

HORACE M. ALBRIGHT  
TRAINING CENTER  
PROGRAM

GRAND CANYON NATIONAL PARK

GRAND CANYON, ARIZONA

## EVOLUTION

HORACE M. ALBRIGHT

TRAINING CENTER

PROGRAM Grand Canyon National Park Arizona

UNITED STATES DEPARTMENT OF THE INTERIOR

National Park Service

*"Pride in their Government, love of the land, and faith in the American tradition -- these are the things the national parks can give to the people of America. To assure them these products of national parks is more than an obligation, it is a national necessity. It is a task worthy of the highest measure of dedication."*

— Our Heritage

## EVOLUTION

The idea of a field training facility for the National Park Service was first voiced in the early 1930's and since that time has been the subject of frequent discussion around campfires and in many park offices. During the early years of the Service it was necessary to accomplish practically all career training at the park level. Although some specialized training was offered periodically at the regional level and in the Washington Office, the great majority of the orientation and skills development of new employees continued in the field.

It was not until the clear recognition of the conditions which eventually resulted in the MISSION 66 program that serious consideration was directed to the formal establishment of a centralized field training activity. It was decided that as a corollary to the development of protective and interpretive facilities required for the conservation and visitor enjoyment of the National Park System, the Service must also design a program for employee growth and development. Thus, the National Park Service Training Centers emerged as an integral part of the personnel development phase of MISSION 66.

A pilot Training Center program was started in Yosemite National Park in September 1957 and continued in that location for five years. In July 1962 ground was broken for a permanent facility at Grand Canyon National Park. The buildings were completed in June 1963 and the first session in the new development was undertaken in September of that year.

In July 1963 the facility was designated as the Horace M. Albright Training Center, honoring the sustained conservation efforts of the second Director of the National Park Service and one of the country's leading park executives and conservation leaders.

The modern training facility has multiple classrooms and can provide two or three concurrent programs. The larger classrooms each have a capacity of 40 trainees, with smaller rooms accommodating 15 to 20. Built-in versatility of space and equipment makes this Training Center one of the most modern of its kind.

## GOALS

The Horace M. Albright Training Center program is an in-Service training activity designed to promote the orderly orientation, indoctrination and career development of new employees who aspire to managerial roles in the National Park Service.

The training opportunity is also offered to selected individuals of other Federal agencies, state and regional park systems, and to representatives of park organizations of other countries.

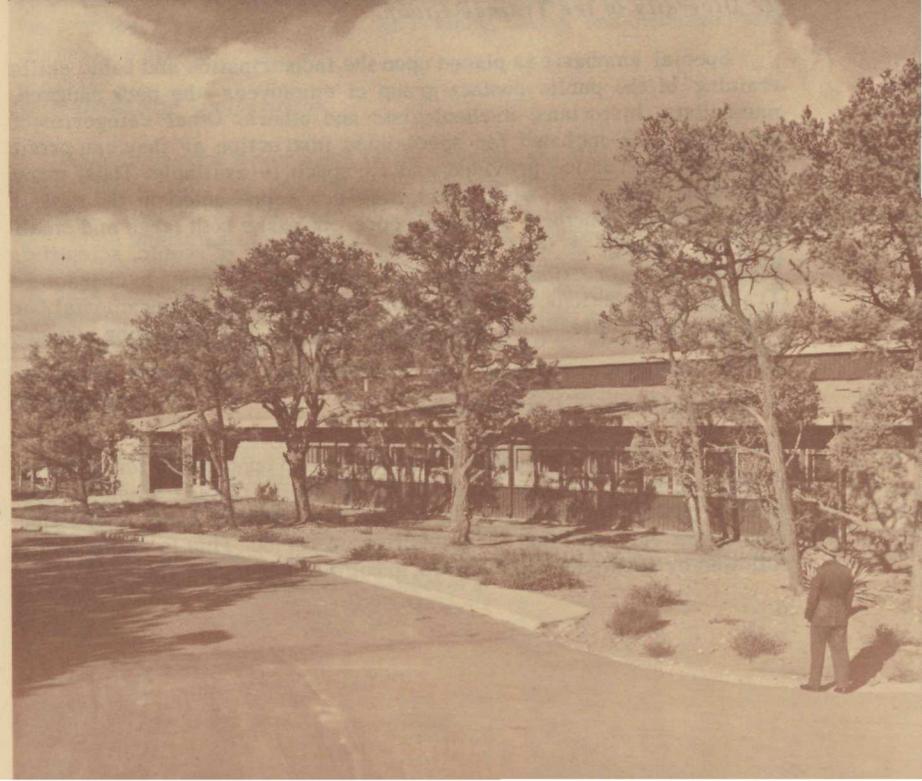
The objectives of the training are fourfold:

