



On Camera . . .

From the employment of actor John Ireland to the use of a professional camera crane like those used to film major Hollywood productions, "This is Frederica" represents a maximum effort in commercial-quality film making for the National Park Service. The 30-minute color film sponsored jointly by the Fort Frederica Historical Association was directed by Carl Degen, Chief of the Division of Audio Visual Arts. Rick Krepela, Assistant Chief, wrote the script.

A gala reception is planned by the Fort Frederica Historical Association for the premier showing the film, scheduled tentatively for late September.



NEWSLETTER



U. S. Department of the Interior National Park Service

VOL. 4

NO. 18

A SERVICE PUBLICATION FOR SERVICE PERSONNEL

SEPTEMBER 4, 1969



Uniformity is not what I seek in management.

Rather, I seek CREATIVITY and PERSONAL GROWTH.

-- G.B.H.

Hartzog Challenges Tradition

The following excerpts are from Director Hartzog's "Distinguished Alumni Address" at the Federal Executive Institute, Charlottesville, Virginia, July 12, 1969, on the subject: NATIONAL PARK SERVICE MANAGEMENT.

Challenging the tradition that manuals and handbooks are needed to insure uniformity in management, Director Hartzog has stated emphatically: "Uniformity is not what I seek in management! Rather, I seek creativity and personal growth."

Accordingly, he issued a memorandum abolishing all handbooks and administrative manuals as of July 1, 1969—except those essential to guide our field personnel in adhering to legal requirements of personnel, property and money.

In lieu of administrative manuals, the Service has provided different management tools:

First, we have promulgated administrative policies to guide day-to-day management in the field. Each of these policies is accompanied by an explanation of "why this is the policy." These policies do not provide answers to specific problems. They do, however, establish boundary lines within which a decision can be made consistent with the policy of the organization and in light of the circumstances that exist in the

particular case at hand.

These administrative policies recognize three different categories of areas making up the National Park System—natural, historical and recreational. Each category of area was established by the Congress to serve a different primary purpose and these different purposes are reflected in the administrative policies.

Secondly, we have established program standards for the execution of each major field function—administrative management, maintenance, protection and visitor services, resources management, and interpretation. These program standards define three appropriate levels for the operation of these programs depending upon season of the year, public use and similar demands on the local operations. For example, the maintenance program standards recognize that all facilities do not require the same degree of maintenance care. Thus, a back-country administrative road does not have to be maintained at the same level as does a major park road having high density

See Creativity, Page 4.

Let the Record Show . . .

Check us if we're wrong, but in the history of the National Park Service, we've only had two women park superintendents—Wilhelmina S. Harris and Gertrude S. Cooper. So it's a red letter day when we can report the assignment of a woman even as "acting superintendent." We refer to Mrs. Evelyn B. Carlson who recently received a Special Achievement Award in recognition of her work as acting superintendent of Homestead National Monument from July 1968 to April 1969—during the illness and following the retirement of Superintendent John Rohn.

In making the presentation, Superintendent John C. Higgins noted that during the period that Mrs. Carlson was acting superintendent, the monument experienced one of its worst floods in three decades. The additional responsibility of the acting assignment, coupled with the flood emergency, created an unusually heavy workload. Mrs. Carlson donated an untold number of hours of overtime to provide a continuation of normal services to the monument visitors.

Evelyn was born in Lincoln, Nebraska, where she attended the public schools, and Lincoln Business School. Prior to joining the National Park Service at Homestead National Monument in 1953, she was employed at the Lincoln High School.



Superintendent Higgins

Mrs. Carlson

She is especially enthusiastic about Homestead's environmental education program, and with the success of the "do-it-yourself" Grist Mill. She reports that the program is quite popular with local schools in Nebraska and many nearby small towns in Kansas, with significant participation of school groups from as far away as Lincoln and the suburbs of Omaha.

The Carlsons live in Beatrice where Mr. Carlson operates his own business firm. They have two boys—Larry (22) who attends the University of Nebraska, and Bill (19) who works for the Union Pacific Railroad, but who recently received his draft notice.

Profile

Museum Curator John C. Milley returned to duty at Independence National Historical Park on June 15, having completed a nine-month program of training and research under a grant from the National Endowment for the Humanities. John was one of nine applicants selected on a Nationwide basis to receive a 1968-69 "Museum Internship" award. This program is one designed to give its recipients the opportunity to broaden their professional skills and provide time for original research.

John elected as his teaching museum the National Portrait Gallery, Smithsonian Institution. This selection was a particularly propitious one for the National Park Service, since it exposed John to the growth pains of a new museum, made available for training the most up-to-date conservation laboratory, and facilitated his research on the Independence National Historical Park collection of portraits.

John's past experience and recent training has already been put to good use. Since returning he has administered a course in NPS Museum Operations to in-take historians from the Albright Training Center, and has helped reformulate the park's museum policies and goals.

