

# INTAKE OUTLOOK



Bruce Fincham at first urban ESA

By Ron Greenberg

Intake trainees are getting a new kind of experience these days. They are being exposed to a variety of people, problems, and ideas in an urban environment.

The goal of the new intake training and work experience program—one year old now—is to turn out a flexible person who can comfortably and effectively work with people of all ethnic and socio-economic backgrounds in any park setting.

Although originally designed to assign trainees to permanent positions in densely populated urban centers, the program now provides for transfers to all types of areas throughout the System, upon completion of a 10-month training program.

## WHAT THE PROGRAM DOES

At the end of two months orientation at Albright Training Center, all intake trainees are assigned to the office of the general superintendent, National Capital Parks. Training projects are controlled by the chief, Division of Urban and Environmental Activities who has responsibility for interpretation, resource management, environmental education, and the Parks for all Seasons program. That man is **Bill Whalen**.

Responsible for the development of the new program, Bill was appointed chief of the division last November. He came to the Service in 1965 with a background in political science (undergraduate) and psychology

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# Under our hat

## ON THEIR WAY TO SANTA FE:

Friends of Charlie Boatner offered a Halloween send-off at a party given by Assistant Director Ben Butterfield. Charlie, who has been Deputy Assistant Director for Travel and Information Services since February 1969 has been appointed Assistant Director, Coop-



erative Programs, for the Southwest Region.

Also joining SWR's staff is Stan Joseph, former Acting Assistant Director, Legislation. Stan has been named Wilderness Coordinator for the Region.

**ACA CONVENTIONS:** The regional conventions of the American Camping Association have been scheduled and workshops devoted to "Your Camp and Environmental Education" will highlight the activities. ACA leaders are particularly eager to have a good representation from the National Park Service and other agencies concerned with outdoor recreation and environmental awareness. For further information contact ACA headquarters, Bradford Woods, Martinsville, Indiana 46151.

### Calendar

Manchester, N.H.—Feb. 5-6  
Atlantic City, N.J.—Mar. 17-20  
Dayton Beach, Fla.—Mar. 10-13  
Cleveland, Ohio—Feb. 24-27  
Norman, Okla.—Feb. 17-20  
Asilomar, Calif.—Mar. 3-6



Andersonville Prison

**NEW PARKS:** Bills creating Apostle Islands National Lakeshore, Sleeping Bear Dunes National Lakeshore, Andersonville National Historic Site, and Fort Point National Historic Site were recently signed into law by the President.

Apostle Islands, along northern Wisconsin's Lake Superior shore, consists of 20 forested islands and a section of the Bayfield Peninsula shoreline.

Sleeping Bear Dunes includes 64 miles of Lake Michigan shoreline between Frankfort and Leland,

Michigan, and on North Manitou and South Manitou Islands which will be in the park.

Fort Point will preserve the massive brick fortification built by the Army between 1854 and 1861, to guard the Golden Gate entrance to San Francisco Bay.

Andersonville will interpret the role of military prisoners in our Nation's history at the site of the Confederate prison camp where nearly 50,000 Union prisoners were held during the Civil War.

## Rangers Graduate



**PART OF A TEAM.** Five rangers were among the graduates of the U.S. Park Police Academy last month. Pictured left to right, are Grant Wright, Chief of Police; Sgt. Jack Sands; Russell Dickenson, General Supt., NCP; Arthur Johnson (Lake Mead); Jack Fields (Bandelier); Thomas Wylie (Yosemite); Walter Mayer (Everglades); and Glen Alexander (Natchez Trace). Wylie received the ranger award for top scholastic achievement and Mayer was honored for marksmanship.

# We Got to Know You!

If our August 6 NEWSLETTER survey confirmed anything, it's that there's lots of variety among Park Service employees.

Our respondents ranged from ages 18 to 65 and from grades 2 to 14. They were mostly men (79%) from the Southeast Region (the Southwest was a close runner-up.)

The most popular NEWSLETTER item, we found, was "People on the Move" which was read regularly by 92% of our respondents. In declining order of frequency, they also regularly read "Under Our Hat," "Washington Report," "Profile," "Silhouette," and "See Here, Ladies." Although 67% take the NEWSLETTER home for their wife or husband to read, the majority preferred to receive it at their offices.

Most of the comments on our new format were favorable, although a few agreed with William Rush, program assistant at Platt NP, who said, "Remember the *Saturday Evening Post*? It changed, and went out of business."

## WHAT YOU TOLD US

Most helpful to us were the comments on special subjects that people wanted covered. The most frequently mentioned item was for more news on the Regions.

"I would like to see a thumbnail sketch of a different NPS area in each issue. Attitudes about different areas might be changed for the better," said Tom Graham, park ranger at Cumberland Gap NHP.

