



NEWSLETTER

United States Department of the Interior National Park Service



VOL. 3 NO. 14

A SERVICE PUBLICATION FOR SERVICE PERSONNEL

JULY 11, 1968

FOST Burns Charter...

NEW MANAGEMENT ERA LAUNCHED FOR NPS

In the Nation's Capital where new commissions, committees and task forces are forever being formed but rarely ever dissolved, it is something of a landmark to report that FOST (the NPS Field Operations Study Team) held a "charter-burning" party at WASO last week. It marked the end of some two years of hard work for the team and task force headed by Len Volz, supported by Matty Tammaru and Dave Oxner. The FOST study report is now in final draft and will soon be published for distribution to all offices of the Service.

In his introduction to the study report, Director Hartzog said: "The FOST study expresses ways for today's National Parks to best meet today's challenges of explosive change and growth. And it looks to the future. Indeed, this is a self-analysis of where we stand and how best to gear up for our future. That which made the Service great during its last fifty years forms the cornerstone of our mission today. For that reason, our strength must stem from a sound park management philosophy and equally vigorous management of people. FOST ideas strengthen our hand . . . I am deeply indebted to all of you who gave freely of your experiences, thoughts, counsel and advice."

WHY THE STUDY?

FOST was directed to study and recommend appropriate action, if needed, on "functional and organizational alignments in areas administered by the Service (including) . . . the utilization of professional and technician occupation skills." With the FOST study completed, now begins the implementation of FOST recommendations:

FOSTAF, itself, has been disbanded. As Len Volz puts it: "It is unrealistic and uneconomical to continue the task force when the normal NPS organization can carry forth implementation."

At WASO—acting on FOST recommendations—the Service has proposed to the Civil Service Commission, two new Federal Service Occupation Series: (1) Park Aid and Technician, and (2) Park Ranger and Management. This is a conscious effort to up-date and re-describe several important park management, visitor service and resource management occupations presently used by the NPS. This does not mean that other occupations are less important than those mentioned above. All occupations are vital to the accomplishment

of the Service mission. At this particular time, however, it just so happens that the "Ranger" occupations needed a major overhaul.

IN THE FIELD, Regional Action Teams are already developing plans to implement FOST organization concepts in the parks. This is not solely concerned with regrouping park management units, it is also concerned with the effective application of the new occupational standards recently proposed by the Service to the CSC.

HIGHLIGHTS OF THE FOST REPORT

In clear, non-governmentese language, the FOST report spells out the new challenges of park management, and articulates with equal clarity its recommendations for action. It is not only a thorough and scholarly report, it also happens to be a piece of good writing—easily read, interestingly stated, and well organized.

PROFESSIONAL & NONPROFESSIONAL WORK—Many present park rangers, park naturalists, park historians, park archeologists, and even some superintendents do a lot of work for which they do not need the college education that most of them have. FOST concepts provide for this work to be done by Park Aids and Park Technicians (new occupations now being considered by CSC). Park Rangers will then give more attention to the more professional aspects of the job—planning, programming, training, supervising, problem solving—which require the background of a college degree or its full equivalent.

POSITIVE EDUCATION FOR PARK RANGER—The NPS occupation proposal to the CSC calls for a positive education requirement to qualify as a professional Park Ranger. This means that an applicant must meet one of the following minimum education requirements: (a) a bachelors degree in any field-oriented natural science, history, anthropology, or park and recreation management, (b) a bachelors degree in any curriculum along with at least 18 semester hours in one or two of the above disciplines, (c) a combination of at least 18 semester hours in one or two of the above disciplines plus professional experience. NOTE: Park managers DO NOT have to meet this education requirement. Service employees may qualify for management positions on the basis of managerial and specialized experience WITHOUT having to qualify as a Park Ranger.

Continued on page 2.