- To develop a basic knowledge and understanding of National Park Service objectives, philosophy, policies, organization, administration, legislation, and operating programs;
- To develop physical and mental skills in the public information, interpretation, resource conservation, and managerial aspects of park operations;
- To develop proper attitudes and points of view with respect to human and work relations, to public service in general, to specific phases of National Park conservation, and to a career in the National Park Service; and
- To foster a dedication to the work of the Department of the Interior and of the National Park Service, and a willingness to promote Departmental and Service objectives through thoughtful application of individual and group efforts to achieve the successful accomplishment of the total National Park Service program.

○ Hon. Horace M. Albright  
Director, National Park Service 1929-1933



○ The New Horace M. Albright Training Center  
Grand Canyon National Park, Arizona



## FEATURES OF THE PROGRAM

### 1. *Diversity in the Curriculum.*

The broad scope of subject matter in the curriculum adds considerable diversity to the training activity. The program employs a variety of instructional methods ranging from formal classroom presentations on the one hand to group problem solving on the other. There is also diversity in discussion leaders. In addition to the resident training staff, instruction is provided by representatives of cooperating Government agencies, educational institutions, and independent conservation groups. National Park Service personnel from the Washington Office, from the regional offices, and from various parks and monuments are brought to the Training Center to participate in different phases of the program.

### 2. *Diversity in the Trainee Group.*

Special emphasis is placed upon the indoctrination and basic skills training of the public contact group of employees—the park rangers, naturalists, historians, archeologists and others. Other categories of employees are included for specialized instruction as they can profit from the instruction provided and as space is available. Thus, many academic fields and work specialties are represented in the typical trainee group. Further, trainees represent parks both large and small in size; eastern as well as western in location; of scenic, scientific, historic, and recreational significance; and urban or remote in character. Trainee contributions to the program based upon these fundamental but characteristic differences add to the diversity of the training experience.

### 3. *Active Trainee Participation.*

Every effort is expended to provide group opportunity for trainees to participate actively in classroom and other training sessions. The general pattern in presenting any subject is to offer the basic instruction during the early portion of the instruction period. This is immediately followed by questions and answers, group discussion, individual or group

practice, or similar trainee activity. Each trainee is given multiple opportunities during the course of the program to conduct meetings, either reporting on an assigned topic or project, or acting as chairman of a discussion group. Individual and group problem solving in planning and operational exercises are used as much as possible.

### 4. *Close Contact Between Staff and Trainees*

In addition to administrative and instructional assignments, members of the resident training staff are available on an after-hours basis for discussion; they offer corrective assistance when the need is apparent; and they counsel with trainees in relation to personal as well as work-related problems. They also provide an opportunity for personal or group discussions with visiting instructors and prominent individuals who may visit the Training Center.

