water resources in WASO are in Park Systems Management now).

<u>Present Staffing:</u>	4 Permanent (1 vacancy)
	<u>3</u> Other
TOTAL	7

Funding FY-75: \$93,300

1/20/1975

History Division

The History Division works mainly with in-park historic preservation. External work is largely advice and counsel on request. The people in the division are determined, professional and demanding.

Observations

There is more to do in History than can be accomplished. They are not on top of their legal or policy obligations.

The less-than-full-time Clerk-Typist is fully loaded with work and performs well.

Drafting for the division is done by the draftsmen in Planning and Design, but the professionals still do some of their own.

The Restoration Specialist has been siphoned off to work for DSC on the Bicentennial efforts. This permanent position remains on our rolls. In the meantime, another other-than-permanent Restoration Specialist has been hired to replace him. If he continues to be siphoned off for pressing duties outside the Region and does not return to the region by June, 1975, he should be permanently assigned to DSC. Otherwise, there is little need for position or functional adjustments within this division unless the National Register is assigned to this division as suggested.

<u>Present Staffing:</u>	3	Permanents
	3	Other
TOTAL	6	

<u>Funding FY-75:</u>	\$77,900
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1/20/85

Division of Archeology

The division has a Chief, three Archeologists, a Survey Archeologist, a Technician, a Secretary, a Clerk-Typist, and eight Archeological Aids during the "dig time" at Bandelier.

The division provides professional archeological assistance. External salvage will be administered from the Washington Office through Denver in the near future. The division presently divides work into Internal: Park Programs, Environmental Impact, Bandelier Project; and External: Indian Assistance (which should be renamed Survey and Clearance), Interagency Programs and Contract Services, Underwater Section, Wallisville Project, and Effects of Inundation Project.

With external salvage in Denver, the Interagency Programs and Contracting function will drop out. The Wallisville Project will be completed in two months. The Underwater Section and Effects of Inundation Projects, which are primarily "external," should be managed as a temporary effort.

Funding is presently PM and PHP combined \$103,700.

Present Staffing: 5 Permanent
5 - 12 Other

Funding FY-75: \$103,700

1/20/75

Federal, State and Indian Assistance Division

Federal, State and Indian Assistance is now staffed by a Chief and a Clerk-Steno. The Federal, State and Indian Assistance function is at a low ebb because of reduced requests. Requests from other agencies or states are satisfied by other staffers in Professional Services.

The Clerk-Steno has been assigned to handle the Indian NYC program with the Navajo Tribe and the New Mexico Indian Pueblos. The Chief no longer makes commitments for construction plans and supervision. There are four major projects which will last another 1 1/2 to 2 years. The sooner these major projects are done, the quicker the Chief can become an A&E consultant for the Tribes, but remain a viable liaison between the Tribes and the National Park Service. Completion of these projects will release one of the Engineering Technicians for park work and at least part of the time of the other. Duplications exist between Indian Assistance, the Planning and Design Division, and the Maintenance Division in Park System Management.

<u>Present Staffing:</u>	3 Permanent (1 vacant)
	<u>1</u> Other
TOTAL	4

Funding FY-75: \$51,000

SUMMARY

Professional Services

Options

Management Assistant

This position is not functioning as envisioned in the 1974 Professional Services Evaluation. It is not the fault of the incumbent, but more the manner in which the various professionals in the divisions and the Associate Director operate.

This position could be held vacant by the reassignment of the present incumbent who is now underutilized.

Savings: 1 Permanent

History Division

If the Restoration Specialist continues to be assigned work outside the Region, he should be transferred to the Denver Service Center.

Savings: 1 Permanent

National Register Division

This is not a full-time job and can be assigned to History with the Special Assistant now located in Public Affairs and the State Coordinators to handle.

Savings: 1 Permanent and 1 Part-time

Natural Science Division

The vacant permanent clerk-typist position should remain occupied by a less-than-full-time employee.

Savings: 1 Permanent

Planning and Design Division

The Landscape Architect GS-12 vacancy need not be filled if we are not going to be doing more master plans. A secretary from the Associate Directorate's office could be reassigned to this division.

Savings: 1 Permanent

The Engineer GS-12 is underutilized and should be reassigned to the Division of Maintenance to handle the deficiency in Buildings and Utilities and assume the cyclic maintenance coordination function. Engineering requirements in the Planning and Design Division could be handled by either of the GS-11 Engineering Technicians.

Federal, State and Indian Assistance Division

There are three permanent positions: a Chief, a Secretary, and an Indian Assistance Coordinator on detail. Two permanent positions were utilized by Archeology. Since the workload of this division is at a low ebb, we can hold the staffing to the present two positions and hold vacant at this time the Indian Assistance Coordinator position.

Savings: 1 Permanent

Archeology Division

No change in permanent staffing.

<u>Present Staffing:</u>	30	Permanents
	22	Other
TOTAL	52	

Funding FY-75: \$725,800

<u>Savings Now:</u>	3	Permanent
	1	Other
	4	

Savings Future: 2 Permanent

CHACO CENTER

Albuquerque, New Mexico

Chaco Center

The mission of the Center is man and environment through time in the Chaco area.

It is staffed with a Chief, four Supervisory Archeologists, an Administrative Technician, and a Clerk-Steno, all permanent.

Scientific reports will benefit Southwestern archeology and the field of prehistory. It will provide an up-to-date interpretive program for Chaco and other park areas. Popular publications describing the research will be available to park visitors.

Observations

The program is for investigations, projects, analyses, preservation of structures, collections and analyses, and publications. The Chief, Chaco Center; the General Superintendent, Navajo Lands Group; and the Superintendent, Chaco Canyon, are following the prospectus.

The work program is executed by the Chief, the Staff Archeologists, and by contracts with the University of New Mexico. Contracts supply knowledge which our staff lacks. Monthly progress reports are required on each contract.

The Center has produced a number of publishable reports.

The Chief predicts 4 - 4 1/2 years at present funding will complete the project.

Only an overwhelming need for positions or money should end this effort at present. It is true that the results are long-range and if we must manage back down to today and the immediate future, then one must consider reducing Chaco Center by a position or two. One position that can be reassigned and held vacant is the Administrative Technician. The load could be carried between the Clerk-Steno and the Regional Office. The other position occupied by Archeologist Al Hayes could be held vacant when he retires. Chaco needs an ecologist. This function could be helped at present by the Chief obtaining assistance from Dr. Fletcher in the Regional Office's Natural Sciences Division. It would be a much less than full-time arrangement.

The Regional Director and the Chief should discuss the project, length of time to finish the project, and arrive at an understanding on the final targets that will be reached in terms of time and money.

SUMMARY

Chaco Center

The Administrative Technician position can be reassigned. The Archeologist position, GS-12, can be held vacant upon retirement of the incumbent (1 - 1 1/2 years).

Present Staffing: 7 Permanent
Many others

Funding FY-75: \$216,600

Possible Savings Future: 2 Permanent

NAVAJO LANDS GROUP OFFICE

Farmington, N.M.

Navajo Lands Group Office

The Navajo Lands Group (NALA) has eight small areas within or adjacent to the Navajo Nation, plus the headquarters office at Farmington, New Mexico. There are seven permanent and two other positions in the headquarters office and forty-three permanent and twenty-seven other positions in the field areas. The operating budget for headquarters is \$130,000; for field areas, \$796,000.

Mission

Area Support - Provide professional managerial, administrative, maintenance, resource management and interpretive direction, support, and coordination.

Navajo Nation Relations - Insure that community affairs and human relations with the Navajo Nation are practiced consistently and to the best interests of the National Park Service.

Observations

1. The Group is fulfilling its mission of direction and support of field areas and its diplomatic role with the Navajo Nation.
2. It is an active and contributing element of the Southwest Region, bringing leadership and staff services to park areas.
3. It reduces workload of the Regional Office.

The General Superintendent provides policy and decision direction and plays the major role in relationships with the Navajo people. His long experience and empathy for Navajo culture are strong assets for the Service. Essential services at headquarters are:

1. Navajo relations
2. Development and training of Superintendents
3. Closer and more frequent contacts with Superintendents and area staff
4. Short-stopping of problems for the Regional Office
5. Administrative, maintenance, resource management, and interpretation services.

The Management Assistant serves as a deputy for the General Superintendent, giving direction and guidance to staff and area managers when the General Superintendent is away from headquarters (approximately 25 percent of the time). He also provides the staff services of resource management and interpretation.

The Facility Management Specialist works closely with the Administrative Officer in planning and programming. He is developing a sound cyclic maintenance activity.

The Anthropologist is attached to the Navajo Lands Group with most work done at the Chaco Center. He spends about 1/3 of his time on the Administrative History of Canyon de Chelly, about 1/2 of his time on the pre-history and history of the Navajo at Chaco Canyon, and the remaining time on Navajo Lands Group activities. The Anthropologist performs needed but deferrable research. He gives only about 1/3 of his time to the Group. This position could be moved to the vacant Curator position in the Regional Office and remain vacant.

The Administrative Officer supervises an Administrative Technician, a Supply Technician, and a temporary Clerk-Typist. Programming, budget, procurement and training are strong points with personnel services a bit more dependent on the Regional Office. The Supply Technician prepares 300-400 purchase orders and 10 contracts annually.

There is a question whether the administrative workload requires three permanent positions. The Administrative Officer and Supply Technician could carry this load, eliminating the need for the Administrative Technician.

The Management Assistant job is not needed for a group of NALA's size. It is useful to have a deputy to fill in when the General Superintendent is away from the office. The special talents and knowledge of the incumbent allow for coverage by him of the I&RM tasks as well as a solid, second in command. The need for interpretive guidance to field areas is great; the call for protection, law enforcement, resource management is less. The General Superintendent could, as an alternative, tap I&RM knowledge and skills of area managers to serve field units. This has advantages: It gives variety at jobs and adds work and responsibility for people. The General Superintendent is seldom more than an hour's travel or phone time away from contact with other people.

NALA is an asset and will continue to provide basic services to the eight field units. Positions that could be reassigned and held vacant are:

Management Assistant, GS-13, Charles Voll
Anthropologist, GS-12, David Brugge
Administrative Technician, GS-7, Philip Loria

SUMMARY

Navajo Lands Group Office

Options

Management Assistant

We have no immediate suggestions except to endorse Voll's desires to be an area Superintendent. He would also function effectively as Chief, Division of Interpretation, in the Southwest Regional Office if that position were to become vacant in the near future.

Savings: 1 Permanent

Anthropologist

This position, located at the Chaco Center, could be moved to the vacant Regional Office Curator position with no change in his duty station. Such a move would allow him to continue his Administrative History of Canyon de Chelly (although this work is deferrable) and his work on pre-history and history of the Navajo at Chaco Canyon, could handle the curatorial requirements for the region, which is not a full-time workload.

Savings: 1 Permanent

Administrative Technician

With belt tightening, the Administrative Officer and the Supply Technician could do the work. The Administrative Technician incumbent could be reassigned to the vacant Administrative Officer GS-7 position at White Sands or Big Thicket.

Savings: 1 Permanent

<u>Present Staffing:</u>	7 Permanent
	<u>2 Other</u>
TOTAL	9

Funding FY-75: \$130,000

Possible Savings Now: 2 Permanents

Possible Savings Future: 1 Permanent

SUMMARY

Position Adjustments

	<u>Savings Now</u>	<u>Savings in Future</u> (Through vacancies, abolishments, & reassignments)
Regional Directorate	1 permanent	2 permanent
Administration	3 permanent	3 permanent 1 subject-to-furlough
Park System Management	1 permanent	1 permanent
Professional Services	3 permanent 1 part-time	2 permanent
Chaco Archeological Center	--	1 permanent
Navajo Lands Group Office	<u>2 permanent</u>	<u>1 permanent</u>
SUB-TOTAL	10 permanent <u>1 other</u>	10 permanent <u>1 other</u>
TOTAL	<u>11</u>	<u>11</u>



United States Department of the Interior

NATIONAL PARK SERVICE

SOUTHWEST REGION

P.O. Box 728

Santa Fe, New Mexico 87501

IN REPLY REFER TO:

MAY 22 1974

F1821-AP

Informational

Memorandum

To: Southwest Region Superintendents

From: Regional Director

Subject: Personnel Management Evaluations

As you know, our Personnel Office staff have been doing formal personnel management evaluations of selected parks for about 11 months. By the end of next fiscal year all parks will have been evaluated. Some parks have received praise for accomplishments, and there have been findings of some deficiencies, some quite serious. We would like to share with you some of the unfavorable findings to date so you can be examining and, if needed, improving your own efforts before your next evaluation.

