



NEWSLETTER



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Director Hartzog Lists New Management Goals for Service:

ONE STANDARD NPS UNIFORM; ONE COLOR FOR ALL MOBILE EQUIPMENT; ABOLISHMENT OF ALL HANDBOOKS & MANUALS BY *JULY 1

In the following memorandum, Director Hartzog outlines three specific management goals and appoints a special committee headed by Midwest Regional Director Fred Fagergren to evaluate and act upon suggestions from the field and to implement the several parts of this memorandum. Your assistance and support are invited and will be greatly appreciated.

Memorandum

February 27, 1969

To: All National Park Service Superintendents

From: Director

Subject: Special Informational Memorandum No. 36 — Management

Your National Park Service, in my judgment, is staffed by the most creative, talented, and dedicated employees — and families — of any agency in Government. It is a "team" in the best sense of the word. And, only such a team can achieve the mission assigned the Service.

The management task of the Service, in many significant respects, resembles the task of a team in sports. The team must know the name of the game, the dimensions or parameters of the ballfield and the rules of play.

1. In numerous legislative enactments, the Congress has assigned a "mission" to the Service, namely:

- a. To manage the National Park System for public use and benefit in such manner and by such means as to leave it unimpaired for future generations.
- b. To cooperate with Federal, State, and local governments, and the private sector in programs to preserve the natural and cultural inheritance of our Nation.

Stripped of legalistic and bureaucratic language, we tried to summarize this mission in a statement of Management Philosophy which we call a Pledge of Public Service. This pledge is the name of our "game."

Beginning in 1918, the Secretary of the Interior and the Director of the National Park Service enunciated

* July 1, "unless. . ."



administrative policies to guide the day-to-day management of the National Park System. These statements of administrative policy define the dimensions or parameters of the "ballfield" on which the "game" is to be played.

In the early days of the Service, we managed only natural areas and historical areas. Recently, however, in response to the urbanization of our Nation, the Congress has added a new dimension to the National Park System — the recreational areas — having many names: national seashores, parkways, riverways, lakeshores, and recreation areas. In response to this changing dimension of the National Park System, we have during the past five years, re-defined the administrative policies applicable to the three categories of areas of the National Park System, i.e., natural, historical, and recreational. Copies of these policies have been made available to each of you.

See GBH GOALS page 2.

GBH Management Goals

Continued from page 1.

Importantly, also, in the past year we have promulgated standards for the execution of each general function of park management, i.e., maintenance, resource management, visitor service and protection, and interpretation. For many years we have had standards for the execution of the administrative functions, i.e., reports, accounting, budget, property and programming. Continuing the analogy with a game of sports, it may be said that these program standards are the "rules of the game."

We have delegated extensive authority to the field. This enables you to do your job—or call the "play"—as the circumstances may exist from day to day in the different situations you encounter in your particular work situation.

In talking with hundreds of employees in the past five years, I am convinced that with the documents mentioned above (Pledge of Public Service, Administrative Policies, and Program Standards) you and all of our colleagues can, and will, do a superior job in executing your respective responsibilities.

You are impeded, however in accepting these responsibilities and executing your duties—bringing to them your own intelligence, experience and creativity—by the many administrative manuals and handbooks prescribed by the Washington Office. In a sense, these manuals and handbooks operate very much like plays "sent in from the bench."

At the last Regional Directors' meeting in Charlottesville, Virginia, on December 1-4, 1968, I appointed a Task Force to evaluate this matter and make recommendations. The Task Force consisted of Lon Garrison, Chairman; Frank Kowski and Howard Chapman. After a survey of all of our manuals and handbooks, they concluded that many are not up-to-date, some are obsolete, and all need improvement in organization of material and indexing. The Task Force recommended a general overhaul of our directives system. The Task Force recommended a select committee to implement its report.

After considering the report of the Task Force and consulting with many of you, I have concluded that we could greatly improve the quality of our management in the field—where it counts the most in the day-to-day life of the taxpayer—if we abolished many of our manuals and handbooks.

