

IS "FOST" DEAD ?

By — Paula Kwadrans

Is FOST dead? Well, as a study team and task force, yes! The Field Operations Study Team (FOST) under the able direction of Len Volz supported by Mati Tammara and Dave Ochsner completed its work, made its recommendations and was disbanded in July 1968 with the compliments and thanks of the director. But as a concept, FOST is still very much alive, and will continue to affect the profile of National Park Service management operations both today and far into the foreseeable future. Many FOST recommendations have already been implemented. Other implementations are to follow. In one way or another, everyone in the National Park Service will feel the influence of that sometimes elusive concept known as FOST.

WHAT'S IT ALL ABOUT?

Since August 1969, the National Park Service has been converting some of its major functions into two new occupational series—Park Management GS-025,

and Park Aid and Technician, GS-026.

Park Management includes positions titled park ranger and park manager. The new park ranger job encompasses portions of the previous park ranger, park naturalist, historian, and archeologist positions. Rangers will be recruited from combinations of academic backgrounds such as police science; public administration; park and recreation management; public relations; any field-oriented natural science, history, archeology; and a number of other majors related to park management activities.

Park managers will give most of their attention to programming, planning, supervising, evaluating, and instituting new management programs and practices. They will have full responsibility for operating a small park or a unit of a park. They may progress into positions such as superintendent, regional director, or other management-oriented jobs. Generally, park managers will not be recruited from the outside, but

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NEWSLETTER



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NPS Organization Blueprint Announced

Assuming that a few of our NPS NEWSLETTER readers may not already have read—nay, memorized—the six, now-famous "October memoranda" (recently approved by the Department, effective October 22), we present the following brief recapitulation of the latest reorganization blueprints.

COMMENTARY

In his covering memorandum, Director Hartzog said, in part: "These (NPS organization) changes reflect my continued concern for strengthened management of the National Park System and have been recommended and approved only after the most searching personal evaluation. Your patience and help during the period of study and deliberation have been greatly appreciated. As further decisions are made regarding selection of incumbents, I will advise you."

THE WASHINGTON OFFICE

The following changes in the organization of the Washington Office have been made in order to strengthen management of the National Park System, focus greater management attention on our legislative and external programs, and provide better balance in the staff reporting directly to the Director.

1. The present position of Deputy Director and Associate Director, Management and Programming,

are abolished and a new position of Deputy Director, Operations is established. Under this office will be the: a. Assistant Director, Park Management; b. Assistant Director, Administration; and c. Assistant Director, Programs (title change from Assistant Director, Policy Analysis and Programming).

All Regional Directors and the Director, Office of National Capital and Urban Park Affairs will report to the Deputy Director, Operations.

2. A new position of Deputy Director, Legislation and Cooperative Programs is established with supervision of the:

a. Assistant Director, Travel and Information Services, who will continue to supervise the Division of Travel and the Division of Information. In addition, he will supervise the Division of Park Practice and the function of state and local assistance formerly under the Assistant Director, Cooperative Activities.

b. Assistant Director, Legislation. This position has been established in lieu of the former Assistant Director, Cooperative Activities. This office will supervise the divisions formerly under the latter (less the Division of Park Practice and the Division of International Cooperation.) In addition, it will supervise the new Division of Legislation—formerly the Office of Legislation.

c. Chief, Office of Concessions Management.

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ORGANIZATION BLUEPRINT FOR: WASO • SERVICE CENTERS

3. The title of the present position of Associate Director, Planning and Development, has been changed to Associate Director, Professional Services. This office will supervise the following activities:

a. Chief, Office of Natural Science Studies; b. Chief, Office of Archeology and Historic Preservation; c. Director, Harpers Ferry Center; d. Director, Eastern Service Center; and e. Director, Western Service Center.

4. The present position of Assistant Director, Design and Construction has been abolished, and its functions distributed between the Service Centers and the Office of the Associate Director, Professional Services.

SERVICE CENTER REORGANIZATION

Earlier consolidation of the Philadelphia and Washington Service Centers left the NPS with TWO operating Service Centers — Washington and San Francisco. A number of significant changes have been made in their structure in order to:

1. Adjust the professional staffing, including overhead, to meet the realities of a significantly decreased construction program brought about by several years of successive reductions in appropriations.