PARK MANAGEMENT RECOGNIZED AS A DISTINCT PROFESSION: For years, the NPS has classified park managers in the General Administrative Series (GS-301)—sometimes called the "Administrative Catchall Series." The new standards for this occupation are a step towards professional recognition for one of our most important park occupations. Park Ranger and Management are in the same series because most managers will be selected from the professional ranger ranks. But the standards for Park Management are written so that no occupation is excluded from consideration for management positions.

BROADENED RECRUITMENT BASE: Our Service is immersed in an ever-growing variety of activities—from the traditional campfire program to repertory theater; pristine mountains to man-made lakes; environmental education; Widening Horizons; Job Corps; history buffs; and hippies; to name just a few. We need to recruit more people who want to tackle many of the new activities—for example, those who seek challenge and find satisfaction in urban parks. At the same time, however, we will continue to recruit the "big trees and mountains" ranger, because we have needs there, too. We realize the value of our traditional academic disciplines, but we can also consider the drama major, the sociologists, the police science major, and others who meet the other qualification requirements.

THE NPS MANAGEMENT UNIT—Hand in glove with the occupational picture are some adjustments in organizational structure. This in turn may be based on such things as long or short lines of communication, modern concepts of management organization and logistics. The FOST concept of the NPS Management Unit considers (1) a total small park, (2) a segment of a large or complex park, or possibly (3) two or more small parks under one manager. The management unit is also people—a team which is organized along functional lines of management; administrative services, area services, and visitor services. A manager directs the overall activities of the unit. In most units, supervisors direct the execution of the specific jobs assigned to their functions.

Obviously, most of our SMALL PARKS already in operation are management units. Small parks may, however, face some adjustments in work assignment when using the new occupation standards for Park Aid and Technician and Park Ranger and Management.

The CLUSTERING of several small parks into a MANAGEMENT GROUP is not a new concept for the Service, to be sure, but the grouping idea fits into the conceptual framework of FOST and, in the future will be used more universally by the Service. Classic examples of this are: The Southwest National Monuments, the New York City Group and the Flagstaff Group.

In larger parks, FOST is looking at the idea of MANAGEMENT DISTRICTS. The Blue Ridge Parkway, for example, has exceedingly long lines of communication. Here, District Managers (or managers with similar titles) could serve as the Superintendent's principal representative in a particular district.

Selecting management units in our present large or complex parks may bring up some other issues—mainly emotion-laden barriers of tradition. We have operated parks too long on divisional, staff-line concepts. The FOST study presents certain guidelines intended to help us think more objectively when this task confronts us.

OTHER HIGHLIGHTS of the FOST REPORT not covered here include such vital aspects of park management as "Comprehensive Intake Training," "Career Ladders," "The Role of the Manager," "The Role of the Field Staff Specialist," and a much-needed "Glossary of Terms."

Sgt. Major Bleser

... Circa 1880

For superlative performance of his regular duties, for his invaluable contributions to the historic records, and for additional efforts on his own initiative and in his own free time, Nicholas J. Bleser, historian at Fort Union National Monument, was presented a Superior Performance Award last month by Superintendent Homer F. Hastings. The citation notes that Bleser is primarily responsible for determining and preserving the history of Fort Union and for greeting and orienting visitors to the Monument. Beyond this, the citation notes that Bleser, during a recent Midwest vacation, made a special effort to interview two ladies there who had been born at the Fort. Also noted was Bleser's enthusiastic exploration of Fort Union and its surrounding territory during his off-duty hours, and the resulting compilation of his "Fort Union Interpretive Prospectus".



Of special interest to Monument visitors last summer was Bleser's introduction of a firing demonstration of a replica of the old Remington muzzle-loading rifle, circa 1862. This season, he went an interpretive step further by greeting visitors in a uniform that is a replica of an 1880 Infantry Sergeant Major's—authentic in every detail, including extra touches such as his own "home-grown" mustache, a pipe, and gold-rimmed glasses.