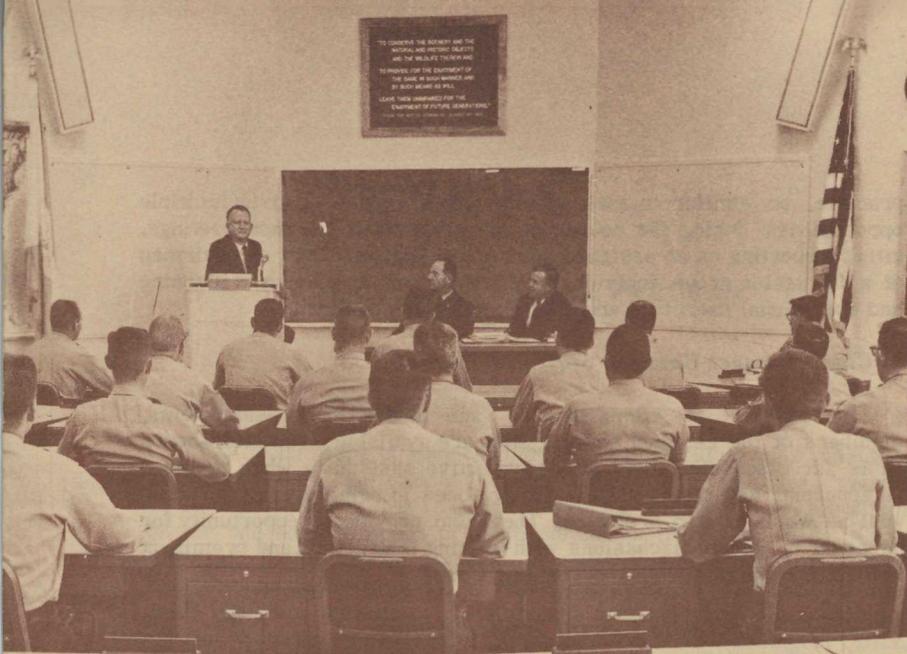
### 5. *Close Contact with Current Service Affairs*

The Training Center program provides for an intimate understanding of current practices and procedures in the Service. As new statements of policy and delegations of authority are announced, as new procedures are recommended for the field, and as new problems confront the Service, they are taken up at the Training Center and discussed with the trainee group.

### 6. *Cultivating Cooperation*

One important by-product of the training activity is the increased appreciation for and understanding of the work and efforts of other Service employees. For example, the Training Center program offers the same fundamental training to rangers and interpreters alike. Thus, protection personnel acquire a basic understanding of the principles of park interpretation and of the interpretive programs of the Service. Similarly, interpretive personnel become familiar with the techniques of park and visitor protection. Both categories of employees receive an early insight into administrative and operational problems of park management.

If the Department of the Interior and the National Park Service are to remain in the forefront of park conservation activities in this country, all segments of the Service organization must work harmoniously toward this objective. There can be no better investment in the early career training of new employees than to develop in them a healthy regard and respect for the efforts of their co-workers.



○ Classroom Lecture



○ Audiovisual Techniques Training

## TRAINING CENTER PROGRAM

### 1. *The Training Sessions.*

The period of training for the basic indoctrination program is 12 weeks. Two or more such sessions are conducted each year. From time to time other formal training courses are conducted and may run concurrently with the basic programs, or may be scheduled between regular sessions.

### 2. *The Curriculum.*

The basic curriculum is divided into four major segments, although specific subject matter may be scheduled when it is particularly timely and will not necessarily hold to the listing which follows.

#### Organization and Policy

Structure of the Federal Government  
 The Nation's Conservation Program  
 Function and Organization of the Department of the Interior  
 History of the National Park Movement

Organization of the National Park Service  
 Landmark Legislation  
 Introduction to Policy  
 National Park Service Policy  
 The National Park System  
 MISSION 66  
 Long Range Planning for the National Park System

#### Park Administration

Principles of Park Management  
 The NPS Administrative Manual  
 Official Communications  
 Correspondence Procedures  
 Principles of Clear Writing  
 Report Writing  
 Writing for Publication  
 Public Platform Strategy  
 Listening Comprehension  
 Personnel Management  
 Principles of Supervision  
 Employee Attitudes  
 Public Appearance

Fiscal Management  
 Fee Systems  
 Procurement and Property Management  
 The NPS Safety Program  
 Tort Claims  
 The Master Planning Function  
 Contract Administration  
 Park Maintenance Programs  
 Park Sign Programs  
 Adverse Uses  
 Land Acquisition Programs  
 Concessions Management