2. Provide better professional support to the parks.

3. Bring about a closer integration of our park planning and construction processes.

4. Achieve tighter control over the execution of our professional programs.

5. Decentralize non-headquarters type functions from the Washington Office to the Service Centers.

In summary the Washington and San Francisco Service Centers will each include the following units: Office of the Service Center Director; Office of Program Management; Office of Environmental Planning and Design; Office of Construction Supervision and Maintenance; Office of History and Historic Architecture; Office of Land Acquisition and Water Resources; Office of Administrative Services; Design Review Board; and Program Review Board.

The role of the regional directors and park superintendents is that of park managers. As such they are responsible for effectively operating the parks and for stating the requirements necessary to insure continued successful operation.

The Service Center director and his staff, on the other hand, exist solely to provide the professional and administrative services necessary to assist the regional directors and superintendents in their management role. They identify how the requirements of the parks can best be met from a technical or a professional viewpoint. Theirs is a supporting role, and they exist only to serve the parks. Neither of these two components of the Service can function independently. Together they can insure effective and efficient operation of the National Park System.

A substantial number of Service Center personnel, primarily from the present Offices of Design and Construction, will be transferred from the Service

Silhouette

Mary Van Turner



If you can picture understanding, intelligence, and warmth along with a pixie sense of humor, you have the beginnings of a portrait of Mary Van Turner. And, she has put to good use all of these as personnel officer for Blue Ridge Parkway.

Mary Van is sold on the National Park Service and particularly Blue Ridge Parkway as is soon apparent from her enthusiasm for not only personnel management but for all facets of the Parkway.

She began her tour with the Parkway in 1946 after a hitch in the Navy WAVES where she served as a lieutenant (jg.), assistant facilities official, Training Activity, Bureau of Personnel in Washington, D.C.

Because of her professional competence and under-

standing of personnel management, she has been given a series of special assignments. One of these was serving on the special Field Operations Study Team (FOST) which was detailed to the Washington Office to study and analyze functional and organizational alignment of resources management, interpretation, and maintenance operations in all Service areas. The result of this, as everyone now knows, is the "FOST" concept.

Since Mary retired this fall, her permanent base of operations will be 3144 Allendale Street, S. W., Roanoke, Va. 24014. Her many friends at Blue Ridge Parkway can look forward to seeing her often.

A graduate of Hollins College near Roanoke, she grew up on the campus where her family lived and where she maintains an abiding interest in the college and its alumnae.

Her family includes her mother, with whom she shares a home; a sister, Susannah, who is in administrative work at Cuttington College, Liberia (her experience there make some grand stories for Mary Van to tell, too); a brother and his family in Charleston, West Virginia.

Community affairs receive her generous support as does her church, St. John's Episcopal, where she sings in the choir, has served on the Altar Guild and has for some years trained acolytes toward a meaningful participation in the church service. She keeps tab on "her boys" too, even after their acolyte days are over.

• REGIONS •

HARPERS FERRY •

• URBAN PROGRAMS

Center to the regional and park staffs, where they will serve primarily in support of park maintenance operations and to provide professional architectural and engineering advice to the park superintendents. In addition to decreasing the staff of the Service Center, this move will enable us to improve the caliber of our park maintenance programs, which we have previously identified for the Bureau of the Budget and the Congress as one of our significant deficiencies.

ORGANIZATION OF REGIONAL OFFICES

In reviewing the Service's organizational structure, the Regional Offices have been examined to determine what changes were needed to accommodate the revised Service Center organization and to improve their general effectiveness. Overall, the reorganization will permit the Service to expand its cooperative programs and to concentrate on guiding and monitoring the performance of park superintendents rather than doing their work for them. Some regional office staff reduction should result.

1. Each Regional Office will be headed by a Regional Director and a new position of Associate Regional Director. The extensive involvement of the Regional Directors with both external matters and regional operations makes it essential that a deputy be provided to share their responsibilities, especially since they each will now have very heavy travel schedules in their regions.