Organizational Effectiveness

Most questions dealing with organizations have concerned functional overlap or conflict between different organizational units; in other words, problems with defining and maintaining functional or jurisdictional distinctions. A few areas have also had problems with the number of organizational breakouts needed, e.g. how many districts, separate interpretation and protection functions instead of I & RM in a small area, etc.

Delegations of Authority and Responsibility

We occasionally encounter the old fashioned manager, or one who possibly has little confidence in others, who retains too many functions and determinations at his desk. Sometimes he claims to delegate, but then is looking over the subordinates' shoulders most of the time and is prone to intervene unnecessarily and impose his views and methods. These examples seem to occur both in operational areas, as well as in managerial-administrative processes such as resource requirements data, budget requests,



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selecting new employees. Needless to say, such practices have an inhibiting effect on the development of the subordinates and is not healthy for their morale. (And it is surprising how these effects seep down to lower levels in the same organizations.)

Management Priorities

Occasionally, we hear complaints about the Superintendent going overboard on paperwork, sometimes arising from conscientious implementation of the NPS management system. Although this system does provide many important paperwork tools and impose paperwork burdens, it is possible to go overboard in the making, honing, and using of those tools.

Occasionally, we hear that the Superintendent (or even a division chief) is deskbound and is becoming out of touch with practical operations. At other times, we are told that there is so much emphasis on external affairs that internal park management suffers. Sometimes it is said that the Superintendent gives too much attention to one park program (e.g. maintenance) at the expense of others (e.g. interpretation or resources management).

Sometimes we hear and observe that all management priorities are at an equally low level; that is, nothing is being done that doesn't have to be done. In other words, management has been reduced to a level of minimal custodianship. There is no interest in new ideas or initiatives. Sometimes there is indefensible inaction on position description changes, award nominations, etc.

Equal Employment Opportunity

Too often, we find only lip service to EEO. The park has made a half-hearted effort to write an Affirmative Action Plan (some had not even done that), mainly in what appeared to have been an effort to meet a "report" requirement. Of course, the plan is not a report but is an outline of action the park is committed to take to meet EEO goals. But the best of plans is useless without true local management commitment and action intended to produce results. Usually, this means advance contacts with minority group organizations, leaders, schools, and others to explain Civil Service examinations and application procedures, as well as NPS hiring procedures. One of the major objectives is to establish and maintain dialogue with the minority community and to let them know

that we and the Federal Government generally are sincerely interested in them. Too often, minorities do not apply because they doubt our sincerity, or they apply incorrectly because of insufficient information or information not provided in understandable and convincing form. These advance contacts will get you acquainted with minority candidates whom you will want to consider when their names appear on CS registers or in your Applicant Supply File. (You also are encouraged to restructure vacancies to trainee levels, even GS-1 or WG-01, if necessary to be able to consider minority candidates with good potential.) Of course, your contacts will have to give a realistic picture of the amount of total hiring - usually limited - done in your park. Through your efforts, however, some of your minority group contacts might lead to employment by other agencies when more minority names appear on CS registers used by all agencies.

It is equally important that employees on the rolls are kept well informed on the EEO program, e.g., the discrimination complaint procedures, the local and regional action plans, the special emphasis programs, etc. In too many cases we found employees not well informed or only vaguely familiar with the program. Lack of follow-up communication within a park is the major cause. Proper use of employee bulletin boards, staff or division meetings, local informational memoranda, etc., can remedy much of this problem.

We are happy to report, on the other hand, that some parks have shown real EEO results. These have almost always been attributable to the Superintendent's personal commitment, his instilling the same commitment in his staff, and his involving many of his staff, including the EEO Committee, in vigorous EEO efforts.

Position Management and Classification

Position management problems have involved the usual failure to concentrate higher-level duties in as few positions as possible, with the result that too many positions are at an unnecessarily high grade. Although there have been such problems with GS positions, most recent problems have involved WG positions. These have usually been an outgrowth of our conversion from the old ungraded Departmental Wage System, under which we "enjoyed" the convenience of a lot of flexibility in duty assignments, to the new graded Federal Wage System. Under the new system, grades are determined by the highest level duty assigned, and this makes it highly improper and costly to allow higher level duties to be spread among several employees unnecessarily. It is the supervisor's responsibility to organize

and assign duties to subordinates in the most economical and effective manner possible.

In the position classification area our problems have again primarily involved WG positions. Often the problems occurred originally during conversion from the ungraded to the graded Federal Wage System, either because of acting on inadequate position descriptions or because of grading decisions made without new grading standards published by the Commission. When we encounter positions which are overgraded or undergraded by reference to current grading standards we have no legal alternative but to correct the grades. Interestingly, this has led to far more WG upgradings than downgradings, and these again have usually resulted from supervisors simply not realizing that any regular and recurring duty, even if it involves a minority of time, must be in the position description and must affect the position's grade.

We also find employees who have erroneous ideas as to how grade levels are determined. Instead of knowing that positions' grades are based on the difficulty of duties performed, they often say that they are based on how much work you do, how well your supervisor likes you, etc. This indicates the need for informal local training on the subject. (See Personnel Management Memorandum No. D-3) Some employees also seem vague as to whether they were given copies of their position descriptions and whether or not they were reviewed during their annual counseling and appraisal discussions.

Staffing

Some parks have reported inability to hire suitably qualified (nongraduate) park technicians. When questioned, however, it usually comes out that they really have not attempted recruiting except from Civil Service Registers at grades GS-4 or GS-5. Alternative sources (VRA, lower grades, etc.) were discussed in Personnel Management Memorandum No. D-1. Other parks have shown good results, usually by using these other recruiting methods, as indicated by the fact that 76% of our park aids and technicians are nongraduates. All parks should be able to achieve the right results if the right methods are used. The Regional Personnel Office will be glad to provide advice and assistance.

Many parks report manpower deficiencies, but these can only be resolved eventually through the resource requirements data - budget request process, al-

though career-conditional, subject-to-furlough or part-time, and temporary appointments can help in the meantime, assuming available funds.

There have been widespread and sometimes quite serious deficiencies in maintaining Applicant Supply Files for hiring outside Civil Service registers. Although we realize that some of this is due to inadequate reference materials, many parks have not been following references which are published. The deficiencies have usually included: not issuing a recruiting notice stating the period for acceptance of applications; not accepting all applications during that period; not promptly rating applications and placing them in appropriate priority groups; not preparing a roster for each priority group; not notating the roster to show when offers were made and to whom, declinations, failures to reply, why an offer was not made to a higher priority group employee (perhaps because of availability dates); etc. Misunderstanding of the differences in Priority Groups for competitive vs. excepted seasonal appointments has sometimes resulted in illegally giving rehire preference for competitive seasonal appointments (e.g. "700 hour" appointments). See FPM 333 for competitive Applicant Supply File procedures.

Some parks are accepting and processing too many seasonal applications in relation to the number of appointments made. This unnecessary workload might be eased by accepting applications for a shorter period each year. Some of the more popular parks in other regions, for example, accept applications only from January 1st through January 15th.

Employee Development and Training

In most parks training attitudes seem good. However, a few problems arise which are beyond park or SWRO control (e.g. Training Center course cancellations, inadequate offerings, nonselections, etc.) Sometimes parks concentrate too much on NPS course offerings, to the exclusion of CSC and others, because they are cheaper. This has sharply restricted the amount and variety of training to be considered, and in some cases has denied employees needed training.

Another problem has been the tendency to determine training needs in terms of what training is readily available. This is putting the cart before the horse, since training needs should be identified on the basis of job and employee needs, and then suitable training should be sought out. After

filling our Regional Training Officer position we hope to be able to give you more help in locating such training. In any case, the point is to first identify what training is needed.

A perennial problem has been the provision of skills training in the trades and crafts. Usually, this has to be accomplished on-the-job or through local facilities such as vocational-technical schools. More parks are beginning to take the initiative to locate and use local facilities, but many need to do more of this.

A few developmental Park Rangers and new first-level supervisors still need their required minimum supervisory training (40 hours within 6 months, and 40 more hours within a total of 2 years).

In some cases, Superintendents and other supervisors have failed to provide developmental Park Rangers the intended exposure to a variety of managerial processes. By "developmental" we mean not only those at GS-5 and GS-7, but also those new to the GS-9 ranks. Such exposure should include underlying legislation, philosophy, policy, objectives, goals, activity standards, resource requirements data, programing, resources management plans, administrative services, maintenance orientation and public affairs, among others.

Frequently, Forms 10-143, are prepared to reflect each employee's training needs, without a centralized file or log to remind supervisors of needs in relation to course offerings. One useful approach is to have someone post a log from 10-143's with entries under headings such as "Supervision," "Managerial," "Maintenance Skills," "Interpretive Skills," etc. Then, when a particular course is announced, that person can look to see who has been earmarked for such training and send the supervisor a special reminder.

Counseling and Appraisal

Some of our greatest deficiencies usually show up in this area. Often, it results from the supervisor holding only a brief and incomplete annual discussion with the subordinate. Incredibly, sometimes no discussions have occurred. At times, this seems to happen because the supervisor assumes that he and the subordinate understand everything that might be discussed, and at other times it appears that the supervisor just doesn't

have the guts or the gumption to sit down with an employee and have a comprehensive, honest and open give-and-take discussion. Of course, the discussion should cover everything involving the employee's past, present, and future employment (e.g. position description; performance standard; performance appraisal including strong and weak points, sources of problems, and joint efforts toward overcoming problems; training needs; career plans; retirement counseling in the case of older employees; incentive awards; safety; etc.)

Normally, the supervisor and subordinate should be communicating on these things on a continuing basis throughout the year, and the annual counseling and appraisal then becomes only a summary and an occasion to fill out a form or two. Thus, if the supervisor approaches the annual counseling and appraisal of a subordinate as though it were a terrible chore, this merely reveals that he and the employee have not been communicating as they should and that the supervisor probably is not doing his job.

In a few parks, we have found excellent performance standards, although most parks need to improve on these. Usually, the problem is that the standards elaborate too much on the position's duties (what is done) rather than explaining how well work must be done to be satisfactory. A few standards have been too demanding. For example, a couple have said that the employees must produce more than the minimum amount of work specified by the supervisors. This is nonsensical since it is the purpose of the standard to specify the minimum necessary for satisfactory performance.

As a result of the incomplete counseling and appraisal sessions, Forms 10-146 have sometimes been inaccurately certified to show that position descriptions and performance standards are accurate either when they have not been reviewed or when it was actually known that they were not accurate.

Communications

Generally, communications have been found to be effective. On occasion, a superintendent or other supervisor fails to pass information on or to keep subordinate units or people informed of what the other is doing. Of course, where interpersonal frictions exist, such as between a supervisor and subordinate or between two division heads, communications usually suffer. On other occasions, communications occur in the sense of exchange of words, but there is a problem in understanding (i.e. what did he really mean?). Fortunately, in most cases, employees seem to feel free to ask what was meant, or to voice an opinion,

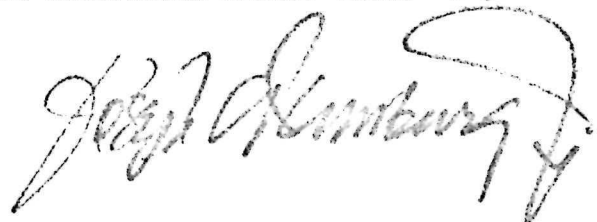
problem or complaint. Also, we frequently find bulletin boards to be either incomplete or to be posted with obsolete material.

