



NEWSLETTER

United States Department of the Interior National Park Service



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TIME UTILIZATION RECORDS + PERFORMANCE STANDARDS = POSITIVE RESULTS

"Why keep a record of my time?" Can YOU answer this question?

Although a number of parks and areas are already making effective use of Time Utilization Records, it is still a relatively new system. Among the many valid reasons for maintaining these records, foremost is the need to provide each supervisor with a "tool" for determining WHAT work is being done in his unit, WHO is doing it, and HOW MUCH time is spent doing what.

TIME ACCOUNTABILITY

Equally important, these records provide a basis by which the employee, himself, can analyse how profitably he spends his time.

Time accountability answers many important management questions:

- Which activities take the most time?
- Is there any misdirected effort?
- Are skills being used properly?
- Are employees doing too many unrelated tasks?
- Are tasks spread too thinly?
- Is work distributed evenly?

When summarized, this information gives the manager a clearer picture of how his organization is operating. If his staff is responsible for five equally important functions, but little time is being devoted to one, his records should warn him to take a closer look at how efficiently the organization is performing in this particular area and where he can make improvements.

OPERATIONS EVALUATION

Better evaluation of ongoing operations is one of the objectives of the Time Utilization Records. For example, if a supervisor's records show that his professional employees are spending a good deal of time doing clerical work, there is an indication that additional clerical staff may be needed in the office.

PLANNING OBJECTIVE

Planning is the second major objective of the recording of time utilization. In planning for the new year, the supervisor lists his unit's projects and the expected time in man-days that they will take. From this, he projects expected use of staff time for the year. At the end of the year, he can compare his objectives against how he actually spent his time.

A CLEAR PICTURE

In an eggshell, the initial purpose of the forms is to give the employee and his supervisor a clearer picture of how much staff time is required to get a job done. Management will be able to evaluate the amount of time spent on one function as compared to another equally important function. Ultimately, such records will assist in the preparation of an integrated Financial Plan and Operating Program for the Service.

Time Utilization Records are not maintained to provide reports to the Washington Office. They are intended to assist operating officials at the local level to plan their budgets according to anticipated cost estimates for their programs, derived from past Time Utilization Records; to plan for additional staff help if necessary; and to project the new year's programs and goals.

T.U.R. IMPROVEMENT

As more experience is gained in filling out Time Utilization Records, there will, of course, be necessary improvements and revisions to be made on the forms. Each area or office will need to revise its own category breakdowns as appropriate. Ultimately, we hope to have standard task definitions for use throughout the Service.

PERFORMANCE STANDARDS

Hand in hand with the system of recording time utilization is the establishment of standards of performance for every position in the National Park Service. Just as we have standards for programs, each employee should have personal standards to go by in the performance of his job. These standards tell him when he is performing satisfactorily and when he is falling behind in his job performance.

MENTAL STANDARDS

Performance standards are not new. All supervisors have mental standards of what they expect, just as all employees have ideas of what they believe to be adequate effort.

WRITTEN STANDARDS

Written standards require both employee and supervisor to jointly develop performance standards and

Time Utilization Cont'd on page 4.

See here, Ladies . . .

Well, the window was open, and we just couldn't help overhearing!

SHE said:

"I still don't see what Time Utilization Records have to do with running this house. What difference does it make how long it takes me to do the dishes, or how much time I spend washing and ironing — or watching TV, for that matter? And furthermore, I think those Performance Standards you wrote for Jimmy are just too demanding for a six year old!"

And then HE said:

"Look, Honey, if you'd just read the way they explain it all in this issue of the Newsletter then maybe you'd understand how all of those household records might help us to justify that new dishwasher or maybe even take that summer vacation next year."

And so, LADIES, we refer you to page one of this issue. But first, here's that list of past activities of last issue — so everyone would have a better idea of what you ladies have been up to these days.

Activities Roundup

AREA INFORMATION BOOKLETS: Booklets compiled by and for each area and sent to prospective employees; contain all information possible which would be of special concern, interest and help to employee and family; updated each year so that all information is current; some contain pictures of residences, maps, lists of employees' and spouse's names and personal information which will help a new woman to acquaint herself with her area — car registration, schools, shopping, style of housing, size of rooms, length of curtains, type of clothing, etc.

KNOW YOUR PARKS: Programs, meetings, slide shows, coffees, etc. to familiarize new families with all areas, servicewide. Most of these include behind-the-scene pictures and information as well as material included in brochures and interpretive talks.