2. Reporting to the Regional and Associate Regional Directors will be:

- The Assistant Regional Director, Park Management, who will supervise all regional field areas and two divisions in the Regional Office as follows: Division of Administrative Management, and Division of Support Services.
- The Assistant Regional Director, Cooperative Programs, will supervise three divisions, as follows: Division of Public Information, Division of Federal Liaison, and Division of State and Private Liaison.
- The Special Assistant, Operations Evaluation, is a new position, with no counterpart in the present Regional Office. The incumbent will supervise a small staff responsible for performing on-site evaluation of the effectiveness of park operations in the region. This function was previously carried out through our management appraisal program by members of the Regional Office staff taking time from their regular duties.

HARPERS FERRY CENTER

The newly established Harpers Ferry Center will be headed by a Director reporting to the Associate Director, Professional Services, in the Washington Office. The Director will also handle the functions of the former Assistant Director for Interpretation.

The Center operation will comprise five Divisions as follows: Division of Administration and General Services (for the entire Center); Division of Museums; Division of Audiovisual Arts; Division of Publications; and Division of Environmental Projects (newly established).

The Center Director would also supervise the Harpers Ferry National Historical Park and the Mather Training Center. The park, in addition to carry-

ing out its presently assigned functions, would provide support to the Center and serve as a "showcase" to test and display advanced park management techniques. The Training Center would specialize in interpretive training, as it does now.

The Branch of Still Photography, formerly a part of the Division of Audiovisual Arts, will be transferred to the Division of Information under the Assistant Director, Travel and Information Services.

The Job Corps Conservation Center at Harpers Ferry, formerly assigned to the Southeast Region, is now transferred to the jurisdiction of the National Capital Parks in order to provide additional support for our urban program development.

The operation of this Center, especially in conjunction with the National Historical Park and the Training Center, should provide an unparalleled opportunity to develop new and creative park management techniques and to train others in their use. Centralizing our production efforts in the museum exhibit and audio-visual fields should greatly improve the efficiency of these operations. Establishment of this group as a field organization of the National Park Service will also transfer a substantial number of positions now in our headquarters staff to field status.

URBAN AFFAIRS PROGRAM

Departing to some extent from the traditional Service organization, our new Urban Affairs Program, built around the National Capital Parks, will enable us to respond better to our urban affairs mission as defined by the Secretary. The new Office of National Capital and Urban Park Affairs will be a field office headed by a Director (formerly Regional Director of the National Capital Region). His office will comprise three components: a Division of Urban Park Planning, a Division of Urban Park Programs, and an Office of National Capital Parks.

- Division of Urban Park Planning, responsible for the study of all potential urban park areas where direct Federal involvement in management might be warranted, and for the master planning of such areas if authorized. It will also direct or conduct detailed planning studies of existing urban parks with emphasis in developing planning innovations to increase the usefulness of such parks. It will also participate in the proposed nationwide survey of urban park possibilities directed by the Secretary.

- Division of Urban Park Programs. This division will be responsible for developing, testing, and sponsoring the use of their parks. It will develop new programs for urban park use, using the National Capital Parks as a testing and demonstration ground.

- Office of National Capital Parks. The office will be headed by a General Superintendent. It will comprise generally the functions and personnel of the present Regional Office, and will have as its principal mission the management of the parks now included in the National Capital Region. In addition to his normal duties, the General Superintendent will be responsible for testing and supporting the work of the two divisions described above, using his office and the parks under him for this purpose.

People on the move-

NEW PLACES

Beasley, Roy F., Jr., from Hist., Independence NHP, to same, Fort Union NM
 Blackwell, Ralph E., Jr., from Foreman I, Maintenance, Effigy Mounds NM, to Foreman II, R&G, Roosevelt-Vanderbilt NHS
 Borgman, Ernest J., from Supt., Padre Island NS, to same, Mount McKinley NP
 Conrad, Alice V., from Payroll Supv., NCR, to same, WASO
 Franks, Regina R., from Sec., NCP-Central, to same, WASO
 Harris, Phyllis J., from Sec. Steno., NCR, to same, WASO
 Kopczynski, Susan A., from Hist., Albright TS, to same, Independence NHP
 Lazer, S. George, from Realty Spec., SERO, to same, WSC
 McClure, John M., from Realty Spec., SSC, to same, WSC
 McCurdy, Charles H., from Pk. Nat., MWRO, to Supv. Pk. Ranger, Grand Teton NP
 McKenzie, Leonard W., Jr., from Supv. Pk. Nat., Everglades NP, to Pk. Nat., Assateague Island NS
 Page, Sally A., from Clk., Curecanti RA, to Pers. Clk., Olympic NP
 Peterson, Bertil R., from Realty Off., SERO, to same, WSC
 Rourke, James E., from Realty Spec., SERO, to same, WSC