The knowledge he acquired in paintings conservation has found a particularly practical and timely application. Working with solvents on the vaulted ceiling of the Second Bank of the United States, John removed successive layers of paint with a minimum of color loss

THE MUSEUM INTERN PROGRAM

By: Chester L. Brooks



Born in Norfolk, Virginia, Lucy was introduced to the field of humanities at a tender age by her father who encouraged his children to seek out and learn the beauty of art, sculpturing, literature, history, etc. Attuned to this field, Lucy majored in history at the College of William and Mary in Williamsburg, Virginia. It was at college where Lucy's interest branched out even further, this time in the direction of a young man by the name of Bill Meuse. Shortly after graduation, Lucy and Bill were married and they took up residence in Richmond, Virginia. Bill joined the NPS and worked as historian at Richmond National Battlefield Park, and Lucy worked as a research assistant for a genealogist. During this time they lived at the Edgar Allan Poe Shrine.

After a 1-year tenure in the Richmond area, Bill was transferred to Chalmette National Historical Park. While in New Orleans, the Meuses lived in the French Quarter. Lucy says, "I soaked up art and painting, and found myself painting almost all the time." She also worked at the New Orleans Jazz Museum and was fortunate to work under a creative museum technician. After one short year, Colonial National Historical Park called and they pulled up stakes to move northward to Yorktown, Virginia.

At Colonial, Lucy did some substitute teaching and undertook a major project—editing an 18th century letter book. She also was chairman of Art and Drama at the Yorktown Women's Club. Lucy was active in her church—working in study groups and with the Altar Society.

Following that assignment, Lucy and Bill transferred to Saratoga National Historical Park. Lucy's projects at Saratoga are extensive. She has become an accom-



plished seamstress in the making of Revolutionary period clothing which is worn by the interpretive staff at the park during the summer months. She also taught a 10-week course in construction of such clothing in the adult education program at the local high school.

At Saratoga, she has continued her interest in the arts and is currently serving as chairman of the Summer Art Show at the Schuyler House. Lucy collaborated with a neighbor in the production of a Revolutionary War coloring book. It is "A Coloring Book of the American Revolution," and is published by Poor Richard, Schuylerville, N. Y. 12871. It cost fifty cents.

Lucy is a member of the Eastern National Park and Monument Association and is serving as public relations officer for the Saratoga Women's Organization.

The Meuses' life has been greatly enriched within the past two years with the birth of a son, William Edward, III. "Tad" is already being exposed to the arts on frequent trips to antique shops and "playing" with his father's cannon.

Lucy enjoys Park Service life—its adventures and its challenges. In each new area, she has found a new outlet of expression. Lucy has learned the true appreciation of each park area in which she has lived.

John C. Milley

at each of the fourteen layers. This process exposed the original color for matching purposes, dispelled suspicions that the vault was originally polychromed, and added one more tool to those employed in architectural paint research.

Most important, perhaps, has been his collaboration with Supervisory Curator Fred Hanson on the development of plans for the park's "Portrait Gallery." The Second Bank of the United States, a part of Independence National Historical Park and already famous as the architectural achievement of William Strickland, will soon be enhanced with an incomparable gallery of portraits from the Revolutionary and Early Federal periods.

John Milley, 40, was born in Boston, Massachusetts. He received his B.A. at the Boston University and his M.A. at the University of Delaware. John and his wife, Valerie, have four children: Beth, Laurie, Matthew and Stephen.

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, economics, public service, and Service organizations are solicited. Address: Colin Ritter, Editor NPS NEWSLETTER, National Park Service, U.S. Department of the Interior, Washington, D.C. 20240.

Help, Help, Help

Do you have names and addresses of widows or widowers of NPS employees with whom you correspond regularly and whose names have not appeared in COURIER or other address lists? The National Park Service Women's Organization has undertaken a special project which will bring together the survivors of Service employees. The "Directory of Widows and Widowers of Service Employees" will serve as a companion piece to the "Directory of Retired NPS Employees" and will give continuity of association to wives and husbands of deceased Service employees.

All information should be sent to Mrs. Dorothy James, 42 Unionstone Drive, San Rafael, California 94903. She will appreciate any and all information you can provide because records in this area are practically nonexistent at the present time.