Labor-Management Relations

We presently have no unions representing units of employees in this Region, but the likelihood grows steadily stronger. It is important for key supervisors and managers in areas where union activity is likely, or those intending to pursue NPS management careers, to take at least one basic course in L-M relations.

Employee Recognition and Incentives

Although some parks have been active, most have nominated few employees for performance awards and very few suggestions have been submitted in most parks. Generally there has been little local encouragement for submitting suggestions. Suggestion forms are usually not visibly available such as in holders on bulletin boards. The manner of handling suggestions has often been a discouraging factor, with suggestions typically submitted to supervisors who sometimes have allowed them to become buried in desk drawers. Suggestions should be submitted to a third party, such as the Administrative Clerk or Officer, who should log them in and route them promptly to the park official best able to evaluate and, possibly, act on the suggestions. By monitoring of this log and follow-up, delays can be avoided. Regardless of the nature of the park evaluation of the suggestion and its local adoption or non-adoption, it should be forwarded promptly to SWRO. Procedures for processing suggestions should be publicized to the staff, possibly by posting the information with a supply of blank forms. If the park has an Incentive Awards Committee, its function should be limited to those described in our P4415-APE memorandum of May 20, 1971, which should be filed in your Personnel Management Memorandum Binder under "R".





United States Department of the Interior

NATIONAL PARK SERVICE

SOUTHWEST REGION

P.O. Box 728

Santa Fe, New Mexico 87501

IN REPLY REFER TO:

A5427-OE

APR 26 1974

Memorandum

To: Associate Regional Director, Professional Services,
Southwest Region

From: Chief, Operations Evaluation, Southwest Region

Subject: Evaluation of Professional Services unit

As requested in your memorandum of February 14, we have conducted an evaluation of the Professional Services unit.

Specifically, you requested our help in determining:

1. The disposition of the vacant positions.
2. Utilization of drafting and secretarial personnel.
3. The possible assignment of Management Assistant, Planning and Design, to the Associate Regional Director, Professional Services, to aid in the coordination of unit activities (personnel, budget, programming).

You also requested our thoughts on the unit's role within the Regional Office, the programs it is undertaking or should be undertaking and the coordination between the various divisions and with other units of the Regional Office.

In the course of our evaluation we personally interviewed 35 employees in the unit, including Archeologist Lee Abel assigned to the Bureau of Indian Affairs Office in Albuquerque. In addition, we also discussed certain aspects of the archeological programs with Dr. Lister of the Chaco Center.

In an attempt to obtain an understanding of the "flow" of the planning and review process of various documents, questionnaires were distributed to all employees in the Professional Services unit and 29 employees in other Regional Office divisions.

Also, an analysis of travel was made for all of Fiscal Year 73 and to about February 15, 1974.

Several other matters surfaced in addition to those specifically requested by you and are discussed in the report.

Robert H. Burch

EVALUATION

Office of Professional Services

Southwest Regional Office

Santa Fe, New Mexico

Date: 4/26/74

Date: 4/26/74

Robert H. Proulx
Chief, Operations Evaluation

Jack K. Bond
Evaluation Specialist

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PROFESSIONAL SERVICES

This unit consists of six divisions--Planning and Design, Historical Properties, Archeological Properties, National Register Properties, Natural Sciences and Federal, State and Indian Assistance. It is essentially a production-oriented unit to provide support and consultation services for external programs to field areas that do not have the required professional staff capabilities.

The divisions are staffed primarily with professional employees in such disciplines as engineering, architecture, landscape architecture, biology, park planning, history and archeology. The unit consists of approximately 42 - 45 permanent and temporary employees.

The unit participates in advance planning embracing master plans, development concept plans, historical and archeological programs, construction programs, water resource projects, Indian assistance projects, proposed new areas studies, natural science programs, legislative support data and National Register properties.

ASSOCIATE DIRECTOR

Though the Associate Director is located completely away from most of his staff, he makes two trips to an office at the Seminary each day. Many of his employees feel strongly that this geographic separation is a problem since he is not immediately accessible to them. We agree. They recognize that he does the very best he can under the circumstances, but it appears that priorities and program accomplishment do suffer because of this.

The above is also complicated by the fact that the Associate Director, by nature of his position, has been in travel status about 38 percent of the time since July, 1972.

We would suggest that he "ride herd" more closely to keep the employees driving toward priority production. He needs to become more involved in what his divisions are trying to accomplish and to guide his people to setting more realistic goals and then accomplishing them.

We found that there is great freedom among the professionals in Professional Services and do not condemn this freedom as they are at their best when they are relatively free to pursue what they like to do. As a consequence, productivity and morale appears to be high; but perhaps both are a product of working on what's enjoyable rather than on backlog items and what the Associate Director knows is of the highest priority. There appears to be need for a little more rigidity in program management, objectives and goals, program planning, etc., by the Associate Director.

The division chiefs should examine their own operations in terms of:

1. Projects and programs which they absolutely must accomplish.
2. Projects which they feel they are compelled to do but are not absolutely musts.

Then, Division Chiefs will arrange these results in priorities for examination with the Associate Director.

The above will lead to goal-setting by the Associate Director and Division Chiefs in identifying those things which must be accomplished first, on what kind of time span. This process can easily be taken as constraining by professionals and we hope this does not happen, as without exception during the evaluation, we were impressed with the drive, motivation and professionalism of these people.

ASSOCIATE DIRECTOR (Cont.)

The Associate Director needs assistance in keeping up with the day-to-day activities of his divisions. A management assistant position directly under the Associate Director who could handle the budgets, programming, plan review, contracts, expedite review of environmental impact statements and generally assist the professionals in completing their programs is needed.

ASSOCIATE DIRECTOR (Cont.)

Recommendations

There is need for more rigid program management, establishment of objectives and goals, and program planning by the Associate Director.

The Associate Director needs assistance in keeping up with the day-to-day activities of his six divisions. A management assistant position reporting directly to the Associate Director with possibly one or two writer-editors under his supervision to expedite plans, environmental impact statements, etc., is very much needed. Viklund and Wolfe could be reassigned from Planning and Design to begin accomplishing this.

The Division Chiefs and the Associate Director identify those functions that they absolutely must do against those that are nice to do, etc., and mutually establish priorities on projects or programs.

PLANNING AND DESIGN

This division coordinates all planning document reviews. The present system appears to be cumbersome and tedious. It seems that too many people are reviewing, but only a few are doing a thorough job of it. Many in the Division consider environmental impact statement production and review interruptive to their other work.

Work priorities are a difficult problem. Planners claim to have experienced many interruptions that break up the continuity of their work and thus diminish production. These interruptions are both priority imposed and self-imposed, depending on what's "hot" or of interest to the individual.

The engineer, architect and landscape architect do much of their own drafting. The Illustrator appears to have a very light workload. The two engineering technicians, two draftsmen and Illustrator are presently reporting to Bob Viklund. However, the technicians spend about 95-97 percent of their time assisting Indian Assistance; and the draftsmen spend approximately 50 percent of their time with Indian Assistance work.

There is presently one upcoming vacancy in the Division (Lubbert's). While Dr. Dick Sellars is assigned to this Division, his work is entirely directed by History.

Urban Rogers has full access to the Associate Director, probably in preference to others because planning is of top priority. Rogers is not available as a planner, however; he spends his time in review, coordination and managing.

There was comment that some of the roles between Rogers' shop and Maintenance were duplicative. However, this confusion appears to be diminishing. There are willing, cooperative people on both sides of this question.

Bob Viklund serves under Urban Rogers as a Management Assistant to John Henneberger with purview over all of Professional Services. In our opinion, the setting of Viklund in this Division is improper. This placement came about because of the LSD function which he cares for. However, LSD is not the major function he serves. The LSD function is special and should be capable of drawing talent or advice from anywhere when required.

PLANNING AND DESIGN (Cont.)

The clerk-typist (Josephine) in the Division is overloaded with work, both on the Mag Card typewriter and other special typing jobs. Even with help from Maude Bolin, this is a problem. The Planning and Design Division has no permanent secretary or clerk-typist. This is unusual for a Division of this size. Maude Bolin serves as Division Secretary.

PLANNING AND DESIGN (Cont.)

Recommendations

The present system of planning document reviews is cumbersome with too many people reviewing and only a few doing a thorough job. The plan review procedures outlined in Deputy Director Thompson's draft memo will expedite this review and solve most of the present problems.

The upcoming vacant landscape architect's position (Lubbert's) should be filled as soon as possible. It will be available for filling July 1 when Lubbert is formally transferred to Big Thicket.

Reassign Dr. Sellars to the History Division.

Add an additional temporary clerk-typist to this division and assign the person to also help the National Register Division.

REDRAFT

TRThompson:JKPound:rmp 4/18/74

Memorandum

To: Associate Directors, Administration; Park System Management;
and Professional Services; Chief, Environmental Coordination,
SWRO

From: Deputy Regional Director, Southwest Region

Subject: Plan review

We recognize an imperative need for a uniform system for review of all plans that relate to Service areas and the natural and/or historic resources of other agencies.

Often, we discover that plans have gone beyond the preliminary review stage only to find that key staff members have not even seen the plan.

It is most timely that we establish guidelines to assure completed staff work in the plan review process. Effective immediately, all plans ready for review will be routed to my desk. I will determine the divisions or individuals that must have input.

Plans with a short fuse will be submitted in sufficient numbers to hold review time to less than a week and still provide the opportunity for complete review. The responsibility for excellence of input and timeliness will rest with Associate Directors and their Division Chiefs.

Within each Directorate there will have to be a system developed to carry out the mandate that all plans are a high quality product. If

you are out of the office, you are to designate a reviewer with full authority to review and sign off for you. The process of plans accumulating in hold boxes is considered intolerable.

When comments on a plan cannot be resolved by one individual, a plan review committee will meet to resolve the case. I will chair this committee, unless I'm on a field trip, in which case the Associate Director, Professional Services, will act for me. If there are areas of differences or anyone has strong convictions that his comments might not be fully understood and considered, the committee will meet to consider and resolve the situation.

To make this system function in a timely manner and with highest quality, there must be full cooperation from all directorates and divisions.

Theodore R. Thompson

NATIONAL REGISTER PROPERTIES

The function of this division involves both the Historical and Natural Properties Registers.

The Chief of the Division makes the inspections of National Register sites himself. This arrangement seems to be better than that of other regions where the Superintendents or their staff people conduct inspections. As a result of making the inspections himself, the Chief spends approximately 22 percent of his time in travel.

Although it does not appear that full time clerical help is needed in the division at this time, it is obvious that the Chief needs more clerical help than he is presently getting. Part time assistance could be utilized in reviewing permit documents in order to lift this burden from the Chief of the division. Also, there is a considerable amount of catch-up filing.

It doesn't appear that anything would be gained by combining this function with another. The clerical problem can be solved in a number of other ways. There is currently a clerical vacancy (permanent) in this Division.

NATIONAL REGISTER PROPERTIES (Cont.)

Recommendation

The vacant clerical position should be assigned to History, Archeology or Planning and Design.

NATURAL SCIENCES

This division is responsible for the Resource Basic Inventories, Natural Resource Management Plans and their environmental assessments, water resources and water rights and the region's scientific studies programs.

The Chief Scientist reviews nearly all planning documents for scientific input. However, water resources has had little or almost no time for a good review of and input to the same documents.

The water resources functions are almost an independent entity as far as similarity of function to the Natural Sciences. A "Report-Special Task Force on Water Resources" was recently completed following a meeting in Denver of the Service's hydrologists. Their report recommends that water resources be located in Park System Management in either the Divisions of Natural Resources or Maintenance at the WASO level. However, they recommend that they be established as a separate division in Professional Services at the regional Office level. We have difficulty with this thinking, and feel they should also function in maintenance at the regional level as in WASO.