Recent Legislative Action

REDWOODS: A bill to create a Redwoods National Park in California was approved last week by the House Interior Committee, making final Congressional action on the bill possible this year. The House bill calls for a 25,286-acre park with \$45 million authorized for land acquisition. The bill eliminates the Jed Smith area but provides for an additional 2,000 acres in the Emerald Mile area. All but 7,000 acres of the area proposed by the House is now within California state parks. The Senate bill, passed previously, would create a 64,000-acre park including the best of the redwood groves of both Mill Creek and Redwood Creek watersheds with a connecting strip along the Pacific Coast.

STATE RIGHTS & CONTROL OF FISH & WILDLIFE: Hearings were held last week on S.2951 and S.3212 relating to control and management of fish and resident wildlife on Federal and non-Federal lands. For years, the Department has been working with the International Association of Game, Fish and Conservation Commissions to devise mutually satisfactory regulations covering this problem. The joint policy statement which has now emerged may be approved by the Association in September. Such a general policy statement would serve to resolve the problem without attempting to do so through legislation—quite a formidable task when considered in the light of the many specialized problems that can and do exist in each State.

NATIONWIDE SYSTEM OF TRAILS: Development of the Potomac Heritage Trail was part of the bill passed by the Senate last week (S.827) to establish a nationwide system of trails for recreation purposes. The bill provides \$50 million for four major scenic trails—Potomac Heritage, Appalachian, Continental Divide, and Pacific Crest. Combined, these trails total 6,175 miles.

The 825-mile Potomac Heritage Trail would start at the river's mouth on Chesapeake Bay and extend along both sides of the Potomac through Washington and on to Harpers Ferry. There, the twin trails would merge and continue as one trail on the north bank of the river in Maryland as far as Oldtown where they would again split, the northern leg going to Cumberland and on to Johnstown, Pa. The southern leg would terminate at the Spruce Knob-Seneca Rocks NRA in W. Va.

Legislation passed previously by the House provided only for the Appalachian Trail, putting the other trails in a group to be studied.

FORT POINT NHS, San Francisco: The Senate Subcommittee on Parks and Recreation held a hearing on S.2159, for the proposed Fort Point National Historic Site. This legislation would authorize the Secretary of the Interior to designate 29 acres within the Presidio of San Francisco as the Fort Point NHS. The Presidio of San Francisco is a 1,460-acre military reservation overlooking San Francisco Bay and now under the jurisdiction of the Department of the Army.

HUNTING CREEK, VIRGINIA: The House Subcommittee on Natural Resources and Power held a hearing regarding partial withdrawal of the Department of the Interior's objection to the granting of a dredge and fill permit by the Corp of Engineers for purposes of high-rise apartment construction.

Profiles

Elmer W. Watkins



Elmer W. Watkins, a native West Texan, was born in Snyder on October 23, 1915.

In 1935, Watkins started his Federal career as copypuller, examiner's aid, and under clerk in the Patent Office of the Department of Commerce. He transferred to the Soil Conservation Service and served as junior clerk, assistant clerk, and clerk until 1941. In June of that year, he moved to Denver where he was promoted to voucher clerk, principal clerk, head of Invoice Section, chief fiscal officer, and assistant field auditor in the Denver Ordnance Plant. After three years with the Plant, Watkins moved to the U.S. Air Force Convalescent Hospital in Fort Logan as fiscal accountant.

In 1945, he returned to the Ordnance Plant as junior administrative officer and then entered the military service. Following military duty with the U.S. Navy from 1945 to 1946, Watkins returned to Fort Logan as assistant finance officer. In late 1946, he transferred to the Veterans Administration as finance officer, to the Bureau of Reclamation as auditor, and then back again to the Veterans Administration as assistant finance officer and auditor.

Watkins became interested in the National Park Service, when the Service began revitalizing and recruiting a new audit staff. In 1958, he accepted the position of supervisory auditor with the Division of Audits in Washington, D. C. Because of his all-out effort and hard work in Washington, Watkins earned an Outstanding Performance Rating in 1964. In 1965, he was appointed to assistant regional director (administration) in the Southwest Region and was there until his promotion to his present position of chief of the Division of Finance in February 1968.