### Park Administration (Cont'd)

The Park Visitor  
Special Situations Regarding the  
Park Visitor  
Public Information

Public Relations  
Press Relations and Press Re-  
leases  
Conservation Organizations

### Park and Visitor Protection

Evolution of the Protection  
Function  
Jurisdiction  
Rules and Regulations  
Regulation of Visitor Activities  
Ranger District Administration  
Protection Patrols  
Entrance Station Operations  
Campground Management  
Water Use Operations  
Mountain Area Operations  
Desert Area Operations  
Parkway Operations  
Wilderness Management  
Public Health and Sanitation  
Forest Conservation Policies and  
Operations

Wildlife Conservation Policies  
and Operations  
Law Enforcement and Public  
Safety  
Accident Investigation  
Structural Fire Control  
Forest Fire Control  
Rescue Operations  
Search Procedures  
Map Interpretation and Use of  
the Compass  
Disaster Plans and Operations  
Care and Handling of Livestock  
Cooperative Protection Agencies  
First Aid

### Park Interpretation

History of the Educational Move-  
ment in the NPS  
An Introduction to Interpretation  
The Role of Natural History in  
the National Park System  
The Role of Archeology in the  
National Park System  
The Role of History in the Na-  
tional Park System  
New Developments in Interpre-  
tation  
Interpretive Research  
Interpretive Signs and Self-Guid-  
ing Devices  
Interpretive Speaking

Conducted Field Trips  
Campfire Programs  
Interpretive Talks and Demon-  
strations  
Interviewing with a Tape  
Recorder  
Audiovisual Equipment and  
Operation  
Audiovisual Evaluations  
Visitor Center Operations  
Curatorial Responsibilities  
Interpretive Planning  
Interpretive Programs for Chil-  
dren  
Principles of Photography  
Cooperating Associations

### 3. *Program Facilities.*

The program is conducted in a modern building constructed especially for this purpose. The facility includes two large and two smaller classrooms, library, audiovisual room, typing room, offices, projection room, and workshops. Modern audiovisual and other training equipment is available for trainee use. Field equipment, such as that needed in various protection and interpretive activities, is provided for classroom use and for individual and group practice.

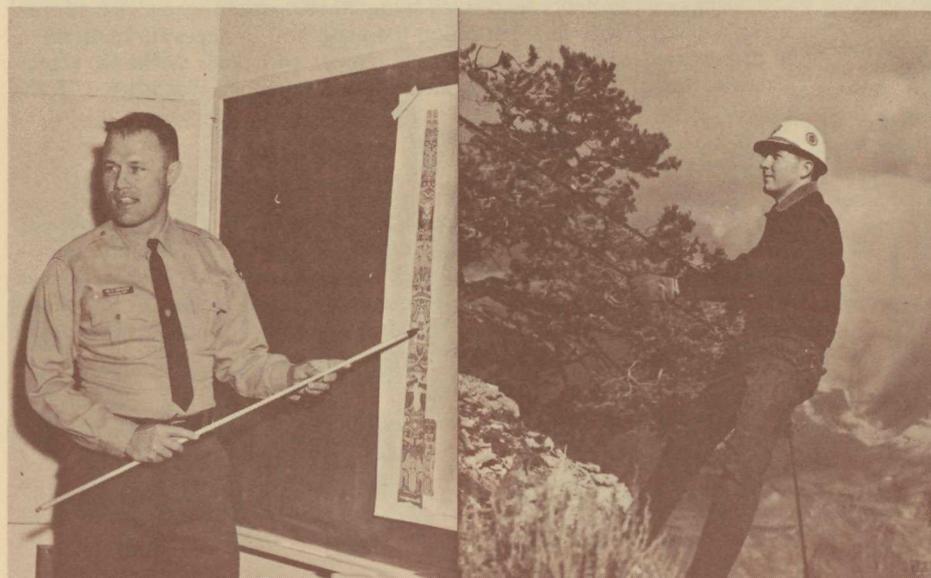
### 4. *Field Operations.*

Frequent opportunity is provided to the trainee group to visit, observe, and participate in actual field operations. As much as possible, trainees are given the opportunity to participate for short periods in interpretive and protection activities, such as entrance station operations, Visitor Center activities, ranger patrols, and other public contact opportunities as may be available.

