

# "TIPS"

## ON YOUR JOB

PUBLIC  
RELATIONS

SUPERVISORY RESPONSIBILITY

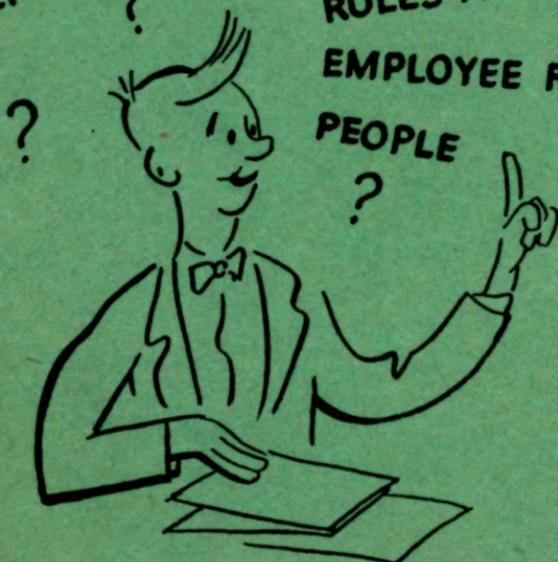
JOB SATISFACTION

RULES AND REGULATIONS

EMPLOYEE RELATIONS

PEOPLE

MORALE



UNITED STATES  
DEPARTMENT OF THE INTERIOR  
NATIONAL PARK SERVICE

FOREWORD

We who have had many years of experience in the National Park Service and of association with those who work for it, know that most of them bring to their work some sense of dedication, and find in it a great variety of satisfactions. Whenever a new employee is added to the rolls, we all, consciously or unconsciously, hope that he will acquire that sense of dedication; we hope that he is convinced that the work of the Service, and specifically that part of it which he is called on to perform, is more than a means of making a living; we hope that he sees in it an opportunity to have a hand in providing unforgettable and beneficial experiences to the millions who visit and use the parks each year.

We hope, too, that this little book, which is based upon long years of active experience in the field, will help you to "get off on the right foot."

*Conrad L. Wirth*  
Director

"TIPS" ON YOUR JOB

Orientation Booklet

for

Field Employees

of the

National Park Service

United States

Department of the Interior



In-service Training Program

1952

## INTRODUCTION

Hello Friend:

We're happy to welcome you into the National Park Service family! This family is an actual and living thing; not merely a figure of speech. Whether we live in Colorado, Florida, the District of Columbia, Alaska or Hawaii, we are bound by a single purpose and kinship that has grown from years of working together toward the same basic ideal. As time goes by, you will develop personal acquaintance with our family members scattered over the country, and you will find yourself taking an active interest in their individual welfare and success. These same folks will watch and encourage you in your career; what's more, they will offer help whenever they can.

Since all of us have gone through the same experience, we can appreciate the somewhat alien feeling that a new employee has as he finds himself or herself on a new job, in an unfamiliar area, and among a group of strange faces. All of the people you have met and will continue to meet (and whose names you will, for a time, have difficulty in remembering) started in feeling just as strange as you do now, and they understand just how confusing it can be during your first few days. In a month or so you'll look back on these first few days and laugh over your anxieties.

If you have a wife try to reassure her that the strangeness will soon fade away and be replaced by the feeling of "belonging." Our family would be a sorry lot if it weren't for the loyal and understanding women and children who live with us and cheer us when the going gets rough. We sincerely hope that you and your family will enjoy the environment of living in a national park area and will lose no time in becoming acquainted with your host of new friends.

Be sure to keep and refer frequently to the National Park Service booklet "YOU START." It is a comprehensive presentation of worth while information and will answer a lot of the questions you have in mind. "YOU START" will give you sound orientation in Service policies and organization, and is well worth reading over from time to time. The booklet you are now reading is the family's attempt to assist you in getting squared away for your career.

You doubtless know already that the areas managed by the Service are of many kinds and are designated by various names. However, basically they are all parks in the broad sense, so we are just going to refer to them that way as we go along.