The original concept of a group of temporary professionals, Wolfe, Dr. Fletcher, Dr. Sellars and Anderson to work as a team on environmental impact statements, Resource Management Plans, and assessments never materialized as a working group. All, except Dr. Fletcher, have been reassigned to other divisions. Whether the team approach to Resource Management Plans is the best is unknown, as it did not get a chance.

The clerical situation for the division appears to be adequate. The clerk-typist would like to learn to operate the Mag Card typewriter as much of this Division's reports apply themselves to the use of the Mag Card. We agree that this would increase productivity.

Two less-than-full-time editor-writers have recently been employed. Lazelle is a biologist and Ganly a sociologist.

The Chief Scientist has been in travel status 35.4 percent of his time since July, 1972.

Only two Resource Management Plans (Lake Meredith and Bandelier) are at the final review stage, with another three at the assessment point.

NATURAL SCIENCES (Cont.)

Recommendations

Move Water Resources from the Natural Sciences Division to Maintenance in Park System Management. This would be in keeping with the organization structure in WASO which was created based on the Director's Organization Review Team's findings that dictated "like" functions be grouped and aligned to allow more expeditious reaction to field management needs.

The team approach to working on environmental impact statements, Resource Management Plans and assessments is believed to be a good approach and one that should be tried, if experienced people are assigned. We urge that an experienced field National Park Service biologist or ecologist be brought in this Division to ramrod the Resource Management Plan/Environmental Impact Statement program. (It has worked well in the Western and Pacific Northwest Regions.)

Train the clerk-typist to operate the Mag Card typewriter and utilize it for much of her work.

HISTORY

The History Division is oriented almost entirely to in-park historic preservation. Any external work that occurs is largely advice and counsel to parties asking for the expertise. The people in the Division are enthusiastic and determined, apparently quite professional and demanding. We judge, however, that the Division is understaffed a bit or priorities are not well shaped.

There is more to do in History than can be accomplished. They are not able to be on top of their legal or policy obligations. let alone do all those things which they know should be done. For example, the policy, NPS-wide, which requires permission of WASO when anything is done to park buildings fifty years or older seems capricious and arbitrary. The policy should be revoked and these determinations delegated to regions so that a more constructive preservation program can be established.

The Division directs the work of Dr. Sellars though he is assigned to Planning and Design.

The temporary clerk-typist is fully loaded with work and performs exceptionally well. Rikki Peppers should be made alternate time-keeper to Priscilla Sanchez instead of JoAnn Ortiz in Indian Assistance. Rikki is trained and JoAnn is not, and until a person is adequately trained, should never be given the job.

Drafting requirements in the Division are answered in part by the draftsmen in Planning and Design as it should be, but the professionals still must do some of their own.

There is a highly respectable interface between Archeology and History at all levels down through secretarial and clerical. These two groups seem to work together for results about as well as any we have encountered.

HISTORY (Cont.)

Recommendations

Either train JoAnn Ortiz who is the alternate timekeeper for Priscilla Sanchez or designate Rikki Peppers who is trained, as the alternate.

Seek more permanent personnel for this Division.

ARCHEOLOGY

The Archeology Division is funded for and works more on external archeology than in-park archeology. Ron Ice spends almost all of his time on in-park programs.

The press of in-park plans and environmental impact statement production has imposed a compromise of the comprehensive archeological surveys as demanded by the Archeological Profession which includes complete survey and test trenching in ruins discovered to completely record the remains. At present, the policy is to survey only areas in and adjacent to proposed development and catch the rest of the area when they can. The policy is practical in getting plans done but is abrasive in a professional sense. The Division cannot presently cover their legislative obligations, i.e., Section 106, Executive Order 11593, in any good fashion simply because of lack of manpower for external programs. Lack of manpower prohibits on-the-spot monitoring of internal or external contracted surveys and other archeological work. Consequently, there is the possibility of fabrication and we might not know the difference.

When, and if, the Moss Bennett Bill is passed by Congress, it will mean a drastically increased workload in external archeology. The bill will bring automatic funding and likely, personnel ceilings. This upcoming workload is only a signal of the future and there is no possible way of beginning staffing for the proposed bill until it is passed and allocations of money are made.

The biggest worry in the Division at the moment is whether external archeology will be split away from the Region and be directed from WASO or not. Cal Cummings and Priscilla Sanchez are in these external PHP funded positions and under the proposed split, these positions would go to the external program. This split is seen by the Division as a disaster. Both of these people want to stay with in-park archeology.

Among many other reports, the Division writes and types a monthly report for the attention of the Associate Director, Professional Services (SWR). The reports are from two pages to six pages in length. Copies are distributed to other regions, OAHP (WASO), and the Archeological Centers. We question the value of these data distributed on a monthly basis. We should look to the feasibility

ARCHEOLOGY (Cont.)

of only reporting annually. Program prediction and priority setting is productive; reporting after the fact does not help anyone much at all. It would be helpful if all reporting in this division were reduced.

The position occupied by Lee Abel is located with the Bureau of Indian Affairs in Albuquerque. His function is to provide survey archeology and subsequent construction clearances to the Navajo Nation and the Pueblo Tribes through and for the Bureau of Indian Affairs. Our findings disclose because of physical limitations, Abel is possibly doing less than half the job as it should be done. Abel has not to this time chosen to take disability retirement because he fears he will have nothing to do; and we agree this is a very human, legitimate fear. Dr. Lister has volunteered to Abel to have some meaningful work in the Chaco Center if Abel were to retire. We think this is a good avenue because Dr. Lister does have appropriate volunteer work.

If there is not a split between internal and external archeology at the Regional level, it would be desirable for this position to be moved to Santa Fe where an incumbent would be able to assist more readily in the whole archeological function than is now possible. With the position in Santa Fe rather than Albuquerque, we believe it would be more than twice as productive than it is at present.

A 1963 Memorandum of Understanding between the Bureau of Indian Affairs and the National Park Service established the arrangement for an archeologist to be assigned to BIA. However, the Memorandum is worded in such a way that it states "when requested." Apparently, a request was made and an archeologist assigned to the then Gallup Area Office on a permanent basis. BIA provides him with a GSA vehicle or pays his mileage. His per diem and travel cost to BIA last year was about \$800. After over ten years of this arrangement, Abel feels very left out of National Park Service activities.

It appears that this agreement has been superceded by a Departmental Manual Release #882 in 1966. This release also affects the extent of National Park Service involvement in Indian assistance which is discussed in the Federal, State and Indian Assistance section.

Also to be considered is the recent Executive Order 11593 which suggests that each federal agency handle its own environmental activities. With the other Federal agencies such as Bureau of Land Management, U.S. Forest Service and Bureau of Reclamation now hiring their own archeologists, it is proper for the Bureau of Indian Affairs to do the same.

ARCHEOLOGY (Cont.)

Recommendations

Attempt to eliminate the requirements by WASO of submitting lengthy monthly reports and prepare them if possible only annually. It would help if all reporting in this Division could be reduced.

Meet with the Bureau of Indian Affairs in Albuquerque to discuss the archeologist's position if there is not a split of external archeology at the Regional level.

If internal and external archeology are split, we must retain Cal Cummings and Priscilla Sanchez in internal archeology; and if the split occurs, it is important to physically separate external archeology from the Southwest Regional Office. It probably would be economic to provide external archeology with administrative support as is done for the Quarters Appraisal Team if it is located in Santa Fe or Albuquerque.

ORGANIZATION

Cooperative Agreements and Historic Site Designation Orders
Agreements with Department of the Interior
Bureau of Indian Affairs

VOLUME

Part 10

Chapter 1

Section 5.8

Page 4

MEMORANDUM OF UNDERSTANDING OF AUGUST 9, 1963
BETWEEN THE BUREAU OF INDIAN AFFAIRS AND THE NATIONAL PARK SERVICE
RELATING TO CONSTRUCTION WORK ON INDIAN RESERVATIONS WITHIN AREAS
HAVING ARCHEOLOGICAL VALUES -

In connection with road or other construction work on Indian reservations within areas having archeological values, the undersigned agree that the Bureau of Indian Affairs shall call upon the National Park Service, through the nearest Regional Director, for assignment of a qualified archeologist to make a preliminary review on the ground of proposed road or other construction locations in such areas.

It is agreed that the National Park Service shall make available the services of a qualified archeologist, when requested, and that the matter of reimbursement by the Bureau of Indian Affairs for any travel and per diem expense incurred by the Service archeologist shall be mutually agreed upon by the Bureau and Service representatives at the time of the request.

In the event that a proposed road or other construction location cannot be shifted so as to avoid damage to an archeological site, it is agreed that such site will be salvaged for its archeological value in advance of construction, provided that the individual or tribal owners of the land consent to the archeological salvage operation. The Bureau of Indian Affairs will furnish the necessary funds or labor for salvage excavation which may be required of a site, and the National Park Service will provide archeological supervision. The matter of reimbursement by the Bureau of Indian Affairs for any travel and per diem expenses incurred by the Service archeologist shall be mutually agreed upon by the Bureau and Service representatives.

It is understood also that suitable warning signs shall be erected at archeological sites by the Bureau of Indian Affairs against violations of the Antiquities Act of 1906, and that every effort will be made by both the Bureau of Indian Affairs and the National Park Service to apprehend and secure the conviction of violators of the Act.

AUG 9 - 1963

(SGD) STEWART L. UDALL

(SGD) JOHN O. CROW

Acting Commissioner of Indian Affairs

(SGD) CONRAD L. WIRTH

Director, National Park Service

Department of the Interior
DEPARTMENTAL MANUAL

Multi-Program Management

Part 502 Outdoor Recreation Resources

Chapter 1 Bureau of Indian Affairs and National Park Service 502.1.1

.1 Objective. This chapter sets forth the relationship between the Bureau of Indian Affairs and the National Park Service with respect to the assistance the National Park Service is to provide the Bureau of Indian Affairs in the Bureau of Indian Affairs' administration of its responsibilities with the Indians.

.2 Roles of the Bureau of Indian Affairs and the National Park Service.

The Bureau of Indian Affairs is responsible for administering Federal resource programs with respect to Indian rights and resources. This includes Indian activities on their properties in the areas of outdoor recreation, and the preservation and development of natural beauty, historical sites and archeological remnants. In administering these responsibilities, the Bureau of Indian Affairs provides program leadership and suitable technical services to assist the Indians in their efforts to develop, manage and promote these activities.

The National Park Service is responsible for developing programs and providing technical support necessary to the Bureau of Indian Affairs' proper administration of its responsibilities in the area of outdoor recreation and the preservation and development of natural beauty, historical sites and archeological remnants other than in the biological areas of hunting and fishing and within the authorities of the Bureau of Outdoor Recreation. Program and technical support shall be integrated into the Bureau of Indian Affairs' decision and management structure.

.3 Form of Assistance. The National Park Service will assist the Bureau of Indian Affairs:

a. In defining the specific program needs which will constitute the basis for action programs in the fields of outdoor recreation, natural beauty, historical sites and archeological remnants.

b. In administering the action programs by:

- (1) Developing program methods, guides and standards,
- (2) Identifying staff and facilities needs within the Bureau of Indian Affairs appropriate to the action program needs and assisting in the development and maintenance of such staffing and facilities,

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Part 502 Outdoor Recreation Resources

Chapter 1 Bureau of Indian Affairs and National Park Service 502-1.1

(3) Providing the technical assistance necessary to the programs beyond that to be maintained within the Bureau of Indian Affairs, and

(4) Assisting in the review and evaluation of proposed and taken program actions.

.4 Programming and Funding. The programming and funding arrangements for activities involved in this relationship shall:

- a. Maintain the Bureau of Indian Affairs' basic relationships with the Indians in the identification of the work to be done and its scheduling.
- b. Provide the National Park Service with work load projections which will enable the National Park Service to maintain staff and schedule the work.
- c. Enable program submittals to the Bureau of the Budget and the Congress which can be identified with the Congressional authorizations for Indian programs.