INFORMATION PACKETS: Assembled especially for school children (ages 8-12 years) to relieve some of the burden placed on public information offices and interpretive and management resources personnel, women of the areas assemble brochure packets. These packets are assembled in advance with a supply on hand at all times meeting the demand for information to write school reports or stories on the NPS areas. Although many requests for pictures are received, but pictures, so expensive to reproduce, are not included in the packets. The women worked under the advice and guidance of qualified personnel. Although, some local area Ladies' Clubs have purchased colored postcards from the Museum Associations for their packets. Postcards were purchased with Ladies' Club funds.

A few areas sponsored a letter-writing contest among their own children in a particular age group. Contest of such letters contained views and knowledge of their own area. Accuracy of information was one of the major points in selecting the prizewinning letters. Copies of the prizewinning letters were included in the NPS brochures. This person-to-person contact with someone their own age made this particular packet very popular. The individual letterwriter's name and age was always included.

ART, CRAFT & HOBBY EXHIBITS: Encouraged to be held annually in each area where feasible. The organization has conducted just one national exhibit. The response of this one exhibit was overwhelming. Continuation of exhibits on a national basis is prohibited because of the lack of space and the cost of exhibiting.

SCHOLARSHIPS: Because there are no dues and no operating funds for the NPS Women's Organization, it is unable to sponsor scholarships. However, it has encouraged area Ladies' Clubs to undertake sponsorship at a local level.

PUBLIC LIBRARY DONATIONS: The organization encourages areas to donate books about the National Park Service in general and, in particular, about individual areas; such books to be bought from Ladies' Club funds.

QUESTIONNAIRE: It was requested that each woman answer a questionnaire and add her suggestions, ideas, and methods of adjusting her family's living conditions to the various types of government housing in which she has lived. This proved to be one of the most popular activities, with the exception of the Housing Survey, the organization undertook as an activity.

HOUSING SURVEY, 1952-1967: A survey including a number of questionnaires and suggestion sheet on how NPS housing could be improved and yet kept within the allowed budgetary limitation for housing was taken.

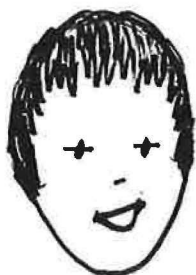
At the completion of the survey, Director Hartzog met in conference in Washington, D.C. with the National Chairman and National Vice-Chairman of the organization to discuss the final report and recommendations made by the women, servicewide.

"SHOW ME DAY": In cooperation with the superintendent and staff, the women of each area participated in the "Show Me Day", a behind-the-scenes view of the complete operation and personnel of an NPS area. It was open to the public, and personnel and wives assisted in tours, special showings or exhibits, etc. Designated residences were open for inspection and the women especially conducted these tours, relating accurate information about the NPS "way-of-living".

COMMUNITY & CHARITABLE PARTICIPATION: Although the organization has not undertaken a national "project" in community or charitable participation, it encourages each area to assume such activities at a local or regional level.

CURRENT ACTIVITIES: Within the Metropolitan area of the Nation's Capital, the ladies are presently participating in Widening Horizons and Summer in the Parks programs, and more recently, have volunteered for Kiosk duty. In Washington, neighborhood groups of NPS women serve in the same capacity as area Ladies' Clubs, and meet frequently at informal luncheons and buffets. The AREA Ladies' Clubs, of course, make their own choice of activities and programs they wish to sponsor, such as Servicewide scholarships, 4-H Clubs, Boy Scouts, Girl Scouts, and various other community activities. Invariably, these include special services for newly arriving Service families. **INTERNATIONAL RELATIONS** also rank high on the list of special activities, with the ladies serving as volunteer hostesses and guides, furnishing transportation and meals or refreshments for visitors from foreign countries.

SILHOUETTE



As always, just me, B. P.

all the rest of her married life.

Two regional offices (including home owning), four parks, and five States later she is still enthusiastic about moves. There are still 45 States and lots of parks she hasn't been to yet. The Park Service "improvement" she's most delighted with is the increase in the moving weight, as it eliminates many "talks" with the chief packer of the household on the packing and moving of the rock and old bottle collections, that have steadily increased with each location. And no more mailing those 27 boxes of books, either.

Since in their field locations the Petersons keep getting farther away from town, her interests in sewing, reading, cooking, dieting, needlework and crafts keep her well occupied. For several years she has been doing needlepoint designing, and at the present time is working out the NPS, Dept. of the Interior and State Seals (of SWRO's five States), along with the State birds and flowers, which will be worked out in individual squares, later to be incorporated into a rug.