The following pages include material that we hope you will find interesting and helpful. They deal with some of the less obvious or indirect responsibilities that affect you as an individual and the kind of job you do. Some of the subject matter is so extensive that only a brief treatment can be offered here, but enough is touched upon, we hope, to provoke some further thinking on your part. In short, the National Park Service family is giving you the benefit of some of its collective experiences--lending a helping hand to a fellow just getting started in his career. We want to like and help you--and we want you to like and help us!

## WHAT SHOULD I KNOW ABOUT MY JOB?

Your job may be just one of many in your park. It may require you to wear the National Park Service uniform--something for which we all have a high regard--or it may not. You may be employed as a truck driver, a telephone lineman, or as a ranger or naturalist. You may work in an office or you may work on a maintenance project. The running of a park requires many talents and skills, and every other job in the organization depends in some degree upon the successful filling of your position. Without competent truck drivers, the equipment and supplies would be slow in being delivered. Without good communications personnel, there would be poor communications. Without experienced rangers and naturalists, there would be inadequate protection and interpretation for visitors. Without an efficient office force, we would have difficulty in procuring supplies and getting our paychecks. Thus, our jobs are interdependent, one upon the other.

We have found that there are a few guiding principles that might be helpful and we pass them on to you for what they're worth. Your immediate supervisor is the one individual who, more than anyone else, will influence your start on the job. He probably has years of experience in the very job you are starting out to do. He is responsible for your work output, so he may be expected to do everything he can to bring you into the swing of things as soon as possible. He will attempt to give you all of the formal and informal training that he has time for. Some years ago, it was felt that if a man were interested enough in his job he would learn it for himself. Today the trend is emphatically toward organized training of new employees so that they may more quickly and more effectively learn the job requirements. It is to your advantage to be alert and receptive to the training offered to you. However, over and above the instruction and advice that your supervisor will give you or that you may obtain through organized training, you have a further responsibility of learning certain phases of your work by yourself.

The first step, naturally enough, will be to find out what is expected of you. You can start by reading your job description which lists all of the direct responsibilities for which you will be held accountable. It will be pleasant, after a few months, to realize that you have assimilated a working knowledge of most of them. But you may

conclude that the last item in the description, "and related duties as assigned," is about the most all-inclusive statement that was ever confined to five words! You should also find out what the performance requirements are for your work. The job description tells you what you are expected to do and the performance requirement tells you how much you are expected to do and how well you are supposed to do it. Both are essential in understanding your new job.

You can follow this by reading and studying the manuals that are available to you. Ask your supervisor for advice about what manuals should be read first so that you will have the proper background for some of the others. The National Park Service manuals have been put out with but one thought in mind, and that is to acquaint employees with their job functions, the programs and policies of the Service, the rules, and the applicable laws and regulations. It is always embarrassing to go to your supervisor with a request for assistance in a problem only to have him point out that the answer could easily have been found in one of the manuals.

Do not fail to read and study the memorandums and circulars routed to you. They contain pertinent information that in some way affects you or your job. You should read past monthly and annual narrative reports. These, probably better than anything else, will give you an understanding of what has gone before and what might occur again.

One important part of the process of learning your job will come about in a very informal manner, namely, by listening to others. This may be out on the job, in the conference room, in the office, or during a social evening. By listening to others discuss your and their job responsibilities, duties, and functions, you can't help but absorb some of it. Be a good listener, but don't be hesitant about asking questions if you fail to understand something.

We encourage you to read the leave regulations, the compensation plan, your retirement system, the suggestions system, and other matters that will sooner or later affect you. All of these are subject to change and it is well to keep abreast of the current changes. Some of them relate to rights granted to you by the Government, while others are privileges of which you may avail yourself if you need them.

Annual leave is a right that is granted by Congress. Every employee is encouraged to use his annual leave in a manner that will afford him relaxation so that he may

return to the job refreshed in mind as well as in body. Your supervisor will probably prefer that you take most of your annual leave during the slack travel season. If possible, you may wish to visit some of the other parks so that you may get a different viewpoint on how they are managed. At the same time we'd like to have you enjoy some of our recreational and scenic features, too.