Watkins resides at 2301 E Street, N. W., Washington, D. C. with his wife Juanita, whom—you might have guessed—he met in the Texas Panhandle. They have one daughter, Janice ("Jan" as the family call her) who is married to Dr. S. S. Leffingwell, "Jan" and her husband reside in the Panama Canal Zone with their daughter, Stephanie, now 18 months old.

Because of his constant traveling, Elmer has not been a joiner in community activities and organizations. But he is interested in all outdoor sports and is an active lapidary. He is also a former member of the Rotary Club in Santa Fe. When asked what his wife's interests were, he replied "she has her hands full taking care of me". Together they both enjoy the theater and sightseeing.

People on the move

NEW FACES

Hagan, Paul C., to Supv. Visual Info. Spec. (Ch. Br. Graphics), WASO
Hansen, Charles G., to Research Biologist, WASO

NEW PLACES

Bryce, John W., Jr., from Hist., Pea Ridge NMP, to same, Fort Donelson NMP
Carithers, Joseph F., from Task Force Chairman, WASO, to Asst. Supt., Canyonlands NP
Carpenter, Robert W., from Pk. Nat., PSC, Off. Resource Planning, to same, WSC
Clark, Norman L., from Warehouseman, Lassen Volcanic NP, to Proc. Asst., Sequoia and Kings Canyon NP
Crenshaw, Hugh L., from Supv. Pk. Ranger (Dist.), Lake Mead NRA, to Supv. Pk. Ranger, Haleakala NP
Davis, Gary E., from Pk. Ranger, Lassen Volcanic NP, to same, Virgin Islands NP
Deao, Eugene E., from Supv. Pers. Staffing & Employee Rel. Spec. (Ch. Br. Employment & Employee Rel.), WASO, to Asst. Reg. Dir., Admin., NERO
Feil, Andrew G., Jr., from Pk. Planner, PSC, Off. Resource Planning, to same, WSC
Ferraro, William J., from Pk. Ranger, Glen Canyon NRA, to same, Lake Mead NRA
Fitch, Monte E., Jr., from Supt., Central Nat. Cap. Pks., to Supv. Pk. Ranger, SWRO
Gilbert, Karl T., from Supv. Pk. Ranger, (Ch. Div. Resource Mgmt. & Visitor Protection), WASO, to Supt. Zion NP
Gurney, Hugh D., from Hist., Saratoga NHP, Saint Gaudens NHS, to Supt., Perry's Victory International Peace Memorial NM
Hernandez, Felix, III, from Info. Receptionist, Big Bend NP, to Pk. Ranger, Horace Albright TC
Holmaas, Julia R., from Pk. Guide, Carlsbad Caverns NP, to Pk. Nat., Horace Albright TC
Jackson, Donald L., from Staff Pk. Ranger (Admin.), Horace Albright TC, to Supv. Pk. Ranger, Fredericksburg & Spotsylvania NMP
Kimball, David A., from Hist., PSC, Off. Resource Planning, to same, WSC
Kirby, Kathleen A., from Hist., Colonial NHP, to same, De Soto NM
Knight, Sherman D., from Landscape Arch., WRO, to Maintenance Supt. (Gen.), Olympic NP
Koretz, Lois S., from Hist., Independence NHP, to same, Morristown-Edison Group
Kozar, Leland J., from Realty Spec., WSC DS: Arlington, Va., to Legal Asst., WSC DS: Patchogue, New York
Ladd, Benjamin F., from Pk. Ranger, Yellowstone NP, to Supv. Pk. Ranger, Scotts Bluff NM
Linsenmann, Myron C., from Foreman II, Maintenance, Curecanti RA, to same, Canyonlands NP
Martinson, Elmer C., from Pk. Planner, PSC, Off. Resource Planning, to same, WSC
Matteson, William N., from Civil Engr., Rocky Mtn. NP & Shadow Mtn. NRA, to same, Grand Canyon NP
Maxwell, Ralph D., from Supv. Pk. Ranger, Everglades NP, to same, Colonial NHP