When their boys were young, Betty was very active in Cub Scouting, a period that she says, "must have stretched 100 years". Both boys are now married. LTP, III and his wife, Sharon, and Petey, IV, live in South Bend, Indiana. John, Mardie and Greg have just moved to Palo Alto, California.

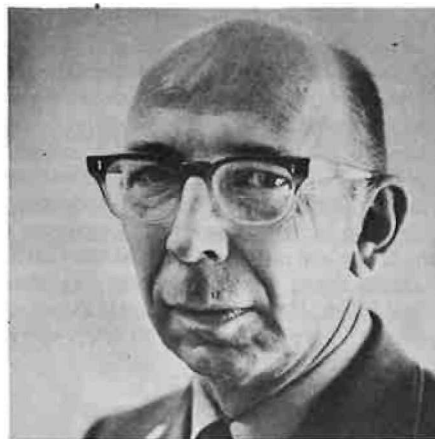
After a year down in the Big Bend country, the 110 miles to town doesn't seem as foreboding as it did in that first week of July, 1967. The only things Betty misses are playing golf and doing hospital auxiliary work. Being Betty, she just about has this figured out. She'll just leave the house at 5:30 a.m. instead of 7:30 a.m. and still have time to play nine holes of golf, get her hair done, have a luncheon date, put in a two-hour stint at the hospital, do her shopping, and still get home by 7:30 p.m. in time to fix dinner for unexpected house guests, which seems to be a common happening on a day like this in the lives of NPS wives.

Recent Legislative Action

REDWOODS NATIONAL PARK: A 58,000-acre Redwood National Park—including Jedediah Smith, Del Norte Coast and Prairie Creek Redwood State Parks, plus some 28 thousand acres of privately owned timber land—has been agreed to by the House-Senate conference committee. Two major units of the park would be connected by a corridor that would include a 33-mile stretch of California ocean beach. The compromise calls for the donation of the state park acreage by the State Legislature. It also provides for authorization of \$92 million for land acquisition to carry out the provisions of this act.

Profile

John O. Cook



John O. Cook, superintendent of Chickamauga and Chattanooga National Military Park, was born in Ontario, California on October 11, 1914. Almost his entire life has been Park Service-oriented. His father was a forest ranger in several national forests in the Southwest, and in 1925 moved to Grand Canyon National Park to supervise construction, maintenance, and all rolling stock.

Cook attended high school in Flagstaff, Arizona, and during the summers he worked at Grand Canyon. He recalls working with a trail crew in the blazing heat on the canyon floor. "Coming out of that Canyon at the end of the day," Cook said, "was like taking a cool shower!"

After high school, he went to Arizona State University at Tempe for two years, but it was the middle of the Great Depression and his money ran out. Returning to Grand Canyon he joined the permanent staff as a laborer, and later became sanitation officer for the park.

World War II came to Cook as it did to millions of others. After a year in the Army Air Corps as a civilian property officer, he returned to Grand Canyon where his interests turned to park management.

In 1949, he was appointed superintendent of Montezuma Castle; in 1956, to superintendent of Wupatki and Sunset Crater; and from there to a similar post at Saguaro.

His entire career to this point has been in Arizona, but in 1962 he undertook a post that meant considerable change. He was assigned to superintendent of Chickamauga and Chattanooga in Georgia, the nation's oldest and largest national military park.

Among his many community activities, Cook is vice president of the Fort Oglethorpe Kiwanis Club, a director of the Chattanooga Audubon Society, member and past vice president of the Chattanooga Visitors and Convention Bureau, and a member of the Chattanooga Area Historical Society. His principal hobby is horseback riding—a skill he acquired many years ago during his western tours of duty.

Cook is married to the former Bee Bridwell of Glendale, Arizona, whom he met at Arizona State. They have two sons: John E. Cook, who carries on the family Park Service tradition as superintendent of Navajo Lands and Monuments Group in Flagstaff and Captain Ted Cook, a helicopter pilot in Vietnam.

discuss them regularly to maintain open agreement as to duties and job accomplishments. Properly conducted supervisor-employee discussions give each party a definite guideline to follow in work performance, and how well the guideline is followed shows up on Time Utilization Records. Both supervisors and employees can gain an insight as to actual work accomplishment by studying the recorded work. Here, an employee can see firsthand the type of work he is performing and is able to develop himself more fully by cutting out unnecessary tasks and utilizing his time more efficiently. On the other hand, the supervisor can determine exactly how his employee is utilizing his time, observing progress and possible career development through training.