### 5. *Field Trips.*

Several field trips are scheduled during each training session. These trips are for the purpose of examining and studying operations and facilities in near-by areas of the National Park System, State and regional parks, and private museums and reservations. During each visit the trainees visit with local staff members and discuss planning, operational and other considerations of the areas visited.

### *Mountain Rescue Training* ○



○ Public Speaking Training

## GENERAL INFORMATION

### 1. Location.

The Horace M. Albright Training Center is located near the South Rim headquarters of Grand Canyon National Park. Roads are passable throughout the year with the exception of short periods during severe winter storms when State routes may be closed temporarily.

Frontier Airlines connects with Flagstaff, Arizona, as does the Santa Fe Railroad and Greyhound and Trailways Bus Lines. Local bus service may be obtained to Grand Canyon from both Flagstaff and Williams.

### 2. Trainees.

Since public contact groups of employees bear the brunt of on-site impact and increased problems of visitor use, new employees in these groups can more profitably benefit from the training experience. As additional space is available, employees from other categories will be selected for the training.

Occasionally representatives from other land and resource management agencies will be admitted to the program. In general, application in these cases should be made by the interested agency to the Director, National Park Service, Department of the Interior, Washington, D.C. 20240.

### 3. Nomination.

Participation in the Training Center program is offered to National Park Service employees in their first two years of permanent employment. Occasionally, the backlog will be sufficiently large where space may not be available for all new employees. However, every effort will be extended to provide the training experience to every new public contact employee who enters the Service.

○ Training Center Library



○ Trainee Group



Superintendents and other Service supervisors will recommend to their regional directors the names of those employees who are eligible for the training. Prior to the beginning of each training session, the regional directors will be given a quota of nominees based upon the number of men eligible within each region. The regional directors will select the employees who they believe either need or will profit most from the training and these individuals will be accommodated at the subsequent training session.

#### 4. *Living Accommodations.*

Three two-story apartment units are available to trainees and their families. These include efficiency, one-bedroom, and two-bedroom apartments. The apartments are furnished and laundry facilities are available. All apartments are equipped with a kitchenette, including range, sink and small refrigerator. Linen, dishes and cooking equipment are not furnished.

#### 5. *Community Activity.*

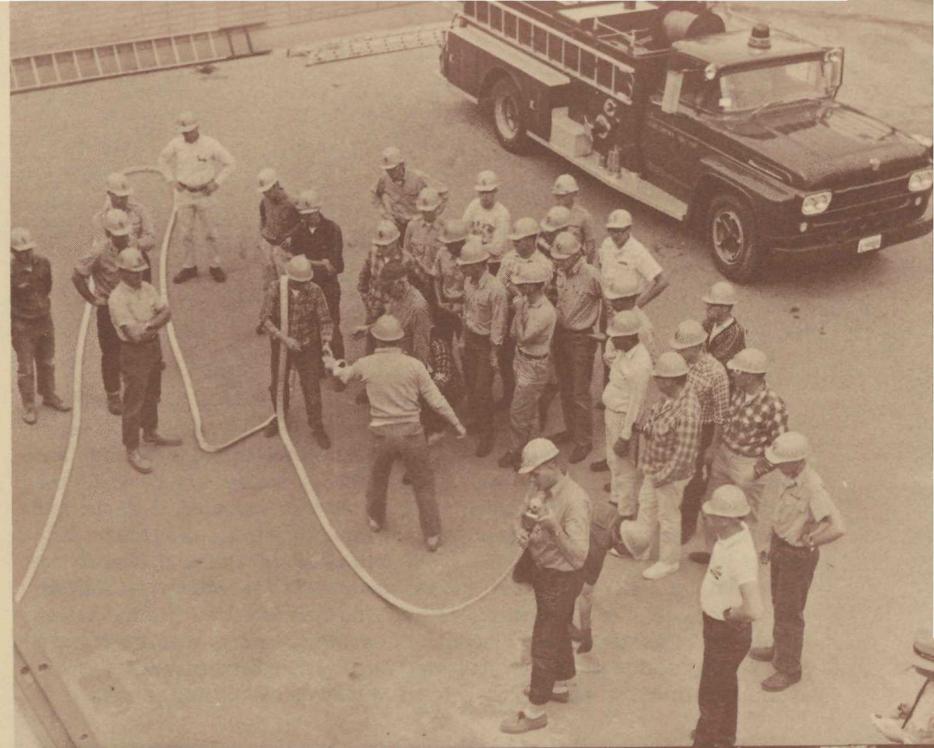
Grand Canyon Village has all of the conveniences of the average small community. Available through the periods of training are a hotel and/or lodge, dining room, general store, service station, souvenir shop, elementary and high school, churches of several faiths, barber shop, theater, laundry and dry cleaning facilities, and medical and hospital facilities. The Government community provides a wide assortment of recreational, civic and fraternal organizations. Hiking and mule riding into and along the Canyon are available throughout the year and skiing is available near Flagstaff and Williams.