Accordingly, all administrative manuals and handbooks in the National Park Service will be abolished as of July 1, unless they are specifically recommended for retention, in whole or in part, by a committee which I am appointing to review these and other matters covered in this memorandum. I have further asked the committee to consider and take steps to implement any needed improvements in our directives system.

If materials exist in any of the manuals and handbooks which may be of benefit in the training of new personnel or in performance of the professional work of the Service, you are requested to advise me, through the normal channels of written communication, within thirty days from the date of this memorandum, so that they may be considered by the committee.

II. All management involves a unity of purpose and an esprit de corps encompassing all members of the team. This is particularly true of park management. No one of us can succeed unless we all succeed, and vice versa. One uniform and one color of equipment emphasize the unity of our purpose, our interdependence, and the importance of the part each of us plays in achieving our mission. Moreover, one color for our equipment should result in reduced cost over maintaining two separate color schemes, as presently is done.

Accordingly, hereafter, there shall be one uniform for all personnel and one color for all mobile equipment.

The uniform shall consist of a dress uniform, a working supervisor's uniform, and a work uniform—with specifications for each for summer and winter climates. Your recommendations as to uniform standards and equipment color are requested within thirty days from the date of this memorandum.



III. A Committee to evaluate and act on your suggestions, and to implement the several parts of this memorandum is appointed, as follows: Fred Fagergren, Chairman; William C. Everhart; Robert Moore; Ben Butterfield; Ivan Parker; Howard Chapman; Jack Stark; Jack Anderson; Larry Hadley; Mrs. Hazel Oliff; and Sam Moore, Secretary.

The Committee shall accomplish its work within four months from the date of this memorandum. Subcommittees of the Committee may be appointed by the Chairman. Upon request by the Chairman, staff support shall be made available to him to accomplish the Committee's assignment.

Your assistance and support in implementing these steps will contribute materially to improvement in management of the National Park System to which we are all dedicated. Thank you very much for your cooperation.

A large, stylized handwritten signature, likely of George H. Brown, written in dark ink.

Performance Appraisals? Why Dread 'em?

By Paula Kwadrans

Restlessly, you sit at your desk—perspiring forehead, icy hands. A glance at the clock tells you it's 9:06 A.M. Why doesn't something happen? Others are sitting at their desks—the same as you—and the same as you, they're unable to concentrate on anything but one electric fact: "It's performance rating time!"

You silently bemoan the tasks you failed to complete during the year, and wonder if your boss will mention them. You start to rationalize: "How am I supposed to know what he really expects of me? Half the jobs he gives me aren't even in my job description!"

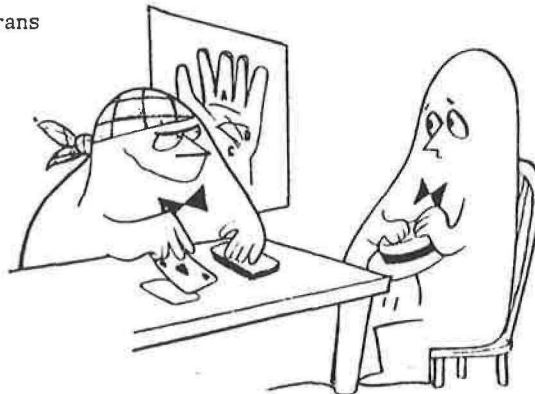
Remember those mournful times? Well, there need be no such painful morning sessions in the future. The National Park Service has developed a new plan which removes the stress from individual ratings and places the emphasis on supervisor-employee communications. Just to keep you on your toes, we will start at the beginning in explaining this new system!