People on the move~

NEW PLACES

Betts, Vernon C., from Pk. Ranger, Channel Islands NM, to Supv. Pk. Ranger, Mount McKinley NP, DS: Katmai NM
 Bullion, James S., Jr., from Class. & Wage Spec., MWRO, to Pers. Off., Rocky Mtn. NP and Shadow Mtn. NRA
 Frank, Leonard A., from Mgmt. Asst., Oregon Caves NM, to Supt., San Francisco Bay Area Group, Muir Woods NM, DS: Marin, Calif.
 Fritts, Stewart W., from Pk. Ranger, Mount Rainier NP, to same, North Cascades NP, DS: Marblemount, Skagit, Wash.
 Hancock, Maxwell E., from Staff Pk. Ranger, WASO, to Supv. Pk. Ranger, Grand Canyon NP
 Kasperek, Robert B., from Supv. Pk. Ranger, Hot Springs NP, to Pk. Planner, WASO
 Norton, Albert G., from Proc. & Prop. Mgmt. Asst., Mount McKinley NP, to same, NW Dist., Alaska Cluster
 Ochsner, David C., from Pk. Nat., WASO, to Ch. Pk. Nat., Grand Canyon NP
 Peterson, Dale, from Pk. Ranger, Yellowstone NP, to same, Colonial NHP
 Ritter, John T., from Supv. Pk. Ranger, Timpanogos Cave NM, to Supv. Pk. Nat., NW Dist., Alaska Cluster
 Rothe, Robert, from Pk. Nat., Rocky Mtn. NP & Shadow Mtn. NRA, to Pk. Mgmt. Spec., Fire Island NS & New York City Group, DS: Statue of Liberty
 Roush, Don Allen, from Corpsman Supv., Harpers Ferry JCCCC, to Mgmt. Asst., WASO
 Sigler, Charles B., Jr., from Supv. Pk. Ranger, Grand Canyon NP, to Mgmt. Asst., Virgin Islands NP
 Siler, Nelson W., Jr., from Pk. Ranger, Horace M. Albright TC, DS: Yosemite, to same, Redwood NP
 Sleznick, James Jr., from Mgmt. Asst., Virgin Islands NP, to same, WASO
 Smith, Sheldon L., from Resident Youth Worker, Harpers Ferry JCCCC, to Group Leader, Mammoth Cave NP, Great Onyx JCCCC
 Stanley, Gordon L., from Gen. Supply Asst., Cape Cod NS, Wellfleet JCCCC, to Program Asst., Yellowstone NP
 Stowell, Walton D., from Arch., PSC, to same, WASO, DS: Harpers Ferry, W. Va.
 Sullivan, Arthur L., from Supt., Theodore Roosevelt NMP, to Asst. Supt., Fire Island NS & New York City Group, DS: Statue of Liberty
 Torres-Reyes, Ricardo, from Hist., SWRO, to same, WASO
 Welch, Joseph C., from Laborer, Catoctin Mtn. Pk., to Garage Serviceman, NCR
 Zinck, James R., from Staff Pk. Ranger, Stephen T. Mather TC, to Pk. Ranger, WASO

JOINING THE ALUMNI

Anderson, Harold S., from Museum Curator, Morristown-Edison Group, DS: Edison NHS
 Andrus, Julius J., from Sgt., U.S. Pk. Police, NCR
 Barbieri, James A., from Janitor, Fire Island NS & New York City Group, DS: Statue of Liberty

Benks, Fern C., from Charwoman, Independence NHP
 Edwards, James P., from Pvt., U.S. Pk. Police, NCR
 Favour, Paul G., Jr., from Spec. Asst. to the Reg. Dir., NERO, DS: Acadia NM
 Glenn, Robert G., from Pvt., Motorcycle Off., U.S. Pk. Police, NCR
 Johnson, Jack I., from Pvt., Motorcycle Off., U.S. Pk. Police, NCR
 Lord, Walter E., from Arch., SSC
 Paxton, Herbert W., from Detective, U.S. Pk. Police, NCR

Police Pistol Team Invites Competition

The Lake Mead Police Combat Pistol Team would like to sponsor an annual police combat pistol match. This pistol match would be fired on your home range and scores forwarded to Lake Mead for compilation. This match would be open to both four and two man teams. For further information, contact Supervisory Park Ranger Richard T. Gale, Lake Mead NRA, NPS, Lake Mohave, Bullhead City, Arizona 86420, by September 30, 1969.

"I Seek Creativity . . ."

Continued from page 1.

visitor use. Importantly, therefore, the standard of maintenance established for each facility is designed to achieve the best balance between meeting the public needs and preserving the public investment at reasonable cost.

Third, we have initiated personal performance standards for each employee of the National Park Service. These standards describe the conditions which will be obtained when the job has been done satisfactorily. We initiated this as a four-year project. In the first year, we have developed personal performance standards for Regional Directors, Superintendents, and District Rangers. In the second year, it is our goal to develop performance standards for Assistant Directors and for each member of the Regional Offices. Our third year program will involve the development of personal performance standards for each member of the Washington Office and the Service Centers.

These performance standards establish a channel of communication between the employee and his supervisor for objective dialogue concerning job performance. They represent an agreement in advance between the employee and his supervisor as to the job to be done and the results that will be obtained when the job is done adequately. "In my mind, at least," Director Hartzog said, "their greatest value is to enable the employee to know in his own mind that he is, indeed, doing an adequate job, or he is not doing an adequate job—even before his supervisor becomes aware of it."