Sick leave, although it is a legal right to which you are entitled if you need it, is more generally thought of as a privilege. You may use a certain number of days of sick leave every year--but only when illness hinders or prevents you from performing your work. Every so often the Federal employee group gets a rough going over from irate citizens who are lead to believe that we use our sick leave in attending ball games and the like. We get just as provoked at this as do the taxpayers! The Service family is very jealous of its sick leave privilege and trusts that you will do nothing to jeopardize it.

Don't start out to change the work routine of your job to the way you think you would do it if you were in charge. There may be ample and valid reasons why things are done as they are. Your supervisor has probably been in the game for a long time and generally knows the best ways of getting the job done. (Besides, the routine might have originated with him and, if so, he's probably proud of it.) We acknowledge that individuals are sometimes reluctant to make changes. After all, it was 600 years before men were willing to admit that there was any other way to take off a shirt than by pulling it over one's head! After you have been on the job awhile, have carefully studied the operation, and have good reasons for believing the job could be done better in some other manner--then make your suggestions.

When you have a firm grasp on your job--and only then--start to learn the next one above it. We knew one ranger that hadn't been on the force 3 months until he remarked that he thought he could fill the position of chief ranger. Fortunately, by the time he had been on the job a year he realized that there was a lot about his ranger position that he yet had to learn.

When your job is dealing with human beings and human problems, as so many Service jobs are, it sometimes means that your work does not terminate at 5 p. m. The law provides for a salary payment covering 40 work hours every week. Except in cases of emergency, you will normally work

five 8-hour days each week. Some employees interpret this to mean that a penalty will be exacted if they exceed the usual 8-hour day. No law prohibits the employee from showing interest, contributing ideas, "selling" the National Park Service and the National Park System, being inquisitive about his area, or just "being alive" the other 16 hours each day.

#### WHAT SHOULD I KNOW ABOUT MY FELLOW EMPLOYEES?

First of all, you must realize that they are human beings, too. They possess all of the worries, anxieties, hopes, and fears that you do. In some cases they are carrying family and financial burdens that might astound you. Many of them started in just as you are starting, with similar backgrounds and experiences. Some of them have not had the benefits that you have been given, and others have had a few more. You may think that they are pretty much of a cross section of any group you will find in Federal Service. But we are just a little prejudiced and believe that your fellow employees are, as a group, the best in the Federal Government.

If you feel inferior to other employees around you, it is probably because you are still strange in the organization. After you learn your job, you will find that confidence will come as a matter of course and you will un- consciously find your niche among your employee group.

From the superintendent down you will find that all employees are co-workers and will treat you as such. But, obviously, some deference should be paid to your supervisors. You don't start your career by calling the superintendent by his first name. You can watch the patterns that are set by other employees and usually you can safely follow the same practices.

Give due regard to the abilities of others. If you have a new college degree, if you made a high grade on a qualifying examination, or if you are an expert at operating a bulldozer, don't let it be known that there is a lot that you could show these boys. Some of your associates may have technical, professional, or practical backgrounds or records of accomplishment that will make you envious when you get to know them better. Through close and intelligent association with these individuals you can assimilate a surprising

amount of their knowledge and abilities. You can learn much from them if you make it clear that you want to learn. In turn, maybe there is much that they can learn from you!

You may find that for the first time in your life you are a supervisor. You may be responsible, for example, for directing the work of seasonal employees. In a short time that supervisory responsibility may include permanent career employees. This is the place to put additional emphasis on the Golden Rule--to treat those under you as you would have your supervisor treat you! It is possible that you won't be given any formal supervisory training. How well you learn and apply the fundamentals of supervisorship will, to a great degree, govern your advancement into a higher supervisory position. Recommended reading on this subject is the "Supervisor's Management Guide" published by the American Management Association, a copy of which may be found in your superintendent's office. We're sure that he will encourage you to read it if you show interest in it.