DAY-TO-DAY STANDARDS

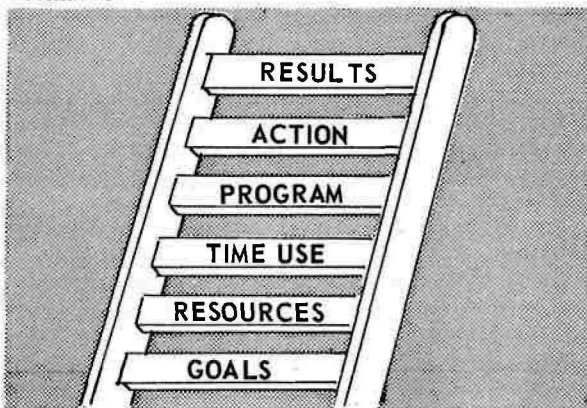
Standards of performance serve several functions. They are the instruments against which both you and your supervisor can measure your day-to-day performance. The basic reason for carrying out this process is to help employees improve their performance and to enhance their chances for promotion.

NEW FILM

Supervisors may be interested in a film entitled, "Setting Standards of Performance." The film sets guidelines for preparing performance standards and may be obtained through a request to the Training Branch, Washington Office.

WHAT IS MEASURED ?

Job standards provide a good measure of the results expected on the job and give a clear description of a "satisfactory" job in terms of QUANTITY, QUALITY, and HOW the job is to be accomplished. They also provide an objective basis for evaluating training needs and of justifying outstanding performance ratings or otherwise recognizing superior performance.



Positive results in management stem from initial determination of goals. From there, programming of RESOURCES for work on these goals—manpower, materials and equipment—can be estimated. Such records determine how much time is actually worked in each programmed task. They also provide a basis by which the individual employee can analyse how he has spent his time.

A MEASURE OF SUCCESS

Time Utilization Records are of the greatest value to the individual who keeps them. They provide an effective instrument for measuring individual success in meeting performance standards. In effect, this is a system of self-evaluation for the employee or the unit. It may be truly said that any employee—or manager—who faithfully maintains Time Utilization Records and measures them conscientiously against his Performance Standards can expect POSITIVE RESULTS.

People on the move

NEW PLACES

Berry, Russell W., Jr., Hist., Jefferson NEM, to same, National Capital Parks - Central
Barbee, Robert D., from Pk. Nat., Big Bend NP, to Staff Pk. Ranger (Res. Mgmt. Spec.), Yosemite NP
Contor, Roger J., from Asst. Supt., Canyonlands NP, to Pk. Planner, Olympic NP
Cordary, Jay L., from Realty Spec., SFSC, to same, WRO
Daniels, David J., from Program Spec. (Trainee), WASO, to Mgmt. Asst., Rocky Mtn. NP & Shadow Mtn. NRA
Gale, Richard T., from Pk. Ranger, Glacier NP, to Supv. Pk. Ranger, Lake Mead NRA
Griffiths, Thomas W., from Pk. Ranger, Rocky Mtn. NP & Shadow Mtn. NRA, to Supv. Pk. Ranger (Canyon Subdistrict), Yellowstone NP
Holmes, Robert F., from Hist., Virgin Islands NP, to same, Pea Ridge NMP
Maze, Terry E., from Hist., Canyon De Chelly NM, to same, George Washington Carver NM
Mohlenrich, John S., from Pk. Planner, WASO, to Supv. Pk. Nat., Lassen Volcanic NP
Murphy, Robert J., from Staff Pk. Ranger, WASO, to Supt., Death Valley NM
Reeser, Donald W., from Pk. Nat., Muir Woods NM, to Pk. Ranger, Hawaii Volcanoes NP
Thompson, Lynn H., from Conc. Analyst, WASO, to Mgmt. Asst., Yosemite NP
Wadase, Donald S., from Center Director, Acadia JCCC, to Supv. Horticulturist, George Washington Mem. Pky.

JOINING THE ALUMNI

Boothroyd, Tom L., from Maintenance Supt., Death Valley NM
Buttacavoli, Frank, from Painter, Independence NHP
Fricker, Hazel M., from Safety Clerk-Typing, SFSC, D & C
Rader, Alvin C., from Gen. Supply Off., Great Smoky Mtns. NP

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