Mentzer, Jacob F., from Asst. to the Reg. Dir. (Cooperative Activities & Public Affairs), NERO, to Supt., Catoclin Mtn. Pk.
Montgomery, Jon B., from Hist., Chiricahua NM, to same, Pipestone NM
Overton, Howard B., from Pk. Ranger, Shenandoah NP, to same, Richmond NBP
Palmer, E. MacDougall, from Pk. Ranger, Glen Canyon NRA to Pk. Nat., Platt NP-Arbuckle RA
Ramsdell, Leland F., from Pers. Off. (Ch. Div. Pers. Mgmt. & Manpower Dev.), to Asst. Reg. Dir., Admin., NERO
Reynolds, John J., from Landscape Arch. PSC, Off. Resource Planning, to same, WSC
Rowell, Leroy A., from Pk. Planner, WASO, to Pk. Planner (Team Captain), WSC
Schlegel, Stanley E., from Supv. Pk. Nat., Hawaii Volcanoes NP, to same, Lava Beds NM
Schreiber, Carl P., from Pk. Planner, PSC, Off. Resource Planning, to same, WSC
Schumerth, Robert J., from Pk. Ranger, Carlsbad Caverns NP, to Supv. Pk. Ranger, Grand Portage NM
Scott, Earnest O., Jr., from Supv. Pk. Ranger, Coulee Dam NP, to same, Mount McKinley NP
Shaw, Phyllis, P., from Admin. Off., John Muir NHS, to Admin. Clk., Death Valley NM
Sheilds, Michael D., from Pk. Ranger, Big Bend NP, to same, Canyonlands NP
Slatkavitz, Roy C., from Landscape Arch., WSC, D & C, DS: Gatlinburg, Tenn. (Great Smoky Mtns.), to same, DS: Arlington, Va.
Snell, Charles W., from Hist., WASO DS: San Francisco, Calif., to same, DS: Washington, D.C.
Sofair, Meir N., from Arch., PSC, Off. Resource Planning, to same, WSC
Stanton, Linda I., from Hist., Colonial NHP, to same, Cumberland Gap NHP
Taylor, Albert E., Jr., from Admin. Off., NERO, to same, Flagstaff Group
Thorne, R. Neil, from Maintenance Supt. (Gen.), Petrified Forest NP, to same, Morristown-Edison Group
Tiff, John T., from Hist., Morristown-Edison Group, to same, Lincoln Boyhood NM
Trulock, Elmer E., from Pk. Ranger, Lake Mead NRA, to Supv. Pk. Ranger, Glen Canyon NRA
Turello, David, from Pk. Planner (Team Captain), PSC, Off. Resource Planning, to same, SFSC
Vinger, Waldo T., from Pers. Asst., Mesa Verde NP, to Pers. Mgmt. Spec., SWRO
Vukonich, James P., from Pk. Ranger, Petrified Forest NP, to same, Grand Canyon NP
Wagoner, John J., from Pk. Ranger, Blue Ridge Pkwy., to same, Cumberland Gap NHP
Wines, Frank E., from Cartographic Aid, PSC, Off. Resource Planning, to same, WSC
Wittpenn, Richard P., from Landscape Arch., PSC, Off., Resource Planning, to same, WSC

NPS NEWSLETTER, issued biweekly by the Office of the Director as a communications medium for Service personnel. Edited and published by Div. of Park Practice, Cooperative Activities. Items of general interest to Service personnel on management, operations, economies, public service, and Service organizations are solicited. Address: The Editor, NPS NEWSLETTER, National Park Service, U.S. Department of the Interior, Washington, D.C. 20240.