The elements of supervisorship are basically the elements of satisfactory human relations--or how to get along with people. It makes no difference how brilliant you are or how much ability you have, if you're weak in human relations, you will find yourself severely handicapped. You may have a lot on the ball, but how well you get along with the people you work with has a lot to do with how long you stay on the job, how much you enjoy your work, and how far you advance in the organization.

If you will begin right now to keep an open mind in all your relations with others and help the other fellow to succeed in what he is doing; if you will prove by your words, your thoughts, and your actions that you are thoroughly dependable and deserve the other fellow's confidence; and if you will be careful not to lose that confidence in unguarded moments--by forgetting to use what you know, by making careless statements, or by performing thoughtless unworthy acts--then your relations with other people on the job, no matter where you work, are certain to be more pleasant and more productive, and you'll do all right.

## WHAT SHOULD I KNOW ABOUT MY PARK AREA?

The answer to this question is easy--everything! At the risk of scaring you at the thought of learning the complete history, natural features, operations, and organization of the area, we encourage you to do just that.

The history of your area is bound to prove interesting. The national significance of many of the areas in the National Park System is based upon the very virtues that helped to make this country great. Some of the history may deal with our struggle for independence, some with our belief that every man is created equal, and some with our westward expansion. Nearly every phase of our national history is illustrated within the System. In some areas, the historical and archeological picture takes us back thousands of years. We can assure you that you will find the early history of your area tremendously interesting once you learn more about it.

The scenic or natural features of your area will, of course, gain your attention from the very beginning. But rather than being content with just thinking of the Grand Canyon of the Colorado as just a "big hole in the ground," learn why and how it got there. The real fascination of many of our primary park values comes from an understanding of earth processes at work. To understand these processes you may have to do a little studying. The Yellowstone clerk who didn't know why Old Faithful erupted wasn't very curious, was he? You and your family will always be welcome at any of the naturalist or other interpretive activities in the park area. Through them you can learn a lot about your area.

You will never know when you may have occasion to describe or explain the whys and wherefores of the natural, historical, or scientific phenomena which surround you. Perhaps a group of your own relatives will be visiting you--in which case you'll take great delight in showing off the area in which you live. Or you may get an invitation to show some of your pictures of the area when you are away on annual leave. In any case, you will be pleased to find that a basic knowledge of the park will create respect for you as an individual. In the past, we have commonly assumed that the naturalists, historians, and rangers were the individuals who interpreted the park features to the public. More and more we are realizing that every employee has a role in the interpretive and public relations programs of the Service.

It is important, too, for every employee to see "his" area as part of the great group of areas known as the National Park System. The task is made easy and pleasant by the fact that the Service publishes, for almost every area, an illustrated, descriptive folder or booklet, of which complete sets are kept current in each area. The map, Recreational Areas of the United States, will give you a good over-all idea of the extent of the public estate managed by the Service, as well as of the holdings managed by many other Federal and State agencies.

The organization and functions of the National Park Service will also be of primary interest to you. As a matter of fact, your supervisor will acquaint you with these before you are very long on the job. By all means, you should know what the Service stands for, what it does, and how it does it. The broad policies of the Service are clearly, if briefly, defined in "YOU START" and are found in more complete form in various manuals. The organization of the Service, and your area in particular, should be well known to you. Organization charts, showing the line of authority from Director down to your position, are available, and you should study them to learn the over-all structure of the organization in which you work.

Before too long, if you are like the rest of us, you will feel that your area is just about the best in the whole National Park System. That feeling is perfectly natural and will indicate that you are acquiring some of our "family spirit." But, don't ever allow yourself to think that your area is the only one in the System! We encourage you to visit as many of our areas as you can, and to read up on all of them. Whether or not you broaden your perspective beyond your own front yard is up to you, but you will understand a lot more of the total concept of the Service if you do get out and visit some of the rest of the family members. We have a lot that we'd like to show you and we invite you to drop in at any time; otherwise how will we ever get to know you?

## HOW SHALL I WEAR THE UNIFORM?

This section is principally for the benefit of the new ranger, naturalist, or historian, but it will be of interest to all new employees.