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How Will "FOST" Affect You?

will be developed internally from our current ranks of employees.

The Park Aid and Technician occupation was established to enhance visitor contact activities. These positions are intended primarily for well-qualified people with either a high school, junior college, or practical experience background. Park aid is the beginning trainee level at grades GS-1 through GS-3. Park technicians enter at grade GS-4. Incumbents will be assigned such duties as visitor information, traffic control within the park, and protection of historical and cultural structures.

HOW WILL FOST AFFECT YOU?

The FOST concept provides the framework for defining career ladders in both the Park Management and the Park Aid and Technician series. Although some park rangers now occupy jobs that might be converted later to the Park Technician series (by taking out certain duties and restructuring the job), it is unlikely that any presently assigned park ranger would ever be forced to accept reassignment to the Park Technician series. Neither is any reduction-in-force procedure contemplated. On the contrary implementation of the new management concept is expected to be accomplished only by regular attrition.

The regions will be converting to the new GS-025,

JOINING THE ALUMNI

Boyes, George W., from Asst. Proc. & Prop. Mgmt. Off., Rocky Mtn. NP & Shadow Mtn. NRA
 Brandon, Belva I., from Staff Asst., JCCCC, WASO
 Breckenkamp, William O., from Pers. Off., Yosemite NP
 Cooke, Mary E., from Sec. Steno., SSC
 Dick, Oscar T., from Pk. Mgr., Zion NP
 Dilley, Willard E., from Ch. Pk. Nat., Grand Teton NP
 Gebauer, Richard T., from Const. Rep., SSC
 Haines, Aubrey L., from Pk. Nat., Yellowstone NP
 Landman, Betty, from Pers. Mgmt. Spec., SSC
 Lansaw, John, from Caretaker, Death Valley NM
 McGregor, Robert, from Foreman II, Packer, Yosemite NP
 Messenger, Jerome G., from Janitor, Glacier NP
 Minish, Arthur N., from Maintenance Supv., Bighorn Canyon NRA
 Murray, Louise, from Sec. Steno., WASO
 O'Hare, Gilbert M., from Mechanic, Glacier NP
 Reeves, John, from File Supv., WASO
 Reshoft, John A., from Supv. Pk. Planner, WASO
 Rossiter, John, from Civil Engr., SSC
 Schnettler, William A., from Mgmt. Asst., Lake Mead NRA
 Stagner, Howard R., from Asst. to the Director, WASO
 Thomas, Chester A., from Supv. Archeologist, WASO
 Williams, Tom L., from Truck Driver, Lassen Volcanic NP
 Yenne, William J., from Constr. & Maintenance Supt., Glacier NP

Park Management series between now and March 1970. During the interim, parks will be studying jobs to determine the best possible balance of occupations for each area. Regions and parks are working closely together to plan what the organization will look like in terms of clusters, management units, and staff positions.

EMPLOYMENT ASPECTS

In all probability, the Service will hire only 35 to 45 new employees in the Park Management series during the next two to three years. Few opportunities presently exist for new employees in this area because (1) the Service already has an abundance of well-qualified employees on hand, and (2) there are some 2,500 applicants who have passed the Federal Service Entrance Examination with scores of 95 and above. Of these, some 750 to 1,000 applicants are waiting specifically for NPS employment.

While the employment story may not be too bright in the Park Management series, it is a bit more encouraging for aspiring park aids and technicians.

For this series, the Service is currently recruiting, and for the next two to three years, it is anticipated that approximately 80 to 100 aids and technicians must be hired each year to implement the FOST recommendations.