#### 6. *Additional Information.*

Questions relating to other phases of the Training Center program may be directed to the Supervisor, Horace M. Albright Training Center, Box 477, Grand Canyon, Arizona 86023.

ALBRIGHT TRAINING CENTER

○ Structural Fire Control



ALBRIGHT TRAINING CENTER

○ Field Study



## STAFF SERVICES

The resident training staff, in addition to instructional responsibilities and administrative duties, provides a multiple and impersonal appraisal of each trainee at the conclusion of the training period. The evaluation is forwarded to the Superintendent of the park to which the trainee returns and the information therein is intended to assist the Superintendent and other supervisors in their knowledge and understanding of the individual trainee. The appraisal is aimed at identifying leadership ability and other career potentials for which the Service may have need. Career limitations are also mentioned. Such information should be of assistance in placement considerations so that the trainee may be exposed to job situations which will either take advantage of his special abilities or which may help to overcome work limitations.

The training staff continually concerns itself with improvements in course presentations, new training materials and methods, and possible application of new subject matter fields. Their continuing research efforts are aimed toward presenting the best possible training program, using the most current information available.

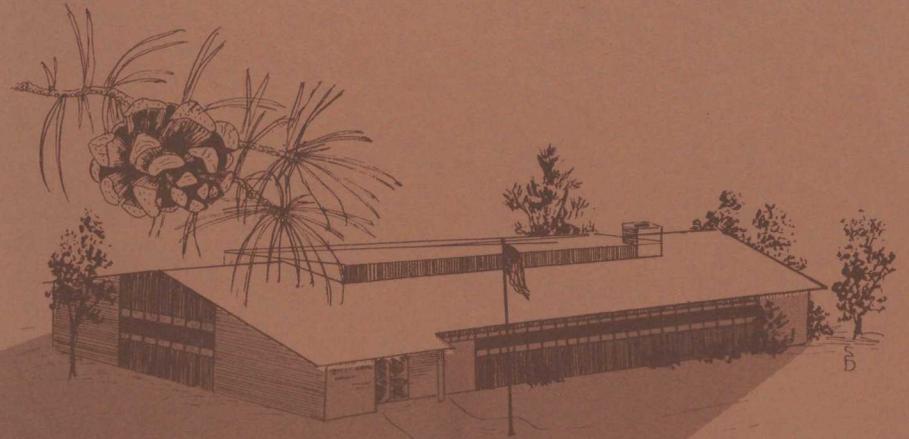
During periods between training sessions, the resident staff visits parks and monuments to assist area staffs in local training activities, to assist on special assignments detailed by the Washington Office, and to retain familiarity with current park operations and practices.



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