Sometime, look up a picture of Harry Yount, the first Yellowstone ranger. You'll find an excellent likeness of him on the frontispiece of Albright and Taylor's book "Oh Ranger!"--a story of the national parks. Now, there was a uniform!--buckskin pants and shirt, slouch felt hat, and probably nice soft moccasins. We sometimes envy old Harry! But that was a long time ago and conditions in National Park Service areas have changed since then.

The first semblance of a uniform came into existence with the inception of the National Park Service in 1917. Shortly after that date, a standard uniform was approved consisting of brown leather puttees; green whipcord breeches; a tight fitting, matching blouse; and a soft-brimmed Stetson hat. After a short interval, the puttees were discarded in favor of brown field boots, and a stiff-brimmed Stetson was adopted. It took over 20 years to get rid of the boots and breeches and another few years to adopt a more comfortable and nicer appearing blouse. We still have the hat! It has been much cussed and discussed!

In spite of its discomforts, we like the appearance of the ranger hat. It is distinctive and, perhaps more important, better than anything else it symbolizes the uniformed personnel of the National Park Service. Of course, you will frequently be confused with a Forest Ranger, a Mountie, a State Trooper, or a Boy Scout, but, in general the public is becoming aware of who wears the stiff-brimmed Stetson. We like what the hat stands for!

When you wear the uniform, you will find, again possibly for the first time in your life, that you stand out in a crowd. The public has learned to associate the green uniform with courtesy and with willing assistance. People know that they can turn to the wearer of the Service's uniform and obtain correct answers, reliable information, and sound advice. We've built that reputation over a good many years; we're jealous of it, and we'll naturally be resentful of anyone who doesn't do his part in carrying it on.

Volume 19 of the Administrative Manual illustrates the various types of National Park Service uniforms and how they are to be worn. We suggest that if you are to wear a uniform, you order one that fits properly in every way. The uniform outfitters take pride in their product and will generally make every effort to provide you with the fit that you desire. Feel free to ask advice of some other member of the uniformed personnel to be certain you get fitted properly the first time.

The mere prescribing of certain wearing apparel doesn't necessarily provide a "uniform" uniform. There are many ways of what an individual thinks is "sprucing up" a uniform, and they all look equally distasteful to us. For example, some will find a brilliant feather and wear it in the hat band. Others like to wear a flower in the top buttonhole of the blouse. Still others prefer a pair of red socks to offset the dull green of the uniform. We'd like to advise you that the above add nothing to your uniform or to your appearance in it. If we are going to take liberties with the uniform, why have one? Worn properly, the National Park Service uniform stands second to none in the Federal Service. When worn improperly, it calls attention to lax supervision and a careless individual.

When you are through work, get out of the uniform. You'll find that it is an expensive outfit to wear as a slack suit. Furthermore, the public assumes that you are on duty when you are in uniform. If you go to a dance in the evening, leave the uniform at home. If you have a dirty job to do, change into old clothes. There will be ample occasion to get your uniform dirty when you are caught out in emergencies. Be especially nice to your wife and maybe she'll take over the responsibility of keeping your trousers pressed every few days. We've found that, if you start the youngsters in at an early enough age, a nickel or dime a week will keep your shoes shined. It may take you awhile to become accustomed to wearing the uniform, but you'll see our point of view before too long. And then you'll be proud to wear it as it should be worn!

#### HOW ABOUT MY PERSONAL APPEARANCE AND HABITS?

Your personal appearance is of concern to your supervisor whether or not you wear the Service's uniform. Again, you may drive a truck, work in an office, or be employed on a maintenance operation. In any position you will have frequent occasion to contact the general public. The need for a shave and haircut, or damp washcloth applied to the neck, is just as obvious in civilian clothes as it is in uniform. Accept the fact that there is an element of personal hygiene in the way you appear before the public or your fellow employees.

All of us have, to some extent at least, what we might call objectionable mannerisms. They generally aren't obvious to the owner but frequently can antagonize everyone around him. But analyze yourself! Would you take a visitor group on a tour while chewing tobacco? Of course not, but that portrays how a mannerism or personal habit can offend a lot of people. But how many of us sometimes talk to people with a pipe in our face, while chewing gum, or with our feet on a desktop? Habits of this nature can be just as disconcerting to people we're talking to as chewing tobacco.