.5 Agreements. Agreements between the Bureau of Indian Affairs and the National Park Service are not required to implement the relationships authorized here. However, in instances where common program arrangements are needed, such as mutual fire protection arrangements on adjoining lands, agreements may be used.

FEDERAL, STATE AND INDIAN ASSISTANCE

The Division is primarily in the business of directly providing preliminary plans, detail project plans, developing EDA & OEO applications for development funds, and construction supervision on campgrounds, visitor centers, residential layouts, and most any other recreational planning the Tribe may request. Aside from actually doing planning and design work, the function coordinates directly for the Tribes planning and construction of office buildings, heritage centers, fish raceways, Reservation resource recreation plans, Reservation-wide master plans, etc., in Southwest Region and the Rocky Mountain Region. At present, the Division is retreating from the detailed planning, or trying to, and will do little more than preliminary planning and assisting Tribes in applying for construction funds.

They are doing a commendable job of giving Tribes what they want in planning. We strongly suspect, however, that this function may not necessarily be what BIA would like us to be doing. Therefore, we suggest that a meeting be held with the Regional Director, BIA and his pertinent staff to more clearly define what our role should be. The Departmental Manual is quite clear on the kinds of Indian assistance and to what extent the Service will give to BIA. Our function appears to be out of line with those instructions. Indian Assistance does not at this time work through BIA, other than in the Indian summer youth employment program.

The Division does a commendable job in the Indian summer youth employment program with the Navajo Tribe and the All-Indian Pueblo Council. The Division is also deeply involved in Indian Campground Training at Albright.

The Indian Assistance function has apparently been highly successful in procuring funds for various Tribes through EDA & OEO, even in the millions of dollars. Tribes do not reimburse for these activities nor does the Bureau of Indian Affairs.

At present, Indian Assistance is formally staffed with three people. The head of Indian Assistance currently is Acting Chief of the full Division. They have two engineering technicians from the Planning and Design Division working for them 95-97 percent of the time and two engineering draftsmen from the same division working for them about 50 percent of the time. In addition, Dusty Aughenbaugh and Norm Harp provide regular assistance to them in design. In addition, Denver Service Center frequently provides planning and design work. The

FEDERAL, STATE AND INDIAN ASSISTANCE (Cont.)

clerk-typist does not appear to be as work-loaded as other clerks in the Directorate. The Acting Chief is in travel about 40 percent of the time.

State and Federal Assistance is at a low ebb. The two functions could undoubtedly be handled with the present staff in Indian Assistance. State and Federal Assistance is clearly a function which can ebb and flow directly in proportion to the amount of attention we choose to give it.

For information, attached is a staffing list of the Bureau of Indian Affairs' planners, engineers, architects and draftsmen in the Albuquerque Area who possibly function in a similar capacity as our Indian Assistance program does.

Bureau of Indian Affairs

3/20/74

Albuquerque Office (Downtown facility)

200 Engineers and Architects (Does not include
clerical and other non-professional)

Serves: All Indian lands west of the Mississippi

Purpose: Planning of campgrounds, recreational facilities,
visitor centers and related activities.

Albuquerque Area Office (Roads)

39 Design Engineers and Planners

Window Rock (Roads)

35 Design Engineers and Planners
(Nationwide - 364 Highway Planners, Designers and Engineers)

Albuquerque Area Office (Branch of Lands Operations)

Purpose: Plans marinas, dams for erosion control and
recreational purposes.

6 Engineers - 4 Draftsmen

1 Urban Planner - 1 Economic Planner

1 Planner (Vacant)

Window Rock (Branch of Lands Operations)

Approximately 4 Engineers

Various Agencies in Area (Branch of Lands Operations)

4 Engineers

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The National Park Service is responsible for developing programs and providing technical support necessary to the Bureau of Indian Affairs' proper administration of its responsibilities in the area of outdoor recreation and the preservation and development of natural beauty, historical sites and archeological remnants other than in the biological areas of hunting and fishing and within the authorities of the Bureau of Outdoor Recreation. Program and technical support shall be integrated into the Bureau of Indian Affairs' decision and management structure.

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(3) Providing the technical assistance necessary to the programs beyond that to be maintained within the Bureau of Indian Affairs, and

(4) Assisting in the review and evaluation of proposed and taken program actions.

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- a. Maintain the Bureau of Indian Affairs' basic relationships with the Indians in the identification of the work to be done and its scheduling.
- b. Provide the National Park Service with work load projections which will enable the National Park Service to maintain staff and schedule the work.
- c. Enable program submittals to the Bureau of the Budget and the Congress which can be identified with the Congressional authorizations for Indian programs.

5 Agreements. Agreements between the Bureau of Indian Affairs and the National Park Service are not required to implement the relationships authorized here. However, in instances where common program arrangements are needed, such as mutual fire protection arrangements on adjoining lands, agreements may be used.

FEDERAL, STATE AND INDIAN ASSISTANCE (Cont.)

Recommendations

That a meeting be held with Bureau of Indian Affairs officials to more clearly define the Service's role in assistance to the various tribes. The Departmental Manual clearly states that "Program and technical support shall be integrated into the Bureau of Indian Affairs' decision and management structure."

That the vacant position (Chief of Division) be used in either History, Archeology or Planning and Design and that the present personnel of Fields, Herrera, and Ortiz handle the Federal, State and Indian Assistance Division with no increase in staff at present.

GENERAL OBSERVATIONS

There is poor coordination between Environmental Coordination and Professional Services on environmental impact statements and assessments. Each organization is critical of the other for poor products, wrong people working on the right things and vice-versa, working on things that they shouldn't, etc. We cannot say that this is truly happening, but there certainly is ample opportunity for using this conflict to possibly cover for not getting the job done. Environmental Coordination is both reviewing and coordinating the environmental impact statement process and writing some environmental impact statements for major parks (mainly backlog projects). The latter have been slow coming.

In Professional Services, there is confusion about who is to review what, and to a degree, what kind of review is required (quality level). About 22 people in Professional Support Divisions become involved in writing, reviewing, commenting, etc., on environmental impact statements; assessments, master plans and resource management plans. In addition, about 14 other persons in various divisions in the Regional Office become involved in reviewing and commenting on these documents. Recommended solutions are easy on paper. We offer some:

- A. Stop Environmental Coordination from producing backlog environmental impact statements or assessments and turn them over to Professional Services.

Under this, Environmental Coordination would become the expert coordinator and reviewer of environmental impact statements and Professional Services would be the doers.

- B. Wed the EIS process closer to the planning process by moving Environmental Coordination into Professional Services when the workload becomes stabilized and/or the backlog substantially reduced. (The time may or may not be now.) This would resolve most of the interface problems.
- C. Drain off some of the Professional Services staff and report them to Environmental Coordination where they would write all EIS's and assessments. We do not encourage this alternative because it would severely split environmental impact statement production, etc., away from the planning process.

We favor Alternative B.

GENERAL OBSERVATIONS (Cont.)

The relationships between Professional Services and the Denver Service Center are good. DSC production is not all that great; but that's beating a dead horse, and need not be pursued here.

There are a few duplications that we found between Professional Services and Park System Management. At those few points of confusion, there is no need for functional realignment, as the performers are working out these interferences among themselves.

The Professional Services relationships with the field areas are reasonably good to excellent.

WRITER-EDITORS
Wolfe (Temp)
Vacancy (Temp)

ASSOCIATE REGIONAL
DIRECTOR
PROFESSIONAL SERVICES
Henneberger
MANAGEMENT ASSISTANT
Viklund
SECRETARY
Bolin

RECOMMENDED ORGANIZATION

FEDERAL, STATE and
INDIAN ASSISTANCE
DIVISION

CHIEF, Fields
ENGINEER
Vacant (Perm)¹
PARK TECHNICIAN
Herrera
CLERK-STENO
Ortiz

HISTORY DIVISION

CHIEF, Brown
HISTORICAL ARCHITECT
Battle
RESTORATION SPEC.
Flickinger
SURVEY HISTORIAN
Sellars (Temp)
ARCHITECT
Thurber (Temp)
CLERK-TYPIST
Peppers (Temp)

ARCHEOLOGY DIVISION

CHIEF, Cummings (PHP)
ARCHEOLOGISTS
Anderson
Ice
Abel (PHP)
SURVEY ARCHEOLOGISTS
Linahan (Temp PHP)
Fiero (Temp PHP)
SECRETARY
Sanchez (PHP)
CLERK-TYPISTS
Griffin (Temp PHP)
Cole (Temp PHP)

NATURAL SCIENCE
DIVISION

CHIEF, Wauer
HYDRAULIC ENGINEER³
Moore
ECOLOGIST
Vacant (Perm)
WATER RIGHTS ASST.³
Vacant (Temp)
BIOLOGIST
Fletcher (Temp)
WRITER-EDITOR
Lazelle (Temp)
WRITER (Sociology)
Ganly (Temp)
ENGINEERING AID³
Rougemont (Temp)
CLERK-TYPIST
Ashmore

NATIONAL REGISTER
DIVISION

CHIEF, Becker
SECRETARY
Vacant (Perm)¹

PLANNING & DESIGN
DIVISION

CHIEF, Rogers
LANDSCAPE ARCHITECTS
Vacant (Perm)²
Wilson
ENGINEER
Aughenbaugh
ARCHITECT
Harp
ENGINEERING TECH.
Lee
Arquero
ENGINEERING DRAFTSMEN
Toya (Temp)
Gonzales (Temp)
ILLUSTRATOR
Fox
CLERK-STENO
Aguilar (Temp)
Vacant (Temp)

Recommended Priority Use
of Permanent Positions:

1. Sellars
2. Retain Landscape Architect
in Planning & Design
3. Cummings *
4. Sanchez *
5. Aguilar
6. Peppers
7. Writer-Editor (Perm)

Recommended Additional Temporary (Other) Positions:

1. Clerk-Typist, Planning & Design (Assist Becker also)
2. Professional Writer-Editor

* Based on a split between internal and external archeology

¹Available for Reassignment to Other Divisions

²Temporarily Assigned to Big Thicket; Position
to be Restored July 1, 1974

³Assign Water Resources to Park Systems Management

PROFESSIONAL SERVICES TRAVEL

Since July 1, 1972, the following amount of days and percentage of days available were spent in travel. It is assumed that days not on travel were spent in the office. Weekends, holidays, and two weeks annual leave were subtracted from the total days available. Directorate officials are underlined.

NAME	<u>On Travel</u>		<u>In Office</u>	
	Days	%	Days	%
<u>Fields</u>	171	39.0	267	61.0
<u>Henneberger</u>	142	37.8	234	62.2
<u>Battle</u>	163	37.2	275	62.8
<u>Wauer</u>	155	35.4	283	64.6
<u>Cummings</u>	101	26.9	275	73.1
<u>Anderson</u>	54	26.0	154	74.0
<u>Moore</u>	114	26.0	324	74.0
<u>Ice</u>	76	24.3	237	75.7
<u>Aughenbaugh</u>	96	21.9	342	78.1
<u>Becker</u>	95	21.7	343	78.3
<u>Harp</u>	89	20.3	349	79.7
<u>Brown</u>	70	18.6	306	81.4
<u>Sellars</u>	20	16.0	105	84.0
<u>Lubbert</u>	64	14.6	374	85.4
<u>Rogers</u>	58	13.2	380	86.8
<u>Arquero</u>	49	11.2	389	88.8
<u>Wilson</u>	45	10.3	393	89.7
<u>Lee</u>	42	9.6	396	90.4
<u>Herrera</u>	33	8.8	343	91.2
<u>Fletcher</u>	115	7.9	173	92.1
<u>Viklund</u>	33	7.5	405	92.5
<u>Wolfe</u>	10	5.3	178	94.7
<u>Fox</u>	8	1.8	430	98.2

PROFESSIONAL SERVICES TRAVEL

Since July 1, 1972, the following amount of days and percentage of days available were spent in travel. It is assumed that days not on travel were spent in the office. Weekends, holidays and two weeks annual leave were subtracted from the total days available. Directorate officials are underlined.