First of all, our name for the new plan is the Employee Appraisal and Counseling System. (Notice the word "rating" is omitted.) There are three main requirements in implementing this new system to its best advantage:

EMPLOYEE APPRAISAL

This term sounds like a fancy name for "performance rating," you say? In essence, you are correct. An employee's level of performance must be rated annually according to the Performance Rating Act of 1950. Now, how will you know what your employer expects of you? Rather than remaining the nervous, rationalizing employee of yesterday, you will now know exactly what he expects of you in terms of quality, quantity, and manner of performance. The change in comparison with the old plan is that there will now be individual standards of performance written for each position. Devising these standards will be a joint project between you and your supervisor. Between the two of you, a point of agreement in projected job accomplishment must be reached, with your supervisor finally responsible for the standards and goals. Remember, these will be your individual standards of performance—more precisely, they will be your job requirements. They will make up the measuring stick by which your supervisor will determine your capabilities. This is the time to "speak your piece. . ." Don't be afraid to express your viewpoints to your supervisor. Joint understanding induces a good working relationship between you and your boss.

Another point of difference between the new and old plans—the forms used previously at performance rating time may be burned (but not in a National Park, please)! Never again will you sit with pounding heart, following every movement of your supervisor's pen as he checks your performance as being "satisfactory," "unsatisfactory," "excellent," or "outstanding." This new system is planned to unleash the strain on both employees and supervisors of the annual "make or break" sessions. The new plan



eliminated the "excellent" rating. We have found that through the years the "excellent" rating has become "satisfactory" in the eyes of the employees and "satisfactory" has become "unsatisfactory." Thus, we now have three categories of ratings.

If your work is "satisfactory," no forms will be filled out, nor explanations needed (for you will be able to keep personal tabs on your own performance). You will be notified orally by your supervisor that he considers your performance "satisfactory." If your work level is "outstanding," your supervisor will prepare the necessary justifications. If your performance is bordering on "unsatisfactory," you will receive a 90-day advance notice in writing from your supervisor which will document his reasons for such belief, and which will tell you what improvements you need to make in your work habits to be at a "satisfactory" level. Your supervisor will also work closely with you to help you improve. No matter which of the three ratings you earn, you will be notified either verbally (in the case of a "satisfactory" rating), or in writing.

Once again, let us stress the advantage of written performance standards. This task is a most important step in your success on the job. You will know what work it is necessary for you to accomplish at all times; thus, you will also know what work is above your level of performance—in other words, the level at which you would be rated "outstanding."

Beginning April 1, performance appraisals will be scheduled on an individual basis according to an employee's birthdate. All employees will be presumed to have a "satisfactory" rating as of that date. Employee performance must be appraised during the first 20 days of his birthday month. This will avoid unnecessary comparisons and luncheon discussions of performance ratings. Your rating, written or oral, will be your own personal information. If your birthday month is April or May, you may not have your discussion with your supervisor until June or July since it takes time to implement the new system.

Sound good so far? Read on!

COUNSELING

This aspect of the system is another benefit to you, the employee. Once your personal standards of performance are written, both you and your supervisor

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People on the Move

NEW PLACES

Alford, Billy R., from Contr. Spec., WASO, to Admin. Off., SWRO-Southern Utah Group
 Bond, John W., from Hist., WASO, to Staff Hist., Fire Island NS-New York City Group
 Fields, William E., from Supv. Hydraulic Engr., WRO, to Civil Engr., SWRO
 Guilmette, Richard A., from Pk. Ranger, Yellowstone NP, to Supv. Pk. Ranger, Grand Teton NP
 Henderson, Sam R., from Archeologist, Mesa Verde NP, to same, Navajo Lands Group-Navajo NM
 Muller, Hugh B., from Supv. Pk. Nat., Blue Ridge Pkwy., to Pk. Nat., WASO
 O'Brien, John C., from Supv. Pk. Ranger, Curecanti RA, to Supv. Pk. Nat., Wind Cave NP
 Rush, William T., from Admin. Off., Petrified Forest NP, to same, Platt NP-Arbuckle RA
 Salisbury, Florence C., from Admin. Off., Platt NP-Arbuckle RA, to same, Petrified Forest NP
 Schaafsma, Harold F., from Supt., Great Sand Dunes NM, to same, Tonto NM
 Treabess, Ronald H., from Landscape Arch., SFSC, to same, WSC
 Vieira, Walter L., from Voucher Examiner, SWRO, to Admin. Clk. (Typing), Navajo Lands Group
 White, Robert G., from Supv. Pk. Ranger, Curecanti RA-Colorado & Black Canyon NM, to same, Glen Canyon NRA
 White, Theodore E., from Geologist, Dinosaur NM, to same, MWRO
 Wolfe, Wescoat S., from Supt., Navajo Lands Group-Hubbell Trading Post NHS, to Supv. Hist., National Capital Parks-North
 Wood, Robert P., from Pk. Ranger, Glacier NP, to same, Grand Teton NP