Our speech can sometimes be objectionable. Slang, profanity, or inept colloquialisms are not only misunderstood by some people, but are highly objectionable to others. We don't mean to imply that you must always use the King's English at home or among friends but it is entirely fitting among a park visitor group. Many times we've heard the comment, "Wasn't he an apt speaker?"; or "Doesn't he have a nice command of the English language?"; but never once have we heard, "Wasn't his choice of slang colorful?"

There is no excuse for ever losing your temper when in contact with the public. The minute you lose control of your emotions you are placed on the defensive and your command of the situation will be materially weakened, if not destroyed. We'll admit that there will be times when you'll have to count to 10, or 20, or 30 to regain your composure, but the mental calculation is time well spent. We cannot call to mind one single situation that could not be handled more effectively with cool reckoning than with a hot temper.

We're assuming that you possess a sense of humor. Most of us do in one fashion or another. But--watch your sense of humor when dealing with the public. The seasonal

ranger who greeted an entering Cadillac with, "Are you people from Arkansas wearing shoes this trip?" didn't quite get the response he anticipated. Some subjects you can joke about; others you can't. Some people you can joke with; others just aren't the type. So, pick your people and choose the appropriate time if you desire to try to be funny!

#### WHAT ABOUT MY DOMESTIC LIFE?

If it were not for the fact that the general public fails to distinguish between your domestic, community, and public life, we would hesitate to advise you about your personal affairs. But we've seen some individuals in the Service who allowed their domestic life to hinder their Service careers. You may ask, "As long as I do my job what concern does the Service have with my private life?" We might answer that by telling you that, in a sense, every public employee "lives in a goldfish bowl." Whether he likes it or not, he lays himself open to closer-than-average scrutiny by his neighbors when he accepts a Government job.

You may have many personal and family problems that we aren't aware of. We realize, and your supervisor realizes, that your work on the job may sometimes reflect your worries about personal affairs. If you have sick youngsters, financial problems, or other domestic worries, you aren't going to be your usual cheerful self, but that isn't the sort of thing we're talking about. We all have occasion to worry about those things.

Drinking is one of the things that we do want to talk about. Although, admittedly, a highball can sometimes terminate an otherwise hectic day in a very pleasing fashion, we urge that you use liquor in moderation at all times. The consumption of alcoholic beverages during your working hours is never approved or permitted.

All of us have occasion to want credit extended to us from time to time. Our credit rating, particularly in small communities, is a very important item to us. We suggest that you make provision to meet your financial obligations in a manner acceptable to your creditors at all times. Laxity in this respect can hardly fail to be damaging to your career.

Your family affairs are your own business. But we'd like to see you set a pattern of family life that will make you acceptable wherever you go. Husbands and wives sometimes live under strained domestic relations and are prone to talk and complain about each other. If this ever happens to you, and we sincerely hope that it doesn't, keep it to yourselves. We wouldn't like to hear you complaining about your wife; we may like her!

Complaining comes very easy to some people. Maybe promotional opportunities aren't opening up as rapidly as you think they should; or possibly housing isn't as adequate as you think it would be; or maybe someone else received a more desirable station assignment than you did. If you have a reasonable complaint, we suggest that you take it to your supervisor; certainly not to the world in general. There may be nothing that he can do for you at the time but, if the request is reasonable, he will make a sincere effort to adjust things in your favor when the time is appropriate. We have all, at one time or another, taken the prerogative of airing our personal dissatisfaction about something, but we have learned that nothing constructive ever comes from griping. We'll try to set a good example for you!

#### HOW SHALL I PATTERN MY COMMUNITY LIFE?

In the smaller park areas, your intrapark community may consist of your family and possibly a few others. In the larger parks, it may comprise 50 to 100 families. Due to the fact that we have so much in common and sometimes due to an isolation factor, we naturally gravitate toward one another for our social and community activities.