<u>Name</u>	<u>On Travel</u>		<u>In Office</u>	
	<u>Days</u>	<u>%</u>	<u>Days</u>	<u>%</u>
<u>Henneberger</u>	142	37.8	234	62.2
<u>PLANNING & DESIGN</u>				
<u>Rogers</u>	58	13.2	380	86.8
<u>Lubbert</u>	64	14.6	374	85.4
<u>Wilson</u>	45	10.3	393	89.7
<u>Aughenbaugh</u>	96	21.9	342	78.1
<u>Harp</u>	89	20.3	349	79.7
<u>Viklund</u>	33	7.5	405	92.5
<u>Wolfe</u>	10	5.3	178	94.7
<u>Lee</u>	42	9.6	396	90.4
<u>Arquero</u>	49	11.2	389	88.8
<u>Fox</u>	8	1.8	430	98.2
	<u>494</u>	<u>11.57</u>	<u>3636</u>	<u>88.43</u>
<u>HISTORICAL</u>				
<u>PROPERTIES</u>				
<u>Brown</u>	70	18.6	306	81.4
<u>Battle</u>	163	37.2	275	62.8
<u>Sellars</u>	20	16.0	105	84.0
	<u>253</u>	<u>23.9</u>	<u>686</u>	<u>76.1</u>
<u>ARCHEOLOGICAL</u>				
<u>PROPERTIES</u>				
<u>Cummings</u>	101	26.9	275	73.1
<u>Anderson</u>	54	26.0	154	74.0
<u>Ice</u>	76	24.3	237	75.7
	<u>231</u>	<u>25.7</u>	<u>666</u>	<u>74.3</u>
<u>NATIONAL REGISTER</u>				
<u>PROPERTIES</u>				
<u>Becker</u>	95	21.7	343	78.3
<u>NATURAL SCIENCES</u>				
<u>Wauer</u>	155	35.4	283	64.6
<u>Moore</u>	114	26.0	324	74.0
<u>Fletcher</u>	15	7.9	173	92.1
	<u>284</u>	<u>23.1</u>	<u>780</u>	<u>76.9</u>
<u>FEDERAL, STATE &</u>				
<u>INDIAN ASSISTANCE</u>				
<u>Fields</u>	171	39.0	267	61.0
<u>Herrera</u>	33	8.8	343	91.2
	<u>204</u>	<u>23.9</u>	<u>610</u>	<u>76.1</u>

SUMMARY OF RECOMMENDATIONS

Associate Director

There is need for more rigid program management, establishment of objectives and goals, and program planning by the Associate Director,

The Associate Director needs assistance in keeping up with the day-to-day activities of his six divisions. A management assistant position reporting directly to the Associate Director with possibly one or two writer-editors under his supervision to expedite plans, environmental impact statements, etc., is very much needed. Viklund and Wolfe could be reassigned from Planning and Design to begin accomplishing this.

The Division Chiefs and the Associate Director identify those functions that they absolutely must do against those that are nice to do, etc., and mutually establish priorities on projects or programs.

Planning and Design

The present system of planning document reviews is cumbersome with too many people reviewing and only a few doing a thorough job. The plan review procedures outlined in Deputy Director Thompson's draft memo will expedite this review and solve most of the present problems.

The upcoming vacant landscape architect's position (Lubbert's) should be filled as soon as possible. It will be available for filling July 1 when Lubbert is formally transferred to Big Thicket.

Reassign Dr. Sellars to the History Division.

Add an additional temporary clerk-typist to this division and assign the person to also help the National Register Division.

National Register Properties

The vacant clerical position should be assigned to History, Archeology or Planning and Design.

Natural Sciences

Move Water Resources from the Natural Sciences Division to Maintenance in Park System Management. This would be in keeping with the organi-

SUMMARY OF RECOMMENDATIONS (Cont.)

Natural Sciences (Cont.)

zation structure in WASO which was created based on the Director's Organization Review Team's findings that dictated "like" functions be grouped and aligned to allow more expeditious reaction to field management needs.

The team approach to working on environmental impact statement, Resource Management Plans and assessments is believed to be a good approach and one that should be tried, if experienced people are assigned. We urge that an experienced field National Park Service biologist or ecologist be brought in this Division to ramrod the Resource Management Plan/Environmental Impact Statement program. (It has worked well in the Western and Pacific Northwest Regions.)

Train the clerk-typist to operate the Mag Card typewriter and utilize it for much of her work.

History

Either train JoAnn Ortiz who is the alternate timekeeper for Priscilla Sanchez or designate Rikki Peppers who is trained, as the alternate.

Seek more permanent personnel for this Division.

Archeology

Attempt to eliminate the requirements by WASO of submitting lengthy monthly reports and prepare them if possible only annually. It would help if all reporting in this Division could be reduced.

Meet with the Bureau of Indian Affairs in Albuquerque to discuss the archeologist's position if there is not a split of external archeology at the Regional level.

If internal and external archeology are split, we must retain Cal Cummings and Priscilla Sanchez in internal archeology; and if the split occurs, it is important to physically separate external archeology from the Southwest Regional Office. It probably would be economic to provide external archeology with administrative support as is done for the Quarters Appraisal Team if it is located in Santa Fe or Albuquerque.

SUMMARY OF RECOMMENDATIONS (Cont.)

Federal, State and Indian Assistance

That a meeting be held with Bureau of Indian Affairs officials to more clearly define the Service's role in assistance to the various tribes. The Departmental Manual clearly states that "Program and technical support shall be integrated into the Bureau of Indian Affairs' decision and management structure."

That the vacant position (Chief of Division) be used in either History, Archeology or Planning and Design and that the present personnel of Fields, Herrera, and Ortiz handle the Federal, State and Indian Assistance Division with no increase in staff at present.



United States Department of the Interior

NATIONAL PARK SERVICE

SOUTHWEST REGION

P.O. Box 728

Santa Fe, New Mexico 87501

IN REPLY REFER TO:

A6423-A

FEB 9 - 1973

Memorandum

To: Southwest Regional Office Directorate
and Division Chiefs

From: Director, Southwest Region

Subject: Review of Organization, Functions, and
Staffing in the National Park Service

Enclosed is a copy of Director Walker's subject memorandum of January 31 which alerts us to a forthcoming review of this office. It is our understanding that the review team of Mangers, Pound, and Gunter will complete their work in the Washington Office in about 30 days at which time they will then visit all of the Regional Offices. So, any time after a 30-day period, we can expect them to be with us.

In preparation for their visit, each of you should carefully review the nine numbered items in the enclosed memorandum and be prepared on, and have available for their use, all of the information called for so that there will be no lost time on their part. I want all of us to have done our homework in the usual superb fashion. The one item that may give trouble in some Divisions is No. 3 dealing with "measurable workload statistics". Where it is not possible to provide measurable statistics, anything that will help quantify the workload activities will probably serve the purpose. At any rate, we want to be as responsive as we possibly can to facilitate their work.

There is one thing that is not mentioned that I would like each of you to give special attention. That has to do with communications, both written and telephonic, that come direct to you or members of your staff from the Washington Office (other than through channels)

[illegible]

NAME	To a park to work on a park problem, etc.		To other places to work on park plan, problem, etc.		To other places to work w/NPS people on general NPS issues, including training		To other places to work on non-park non-NPS activities		Total time in travel - FY 73		Total time available in office - FY 73		To a park to work on a park problem, etc.		To other places to work on park plan, problem, etc.		To other places to work w/NPS people on general NPS issues, including training		To other places to work on non-park non-NPS activities		Total time in travel - FY 74		Total time available in office - FY 74		Total time in travel - FY 73 and FY 74		Total time available in office - FY 73 and FY 74	
	Days	%	Days	%	Days	%	Days	%	Days	%	Days	%	Days	%	Days	%	Days	%	Days	%	Days	%	Days	%	Days	%	Days	%
National Register Properties																												
Becker (438)	0	0	0	0	62	24.8	10	4.0	72	28.8	178	71.2	0	0	0	0	21	11.2	2	1.1	23	12.2	165	87.8	95	21.7	343	78.1
Natural Sciences																												
Wauer (438)	50	20.0	18	7.2	25	10.0	13	5.2	106	42.4	144	57.6	11	5.9	12	6.4	11	5.9	15	8.0	49	26.1	139	73.9	155	35.4	283	64.6
Moore (438)	58	23.2	12	4.8	5	2.0	1	.4	76	30.4	174	69.6	30	16.0	3	1.6	0	0	5	2.7	38	20.2	150	79.8	114	26.0	324	74.0
Fletcher (188)	0	0	0	0	0	0	0	0	0	0	0	0	10	5.3	0	0	5	2.6	0	0	15	7.9	173	92.1	15	7.9	173	92.1
Othmer (438) (1064)	14	5.6	0	0	0	0	12	4.8	26	10.4	224	89.6	0	0	0	0	0	0	0	0	0	0	188	100.0	26	5.9	412	94.1
Indian Asst.																												
Fields (438)	13	5.2	0	0	91	36.4	0	0	104	41.6	146	58.4	10	5.3	0	0	55	29.3	2	1.1	67	35.6	121	64.4	171	39.0	267	61.0
Herrera (376)	4	2.1	0	0	15	8.0	1	.5	20	10.6	230	92.0	1	.5	0	0	10	5.3	2	1.1	13	6.9	175	93.1	33	8.8	343	91.2
Ortiz (438) (819)	0	0	0	0	1	.4	0	0	1	.4	249	99.6	0	0	0	0	7	3.7	0	0	7	3.7	181	96.3	8	1.8	430	98.2
* Excluded																												

32

[illegible]

which convey instructions or which give orders on how to do your job. This is not to say that this is all wrong, but we wish to know to what extent this is occurring so that we and the team will have a good idea as to the scope of this type of communications. Please keep a record during the next 30 days of each such communications including who in the Washington Office is responsible, the dates involved, the subject of the message and so forth. I would like to have a summary of these sent to me through Chief of Administrative Management Walker prior to the time of the team's visit.

Please let me know if you have any questions on the forthcoming visit; if there are any apparent problems, let's get together and discuss them.

A handwritten signature in dark ink, appearing to read "J. J. Rawski". The signature is written in a cursive, somewhat stylized font. The first "J" is large and loops around the "J" and "R". The "R" is also large and loops around the "a" and "w". The "s" is small and loops around the "k". The "i" is a simple dot and vertical stroke.

Enclosure



United States Department of the Interior

NATIONAL PARK SERVICE
WASHINGTON, D.C. 20240

IN REPLY REFER TO:

A6423-AM

JAN 31 1973

Memorandum

To: Directorate

From: Director *W*

Subject: Review of Organization, Functions and Staffing in the
National Park Service

I want to be sure that the National Park Service is geared to perform the mission entrusted to us in the best possible fashion. Consequently, I have instructed Associate Director Norwood to have a thorough review made of the functions which we perform, the organizational structure, and the personnel staffing with a view toward improving our efficiency and effectiveness. This will be a Service-wide review commencing in the Washington office.

Messrs. Charles Mangers, Jack Pound, and Raymond Gunter have been appointed to perform this task for me under Charlie's leadership.

Their methodology is simple. They will discuss the review with each of you before they begin work in your organization. Then the basic fact finding phase will be accomplished through interviews and analyses conducted at the operating level. Their findings and conclusions will be discussed with you before they present the report to me. We will not wait until the entire review is completed. Reports will be made as reviews are completed in each major organizational segment.

I want each organizational head in your directorate to prepare in writing and have available for presentation to the review team when called upon, the following information:

1. Detailed mission statement.
2. Role and functional statement through division level.
3. Detailed measurable workload statistics.
4. Specific duty assignments of each employee.



5. A detailed organization chart showing the names, "grades" and position title of each employee.

6. Copies of your operating and financial plans.

7. Statement showing the extent, purpose and frequency of contacts made to specific organizational elements outside the parent division, both within and outside the Service.