JOINING THE ALUMNI

Anderson, Grant D., from Prop. Mgmt. Asst., Glacier NP
 Bahlman, William S., from Asst. Reg. Dir., Admin., NCR
 Baker, Nathan G., from Safety Off. (Ch., Div. of Safety), WASO
 Beall, Frank O., from Caretaker, Carlsbad Caverns NP
 Binnewies, Fred W., from Asst. Reg. Dir., Operations, NCR
 Bodine, Lester D., from Supv. Pk. Ranger, Lassen Volcanic NP
 Booth, J. Edwin, from Engr. Tech. (Civil), Blue Ridge Pkwy.
 Crumpler, Mary F., from Sec. (Steno.), Blue Ridge Pkwy.
 Gober, Wilbur F., from Electrician Helper, Lake Mead NRA
 Gray, Amy J., from Sec. (Steno.), SWRO
 Head, George W., from Laborer, National Capital Parks-Central
 Hicks, Otis, from Constr. Rep., Platt NP-Arbuckle RA
 Hinkle, Walter C., from Constr. & Maintenance Supt. (Gen.) (Asst. Reg. Ch., Div. of Facilities Maintenance), NCR

Lyon, Bodie, from Foreman II, MG, R&T, Lassen Volcanic NP
 Mulvany, Raymond O., from Asst. Reg. Dir., Admin., WRO
 Pearson, Lucille I., from Sec. (Safety), MWRO
 Rawding, Amelia E., from Pk. Guide, Salem Maritime NHS
 Rose, Robert H., from Geologist (Res. Mgmt. Geologist), WASO
 Schulz, Paul E., from Supt., John Muir NHS
 Shepherd, Nellie R., from Sec. (Steno.), WASO
 Smalley, Orie O., from Foreman I Laborer, Olympic NP
 Snyder, Ted O., from Carpenter, Yosemite NP
 Soule, Parke W., from Mgmt. Asst., WASO
 Stottlemeyer, Grayson E., from Supv. Horticulturist (Ch., Br. of Horticulture & Landscape Maintenance), George Washington Mem. Pkwy.

PERFORMANCE STANDARDS

Continued from page 3.

will be better able to judge your training needs, your specific capabilities, and your rate of progression; therefore, your readiness for promotion will be more easily determined. Also to be discussed are your career interests or retirement plans. These will be covered in a later article.

According to the new system, your supervisor will keep you informed on a day-to-day basis; he will advise you of your mistakes and help you to correct them as they occur, instead of picking his memory once a year for problem areas.

This second phase strongly emphasizes daily communications with your supervisor. For example, if a training course relative to your needs is available, do not hesitate to broach the subject of your attendance to your boss. Keep him informed, too, on a day-to-day basis of priorities, schedules, accomplishments, etc.

How will your supervisor educate himself on the processes of the new system? Fear not—a workshop has been prepared for this purpose. Supervisors will attend a classroom session, complete with charts and films, to learn the why's and wherefore's of the plan. Your only job is to cooperate—we hope your supervisor will pave the way.

COMMUNICATIONS

One word, "communications," encompasses the entire meaning of the Employee Appraisal and Counseling System. Good communications between you and your supervisor build a good working relationship, which, in turn, leads to effective accomplishment of NPS goals.

Communication with your supervisor on a regular basis is an aid to you both. Always remember—he depends on you as his employee to accomplish specific tasks; do not hesitate to depend on him for advice and assistance.

You say your birthday is coming up? What will your discussion be about?

SEE HERE, LADIES; PROFILE and SILHOUETTE—regular features missing from this issue—will appear again in our April 3 "Newsletter."