As you grow up in the National Park Service family you will be invited to participate in civic, social, educational, and religious organizations and endeavors. We like to think of our employee group as being civic minded, for in many of our areas we have to provide our own community relationships. We like the way one employee put it when he said, "It's time that I'm sowing something back into the community for all the good I've reaped from it." We like to encourage your community support because our intrapark communities depend upon the efforts of all of us to carry them forward.

If you are in a small area, or stationed near the boundary of a large area, you will be invited to participate in the affairs of the nearby community. Particularly, if you send your children to school there or if you participate in church, fraternal, or civic activities, the residents will expect you to lend your support to that locality. Residents of the community will respect you and will be appreciative of what you can offer them. You will receive a great deal of pleasure and civic enjoyment from meeting and associating with them and we encourage you to participate.

In supporting civic enterprises, we urge you not to shoot with a scatter gun. Your efforts channeled into a few programs of your choosing will be more effective than your participation in everything. We like to think of the Service family as being a constructive element in community life whether it is inside or outside the park areas, or both.

In entering outside activities you may be surprised to find that some of your neighbors do not accept all of the National Park Service policies and programs. There may be some aggravated instances where some of the near-by residents are actually antagonistic toward certain Service activities. Now, there is where you may find yourself in a delicate spot. There are only a few ways in which you can react to these circumstances and for your benefit we'll point them out.

First, you can take the easy way and agree with the dissatisfaction as expressed. This may temporarily increase your popularity with a limited group. However, it will always result in the eventual accusation that the Service employees, and you in particular, agree that the Service isn't being managed correctly. You may even find, much to your subsequent embarrassment, that you will be publicly quoted as in disagreement with National Park Service policy. You will not, meantime, have added to your reputation for loyalty.

Second, you can take a definite and emphatic stand that Service programs are always sound and should never be criticized. This will soon show that you are a fighter, and you'll have many occasions to prove it! In some instances it will mean that you can count your speaking acquaintances outside of the park on very few fingers.

Your third alternative is to avoid critical issues when you are not acting in an official capacity. This does not mean refusal to partake in discussions of Service policy, but it does mean that you should avoid becoming embroiled in

local controversy and arguments. Of course, we want you to be loyal to the Service, and, in the event that you are asked for your opinion, you will have the opportunity to display that loyalty. You will be expected to keep abreast of policies and keep informed to the extent that you can present correct and logical viewpoints when called upon. We ask that you analyze fundamental issues and become well acquainted with facts. Your neighbors will expect you to be loyal to the Service even if they hold opposing views. Through conservative and tactful presentation of your thinking you will find that you can make friends for the Service even though your opinions may differ at times from your neighbor's views.

At the same time, no superintendent or other supervisor can rightfully object if you question the soundness of some Service policy or practice in sincerity and with a desire to satisfy or reassure yourself. Neither policy nor practice is static or unchangeable; they can be changed or discarded if there is good reason. Any sincere, thoughtful employee should feel free to offer suggestions for doing things better or for placing the work of the Service on a still sounder or more logical basis.

#### HOW WELL SHOULD I LIKE PEOPLE?

One employee answered this question with, "I like people fine, but I'd get along with them better if they were all like me!" This employee at least realized that people differ from each other. It is when you begin to meet people in the thousands and tens of thousands that their individual differences become magnified.

To "get along" with people, you must appreciate that they are individuals and treat them as such. It is through the employees that the public becomes aware of our organization, what it stands for, and what it does. We have a definite responsibility to "get along" with the traveling American public. Often during your career in the Service you will hear the statement, "The public forms its opinions of the National Park Service by meeting YOU." It is essential that you be aware at all times of your role in the public relations of the Service. We think this is very important, as any ill-advised performance on your part reflects on the rest of us in the Service family, too.

Now, there's no great secret about getting along with people. You've been doing it all of your life, but you may never have taken the time to analyze just how you did it or how you could improve your technique. Dale Carnegie brought the subject into sharp focus with his popular treatment of "How to Win Friends and Influence People"--something all of us should take time to read over once in a while.