8. Detailed explanation of programs, internal and/or external to the Service, being administered or for which responsible.

9. Any additional data deemed desirable for analytical purposes.

The team will begin the review in the Legislation directorate and as they move on to other directorates and to the field I urge your complete and total cooperation.

February 10 to _____

Listing of Communications from WASO conveying instructions or orders on how to do your job.

Name of Employee

[illegible]

FINANCIAL PLAN - OPERATING PROGRAM

AREA OR OFFICE		FINANCE OFFICE		FISCAL YEAR
Southwest Regional Office		Southwest Regional Office		1973
APPROPRIATION SYMBOL AND TITLE		ACTIVITY OR SUBACTIVITY		ACCOUNT NO.
14X1035 Construction, NPS		Professional Support XXXX		04X64-36412
COMPONENTS OF COST BY OBJECT CLASSIFICATION		ORIGINAL PLAN	NET TOTAL OF CHANGES	CURRENT PLAN
11 & 12 - Personnel Compensation and Benefits (From Form 10-561a)		288,884	- 2,923	285,961
21 - Travel Reduction - Travel and Transportation of Persons		- 4,200 38,500		34,300
22 - Transportation of Things		5,300	+ 1,000	6,300
23 - Rent, Communications, and Utilities (Includes GSA Office Space Rental \$ _____)		2,600		2,600
24 - Printing and Reproduction		1,800	+ 1,923	3,723
25.1 - Other Services		4,975		4,975
25.2 - Services of Other Agencies				
26 - Supplies and Materials and Non-Capitalized Equipment (Direct Purchases)		6,441		6,441
3 - Equipment (Capital Acquisitions - Itemize Below) Miscl. equipment _____ _____		1,500		1,500
32 - Lands and Structures				
41 - Grants, Subsidies, and Contributions				
42 - Insurance Claims and Indemnities				
61 - Depreciation of Equipment		1,300		1,300
62 - Equipment Operations Storehouse Operations Corral Operations Sign Shop Operations Manufacturing of Stores and Equipment				
63 - Utility Systems (NPS Operations Only)				
TOTAL AUTHORIZED PLAN		347,100		347,100

DISTRIBUTION		ESTIMATED CUMULATIVE OBLIGATIONS BY QUARTERS			
NO.	TO	COMPONENTS	FIRST	SECOND	THIRD
		Personal services (11 & 12)	96,000	190,000	285,961
		All Other Expenses	21,000	40,000	59,639
		Capital Outlays (31)	500	1,500	1,500
		Total Authorized Plan	117,500	231,500	347,100

RECOMMENDED (Sig.)	(Date)	CONCURRED (Sig.)	(Date)	APPROVED (Sig.)	(Date)
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John W. Henneberger, Assoc. Dir.,
Prof. Support 1/22/73

Frank F. Kowski, Director,
SWR 1/22/73

FINANCIAL PLAN - OPERATING PROGRAM
DETAIL OF PERSONNEL COMPENSATION AND BENEFITS

NUMERIC CODE
7000 (Fourth Rev.)
DATE
January 19, 1973

AREA OR OFFICE		FINANCE OFFICE				FISCAL YEAR	
Southwest Regional Office		Southwest Regional Office				1973	
APPROPRIATION SYMBOL AND TITLE		ACTIVITY OR SUBACTIVITY				ACCOUNT NUMBER	
14X1035 Construction, NPS		Professional Support XXXX				04X64-36412	
POSITION NUMBER	DESCRIPTION	GRADE GS-	NO.	MAN-YR.	ORIGINAL PLAN AMOUNT	NET TOTAL OF CHANGES	CURRENT PLAN
<u>Permanent full-time positions:</u>							
<u>Office of Associate Director:</u>							
7041 01	Associate Director (Henneberger)	14/2	1		24,888	- 2,196	22,692
7041 05	Secretary (Steno.) (Bolin)	6/5	1		9,241		9,241
<u>Division of Natural Science</u>							
7043 01	Supvy. Biologist (Wauer)	12/2	1		16,395		16,395
7043 15	Secretary (Steno.) (Baxley)	5/4	1		7,416	+ 635	8,051
<u>Division of History</u>							
7045 01	Historian (Brown)	12/6	1		15,866	+ 2,645	18,511
7045 02	Architect (Battle)	12/3	1		15,085	+ 839	15,924
<u>Division of Planning & Design</u>							
7047 01	Landscape Architect (Vacant)	13/6	1		18,737	+ 3,125	21,862
7047 05	Landscape Architect (Lubbert)	12/5	1		17,453	+ 529	17,982
7047 06	Landscape Architect (Wilson)	12/7	1		19,040		19,040
7047 07	Architect (Harp)	12/8	1		19,569		19,569
7047 09*	Interp. Planner (Vacant)	12/1	1		15,866	- 15,866	-
7047 12	Park Planner (Viklund)	12/5	1		17,982		17,982
7047 15	Civil Engineer (Huff)	11/9	1		16,861		16,861
7047 16	Engr. Technician (Lee)	9/3	1		11,414	+ 368	11,782
7047 17	Engr. Technician (Arquero)	9/3	1		11,414	+ 368	11,782
7047 20	Illustrator (Fox)	7/8	1		11,167		11,167
<u>Division of Archeology</u>							
7049 05	Archeologist (Ice)	11/1	1		13,309		13,309
Total permanent			17	17.0	261,703	(-1) - 9,553	(16) 252,150
Deduct lapses (4%)				0.7	10,468	+ 382	10,086
Net permanent				16.3	251,235	- 9,171	242,064
<u>Positions other than permanent:</u>							
Clerk-Stenographer		4/1	1	0.5	3,272	+(0.4) 2,618	(0.9) 5,890
Engr. Draftsman		3/1	1	0.5	2,914	+(0.4) 2,331	(0.9) 5,245
Engr. Draftsman		7/1	1	0.3	2,716	+(0.2) 1,811	(0.5) 4,527
Arch. Draftsman		3/1	1	0.5	2,914	-	2,914
Total other than permanent			4	1.8	11,816	+(1.0) 6,760	(2.8) 18,576

FINANCIAL PLAN - OPERATING PROGRAM
DETAIL OF PERSONNEL COMPENSATION AND BENEFITS

NUMERIC CODE

7000 (Fourth Rev.)

DATE _____

January 19, 1973

AREA OR OFFICE		FINANCE OFFICE			FISCAL YEAR		
Southwest Regional Office		Southwest Regional Office			1973		
APPROPRIATION SYMBOL AND TITLE		ACTIVITY OR SUBACTIVITY			ACCOUNT NUMBER		
14X1035 Construction, NPS		Professional Support SEAL			04X64-36412		
POSITION NUMBER	DESCRIPTION	GRADE GS-	NO.	MAN- YR.	ORIGINAL PLAN AMOUNT	NET TOTAL OF CHANGES	CURRENT PLAN
	<u>Add personnel benefits:</u> 10% of above "net permanent) 6% of above "other than perm."				25,124 709	- 918 + 406	24,206 1,115
	Total personnel compensation and benefits				288,834	- 2,923	285,961
	*Position slot transferred to LBJ						

FINANCIAL PLAN - OPERATING PROGRAM

DETAIL BY COST FEATURE

NUMERIC CODE

7000 (4th Rev.)

DATE

January 19, 1973

AREA OR OFFICE	FINANCE OFFICER	FISCAL YEAR		
Southwest Regional Office	Southwest Regional Office	1973		
APPROPRIATION SYMBOL AND TITLE	ACTIVITY OR SUBACTIVITY	ACCOUNT NO.		
14X1035 Construction, NPS	Prof. Support XXXXXX	04X64-36412		
COST ACCOUNT NUMBER	COST FEATURE	ORIGINAL PLAN	NET TOTAL OF CHANGES	CURRENT PLAN
	Distribution of the above expenses has been programmed as follows:	Perm. Pos.	M.Y. Other	Total Plan
	Management of park and other areas	11	2.3	255,900
	Roads and Trails Maintenance	1	0.2	17,700
	Buildings and Utilities Maint.	4	0.3	73,500
		16	2.8	347,100

FINANCIAL PLAN - OPERATING PROGRAM

AREA OR OFFICE		FINANCE OFFICE		FISCAL YEAR			
Southwest Regional Office		Southwest Regional Office		1973			
APPROPRIATION SYMBOL AND TITLE		ACTIVITY OR SUBACTIVITY		ACCOUNT NO.			
1431033 Management and Protection, NPS, 1973		Park and Recreation Prog.-Wild.Stud.		01340-04021			
COMPONENTS OF COST BY OBJECT CLASSIFICATION		ORIGINAL PLAN	NET TOTAL OF CHANGES	CURRENT PLAN			
11 & 12 - Personnel Compensation and Benefits (From Form 10-561a)		32,833	- 16,416	16,417			
Travel Reduction		- 400					
21	- Travel and Transportation of Persons	4,500	- 2,000	2,100			
22	- Transportation of Things						
23	- Rent, Communications, and Utilities (Includes GSA Office Space Rental \$ _____) . . .	1,500	- 200	1,300			
24	- Printing and Reproduction	1,500		1,500			
25.1	- Other Services	7,267	- 5,084	2,183			
25.2	- Services of Other Agencies						
26	- Supplies and Materials and Non-Capitalized Equipment (Direct Purchases)	1,000	- 500	500			
31	- Equipment (Capital Acquisitions - Itemize Below) _____ _____ _____						
32	- Lands and Structures						
41	- Grants, Subsidies, and Contributions						
42	- Insurance Claims and Indemnities						
61	- Depreciation of Equipment						
62	Equipment Operations						
	Storehouse Operations						
	Corral Operations						
	Sign Shop Operations						
	Manufacturing of Stores and Equipment						
63	- Utility Systems (NPS Operations Only)						
TOTAL AUTHORIZED PLAN		48,200	- 24,200	24,000			
DISTRIBUTION		ESTIMATED CUMULATIVE OBLIGATIONS BY QUARTERS					
NO.	TO	COMPONENTS	FIRST	SECOND	THIRD	FOURTH	
		Personal services (11 & 12) . . .	10,950	16,000	16,417		
		All Other Expenses	2,500	5,000	7,583		
		Capital Outlays (31)					
		Total Authorized Plan	13,450	21,000	24,000		
RECOMMENDED (Sig.)		(Date)	CONCURRED (Sig.)		(Date)	APPROVED (Sig.)	(Date)
John W. Henneberger		1/22/73	[Signature]		1/23/73		
John W. Henneberger, Assoc. Dir.,			Director, SWR				
Prof. Support		1/22/73					

FINANCIAL PLAN - OPERATING PROGRAM
DETAIL OF PERSONNEL COMPENSATION AND BENEFITS

NUMERIC CODE
7:000 (Rev. #1)
DATE
January 19, 1973

AREA OR OFFICE Southwest Regional Office	FINANCE OFFICE Southwest Regional Office	FISCAL YEAR 1973
APPROPRIATION SYMBOL AND TITLE 1491033 Management and Protection, NPS, -73	ACTIVITY OR SUBACTIVITY Park & Recreation Prog.-Wild.Stud.	ACCOUNT NUMBER 01340-04021

POSITION NUMBER	DESCRIPTION	GRADE GS-	NO.	MAN- YR.	ORIGINAL PLAN AMOUNT	NET TOTAL OF CHANGES	CURRENT PLAN
7041 03*	<u>Permanent full-time positions:</u> Wilderness Coordinator (Vacant)	15/6	1		29,848	(-0.5) 14,924	14,924
	Total permanent		1	1.0	29,848	(-0.5) 14,924	(0.5) 14,924
	<u>Add personnel benefits:</u> 10% of above "net permanent"				2,985	- 1,492	1,493
	Total personnel compensation and benefits				32,833	- 16,416	16,417

PROFESSIONAL SUPPORT UNIT
SOUTHWEST REGIONAL OFFICE

SOUTHWEST REGION
SUPERINTENDENT'S CONFERENCE

DEL RIO, TEXAS

OCTOBER 30 - NOVEMBER 1, 1972

RELATIONSHIP
OF
PROFESSIONAL SUPPORT UNIT, SOUTHWEST REGIONAL OFFICE
TO
FIELD AREAS, FIELD RESEARCH STATIONS, OTHER SOUTHWEST REGIONAL
OFFICE UNITS, DENVER SERVICE CENTER, AND WASHINGTON OFFICE

FIELD AREAS

Supportive Relationship. Unit provides consultative services for maintenance and rehabilitation projects to field areas that do not have professional staff capability. Provides technical guidance on historic and natural resource management plans, research plans, wildlife management plans, archeological salvage work, legislative support data, etc.