There is no place for facetiousness in dealing with the public. Sooner or later a visitor will ask you a question like "Can I get to Los Angeles from here?" Analyze this question and you will find that behind the ineptly phrased query lies an earnest and fundamental desire for information. The visitor obviously wants to know HOW he can get there, how FAR it is, or in which DIRECTION. A smart-aleck reply of "No, you can't," or "Yes, you can," wouldn't make a very good friend for the Service, would it? Never place a person in a position where he feels ridiculous!

You will probably hear stories about the way the old time rangers are supposed to have answered questions for the public. Don't let those stories give you a false impression. The Service today has need for alert representatives with courteous, sincere, and informed personalities. Personal integrity, decency, honesty, and a willingness to assist people are virtues that can be found in most of us. The extent to which they are developed depends upon what we want to make of ourselves.

If you happen to belong to one of the uniformed groups, it will be one of your responsibilities to aid in protecting and preserving park features and values. This may mean that you will undertake a law enforcement responsibility that may be quite foreign to your previous training. If it is a new experience for you, for heaven's sake, don't become "badge happy." We reserve this term for uniformed employees who seem to believe that the wearing of the badge will excuse them from the courtesies and niceties that are so important in dealing with people. The answer to every infraction of a park rule or regulation is not detention or arrest. We mention this just to impress you with the fact that courtesy is mandatory--even in reprimanding people or in making an arrest. Dignity, whether or not in uniform, will pay dividends to you as well as to the Service as a whole.

You must realize that the average tourist, when he visits your area on his vacation, is a long way from home--sometimes thousands of miles. He doesn't know people; the

physical surroundings are strange to him; he may be scared of the mountain roads or of the desert; and he doesn't quite know what he wants to see or how to find it. If he has a car accident in which some of the occupants are injured, if his children fall suddenly ill, or if one of the members of his party gets lost, then he has only you to turn to with his troubles. If you can do no more than call a doctor, render a little first aid, assist him in placing a telephone call, help him to get his car repaired, or tell him where he can get a check cashed, you are rendering him a valuable personal service at a time when he will appreciate it the most. Sometimes you will be called upon for assistance in much more serious matters and under trying circumstances, and it is during those times that you may ask yourself, "How well do I really like people?"

Reverse the picture and imagine how you would like to be treated when you take the family and start off on annual leave next year. When you become a member of the traveling American public won't you be appreciative of every bit of courtesy and human kindness that is extended to you? Is it unreasonable for us to treat people just as we would like to be treated if we were in their place? We pride ourselves on our ability to deal with the public in a helpful and commendable manner and we're all willing to assist you in learning to do the same.

## CONCLUSION

Well, we've done a lot of talking, haven't we? Believe us when we say that these words come from our hearts and are offered to you in the sole interest of helping you to get started right. Some members of the family weren't fortunate enough to receive this type of counselling when they were new in the organization and as a result bumped against the walls for several years before they finally groped their way to understanding. We realize that in the first few days more can be done to make or mar a new employee's future than in weeks at any other time.

We hope that you now have a little better understanding of the type of career that you have entered. As one employee so aptly put it, "You may often get exasperated in this work but it's never dull!"

We further hope that you have begun to feel the esprit de corps of the family. We know that our morale is high because we like our work and we know that it is worth doing; we like, and we believe in, the organization we are serving; and we have a tremendous liking and respect for our family members. We wish that morale were something we could inject in measured doses for we'd surely shoot you full of it. But we aren't worrying, for we feel sure that your work will be a deeply satisfying social experience and that, before too long, you'll be agreeing that the National Park Service is the best outfit in the world that you could be associated with.

Good luck on your new job! Remember, we'll never be very far away if you need us.

## FEDERAL CREED OF SERVICE

We as members of the civil service accept our obligation and our opportunity to serve the American people well and in full measure, doing our best to further the free and democratic institutions of our country

We believe it is our duty to

Carry out loyally the will of the people as expressed in our laws

Serve the public with fairness, courtesy, integrity, and understanding

Help improve the efficiency, economy, and effectiveness of our work

. . . and thus do our part in performing the great services of the Government