FIELD RESEARCH STATIONS (New Mexico Archeological Station)

Functional Relationship. Discusses and works with executive and staff on common responsibilities (archeological research and stabilization programs).

OTHER SOUTHWEST REGIONAL OFFICE UNITS

External Programs.

Supportive Relationship. A consulting and production-oriented staff support unit for Cooperative Activities Unit on Federal and State cooperative programs and Indian assistance programs.

Internal Programs.

Advisory, Coordinating, and Review Relationship. Professionally advises Director, Southwest Region, and assists in monitoring, control, and supervision of all Regional Professional Support programs.

DENVER SERVICE CENTER

Supportive Relationship with DSC. A production-oriented supportive unit executing professional services programs assigned by Assistant Director, Service Center Operations, WASO (J.E.N. Jensen).

Coordinative Relationship. Coordinates professional services program activities between DSC, field areas, and Region.

A Review Relationship. Reviews all professional services documents prepared by DSC: Master Plans, Wilderness Studies, Comprehensive Designs, etc.

(Similar relationships with Harpers Ferry Center.)

WASHINGTON OFFICE

A Functional Relationship with the Associate Director, Professional Services (Dr. Ernest Connally), the Assistant Director, Service Center Operations (J.E.N. Jensen), Director, Office of Archeology and Historic Preservation (Robert Utley), Director, Office of Natural Science (Dr. Robert Linn).

SOUTHWEST REGION

PROFESSIONAL SUPPORT UNIT

ROLE AND FUNCTIONS

Provides consultative services to field areas that do not have professional staff capability, on request of Regional Office Operations Unit.

Plans and specifications for maintenance and rehabilitation projects -- roads, trails, buildings, utilities, and landscaping. Includes supervision, if required.

Technical advice on specific physical facilities problems.

Provides technical guidance in the development of historic and natural resource management plans, research plans, wildlife management problems, archeological salvage work, etc.

A consulting and production-oriented staff support unit for the external programs of the Service, on request of Cooperative Activities Unit.

Recreation plans for Bureau of Reclamation or Corps of Engineers projects.

Plans for State Parks and Recreation Areas.

Indian Assistance plans and drawings.

Legislative support data (Region's portion).

Technical review and assistance with impact statements.

Technical review of other agency plans.

Professionally advises Director, Southwest Region, and assists in the monitoring, control, and supervision of all Regional Professional Support programs. Consults on program formulation to ensure adequacy, relevance, and current need of Service's professional and construction programs.

Participates in planning and design coordinating committee and program review board.

Reviews all Master Plans, Wilderness studies, Interpretive Prospectuses, Development Plans, Comprehensive Designs, and other planning and study documents.

Is a production-oriented supportive unit executing professional services programs assigned by Assistant Director, Service Center Operations (WASO, J.E.N. Jensen).

- Master Plans for small areas
- Development concept and comprehensive design plans
- New area studies
- Preliminary construction plans and working drawings for day labor and certain contract projects
- Surveys
- Special studies
- Construction supervision
- Water resource studies
- Historic structures studies and restoration plans

Assists in the management and control of professional service contracts awarded by Region (or by DSC on request). Advises, counsels, and supports other Professional Service Units in their relationships with the professional and construction contractors.

SOUTHWEST REGION

ASSOCIATE DIRECTOR, PROFESSIONAL SUPPORT

Director, Region, Field (Frank Kowski) is the Line Supervisor of the Associate Director, Professional Support, Region (John Henneberger).

Associate Director, Professional Support, is the Line Supervisor of Chiefs, Division of Planning and Design (Ron Treabess), Division of Natural Sciences (Roland Wauer), Division of History (William Brown), and Division of Archeology (Robert Lister).

Has a Functional Relationship with the Associate Director, Professional Services, WASO (Dr. Ernest A. Connally), the Assistant Director, Service Center Operations, WASO (J.E.N. JENSEN), Director, Denver Service Center (Glenn O. Hendrix), and the Chief, Field Station, Region, New Mexico Archeological Center (Dr. Robert Lister). Through these executives he has direct functional relationship to other professional personnel of these organization units. A close functional relationship is maintained with professional personnel assigned well-defined, program-oriented duties located on duty stations in parks (Research Biologist Walt Kittams, Carlsbad Caverns).

Has a close and supportive role (through the Director, Southwest Region) to the park superintendents relating to approved professional services and construction programs.

Has frequent and close contacts with the academic, learned research, and professional community within the Region.

Counsels professional personnel (Division chiefs and other professionals) on planning, design, archeology, history, and natural science programs and assists professionals in accomplishment of defined and approved objectives.

ORGANIZATION

Associate Director, John Henneberger
~~Wilderness Coordinator, Stanley Joseph~~
Secretary, Maude Bolin

SOUTHWEST REGION

DIVISION OF PLANNING AND DESIGN

ROLE AND FUNCTIONS

Provides consultative services and planning and design assistance to Regional Operations, Cooperative Activities programs, and other Regional programs, and to field area operations in the Engineering, Architectural, and Landscape Architectural fields relating to the following programs:

- Federal Cooperative Activity programs
- State Cooperative Activity programs
- Indian Assistance programs
- Legislative Support Data
- Area Maintenance and Rehabilitation programs
- Publications
- Landmark studies
- Environmental Impact Statements

Executes professional services programs assigned by Denver Service Center:

- Master Plans
- Development Concepts
- Comprehensive Design Plans
- Interpretive Prospectuses
- New Area Studies
- Studies/Surveys
- Preliminary construction plans and working drawings
- Construction supervision

Reviews all Master Plans, Wilderness Studies, Interpretive Prospectuses, Development Plans, Comprehensive Designs, and other planning and study documents.

Assists in management and control of professional service contracts awarded by Region (or DSC on request).

ORGANIZATION

Chief, ~~Ronald Treabess~~ *Urban Rogers*
Management Assistant, Robert Viklund
Landscape Architect, Thomas Lubbert
Landscape Architect, Laura Wilson
Architect, A. Norman Harp
Civil Engineer, Richard Huff
Engineering Technician, Clyde Arquero
Engineering Technician, Edward Lee
Illustrator, Joyce Fox
~~Engineering Draftsman, Sammy Romero~~
Clerk-Stenographer, Josephine Gonzales

SOUTHWEST REGION

DIVISION OF NATURAL SCIENCES

ROLE AND FUNCTIONS

Coordinates for the Region the preparation of Natural Resources Management Plans for areas with important natural resources, and assists in preparation of Resources Management Plans for historical areas.

Undertakes Water Resource Studies for areas of the Region. Investigates ownership, rights, and use of water for the parks. Inventories Federal and non-Federal water rights. Recommends action to develop and/or acquire water rights. Collects and interprets water resource and water rights data for planning, development, and maintenance of water supply systems, negotiation and supervision of contracts for water related studies and test well drilling. Compiles and maintains water right dockets, assists superintendents in preparing Special Use Permits involving water rights and water use.

Coordinates Regional contribution to the development of natural history thematic classification for the National Park System Plan. Reviews Natural Landmark proposals and studies.

CHIEF SCIENTIST

Represents the Region and Service at professional scientific and research societies involving natural science studies and resource management programs. Represents the Director, Region, in relations with Federal and State agencies engaged in resource studies and programs.

Acts for Chief Scientist, WASO (Dr. Robert Linn) upon request in the evaluation of the routing, standards, and specifications of roads proposed for construction within the Region.

Recommends to the Associate Director, Professional Support, Region, and Chief Scientist, WASO, on Region's need for scientists to carry out Region's natural resources programs.

Evaluates the need for, and coordinates activities performed under, signed agreements and/or other arrangements, by NPS research stations and research centers within the Region.

ORGANIZATION

Chief, Roland Wauer
Hydraulic Engineer, Dustin Aughenbaugh
Hydraulic Engineer, Garland Moore
Clerk-Stenographer, Caroline Baxley

DIVISION OF HISTORY

ROLE AND FUNCTIONS

Provides field areas with assistance relating to history and historical project activities. Coordinates Region's history and historical research projects with other Regional staff members (Historic Resource Management Plans).

Coordinates contracts for historical research projects and reviews reports of cooperating institutions.

Participates on planning studies and prepares historic data for Master Plans and action documents. Coordinates programmed historic studies and reports with Federal, State, and private organizations concerned with historic research and history.

Supervises historic structures lump sum projects programs.

CHIEF HISTORIAN

Serves as historical advisor to Director, Region, and Associate Director, Professional Support, in the administration of the historic resources programs of the Region.

ORGANIZATION

Chief, William Brown

Historical Architect, David Battle

Architectural ~~Eng~~ Draftsman, Sammy Romero

SOUTHWEST REGION

DIVISION OF ARCHEOLOGY

ROLE AND FUNCTIONS

Division provides assistance and coordinates archeological activities, including negotiating archeological investigation contracts, inspection of contract work, and reviewing cooperating institutions' reports. Reviews archeological resource portions of Environmental Impact Statements.

Unit personnel participates in planning activities and prepares archeological data for Master Plans and action documents. Coordinates programmed archeological studies, salvage, and reports with Federal, State, and private organizations concerned with archeology.

ORGANIZATION

Chief, Dr. Robert Lister (also Chief, New Mexico
Archeological Center, Albuquerque)

Archeologist, Leland Abel (Albuquerque)

Archeologist, Calvin Cummings

Archeologist, Ronald Ice

Clerk-Stenographer (~~vacant~~) *Priscilla Sanchez*

Note: All Int. (Intercom)
phone numbers are on Extension
412 or 413 (3412 or 3413
when dialed through FTS).

OFFICE OF ASSOCIATE DIRECTOR, PROFESSIONAL SUPPORT	
	Phone
Associate Director, John Henneberger	Int. 3
Wilderness Coordinator, Stanley Joseph	Ext. 438
Secretary, Maude Bolin	Int. 2

DIVISION OF PLANNING AND DESIGN	Phone
Chief, Ronald Treabess	
Management Assistant, Bob Viklund	Int. 5
Landscape Architect, Tom Lubbert	Int. 8
Landscape Architect, Laura Wilson	Ext. 360
Civil Engineer, Richard Huff	Int. 6
Architect, Norman Harp	Int. 7
Engineering Technician, Clyde Arquero	Ext. 360
Engineering Technician, Edward Lee	Ext. 360
Illustrator, Joyce Fox	Ext. 360
Engineering Draftsman, Sammy Romero	Ext. 360
Clerk-Stenographer, Josephine Gonzales	Int. 5

DIVISION OF ARCHEOLOGY	Phone
Chief, Robert Lister	843-3100
(Also Chief, New Mexico Archeological Center, Albuquerque)	
Archeologist, Leland Abel, Albuquerque (BIA)	843-2060
Archeologist, Calvin Cummings	
Archeologist, Ronald Ice	
Clerk-Stenographer (Vacant)	

DIVISION OF HISTORY	Phone
Chief, Bill Brown	
Historical Architect, David Battle	Int. 4

DIVISION OF NATURAL SCIENCES	Phone
Chief, Roland Wauer	Ext. 493
Hydraulic Engineer, Dustin Aughenbaugh	Ext. 493
Hydraulic Engineer, Garland Moore	Ext. 493
Clerk-Stenographer, Caroline Buxley	Ext. 493