Although we were called a "mouthpiece" by some and a "propaganda sheet" by a few others, most echoed the feelings of John Higgins, superintendent of Homestead NM, who said, "I like its use by the Director to get widespread coverage on current policy matters—believe we get more uniform understanding in the field this way than if it comes out in a memo and the memo is then interpreted in the field."

In another area, Bill Bullard, park naturalist in the Office of Environmental Education, stated the feelings of many male employees when he said, "'See Here, Ladies' is just too much. I think it should come out occasionally."

Similarly, John Lancaster, management assistant at Curecanti NRA said, "I would like to see more articles that affect my day-do-day job and fewer on the personal side like the 'Silhouette' and 'Profile.'"

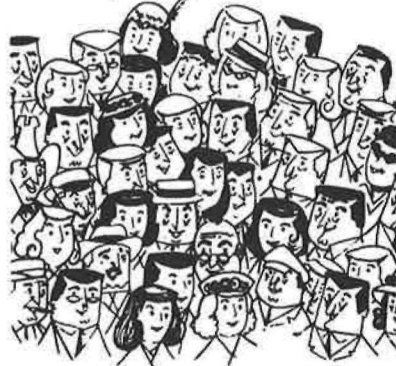
However, many agreed with Richard Knowlen, Sr., ranger technician at Glen Canyon NRA who said, "We enjoy the *whole* NEWSLETTER. My wife especially enjoys, 'Profiles' and 'Silhouettes.' Please keep these in the paper."

Several respondents asked for more information on wage board employees and their problems. "I would like to see more articles on maintenance personnel," said Scott Mayben, electrician at Grand Canyon NP.

Other topics that people wanted covered included legislation, new areas, training opportunities, law enforcement and urban programs. Several requested a letters-to-the-editor column and an updated "People on the Move."

## WHAT ELSE WE LEARNED

As stated earlier, our audience is wide and varied. In checking with the Personnel Office—via Jim Hanson and his secretary, Jean Fargo—we discovered some even more interesting statistics.



We found, for instance, that the Park Service has 583 park rangers (in the 025 series) and 711 secretaries, clerks, stenographers and typists (in the 209 to 322 series). We also have 108 park aids, 48 archeologists, 42 voucher examiners, 2 airplane pilots, 64 carpenters, 269 caretakers, 143 civil engineers and 10 ferryboat operators—among others.

All together we have 7,684 employees (including vacancies). Which means that there is no "typical" Park employee. Which means we simply can't please everybody all the time—but we'll try to please as many as possible, as often as we can.

## WHERE WE GO FROM HERE

One problem. Out of those 7,684 employees, we received replies from only 164. A scanty response. Although the quality was high—the quantity was embarrassing.

But if we are truly to reflect the needs of Park employees, we must hear from you. When something happens in your Park, please let us know. If the local newspaper writes a story about your Park or an employee, send us a clipping. If you are writing a report, conducting a study, giving a speech, or just doing something you think is interesting and of concern to the Park Service, let us know.

The Division of Park Practice, after all, publishes many periodicals in addition to the NEWSLETTER. We also provide staff for the COURIER, the monthly newspaper published by the Employees and Alumni Association. Because of its larger size and its special format, the COURIER is able to cover more Regional events than the NEWSLETTER, and can use social items and more news on families, transfers, awards, retirees, etc.

Our division also gives staff support for TRENDS, a quarterly journal which presents new concepts and philosophies on parks, recreation and general conservation subjects; GRIST, which gives bimonthly articles with detailed drawings and photographs on maintenance, interpretation, operation and administration subjects; and the INTERPRETERS' NEWSLETTER, which contains current programs and philosophies on interpretation and visitor services.

All of these publications need material, and we are always searching for new sources of articles. It is particularly gratifying for us to use the work of our own Park employees. There is, after all, strength in our variety—and these publications are good ways to use it.

—Loretta DeLozier

# INTAKE OUTLOOK

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(graduate). Bill has held positions of counselor (psychologist) at the Catoctin Job Corps Center; enrollee activities specialist, WASO Division of Job Corps; training specialist in the Branch of Training, WASO; and employee development specialist in National Capital Parks.

Bill explains the reason for the new program this way:

"The director's decision to start the program had a lot to do with Secretary Hickel's call for an urban emphasis in the Service, in an effort to 'bring parks to the people.'

"Mr. Hartzog looks forward to Service employees who are more flexible and adaptable to change. He feels that rather than the vacuum in which many intake trainees might find themselves by living in a remote park setting, living and working in Washington would expose them to the changes

that are taking place in our culture—to things that aren't just related to the National Park Service.

"The trainees see crowds—crowds that demonstrate—and see different ways of handling them. They see and talk with our long-hair groups, and they are comfortable working with minorities. These things remain with them when they go to work in parks throughout the System. The trainee develops a broader outlook than if he had stayed in one area.

## HOW THE TRAINEES SEE IT

Bruce Fincham was among the first group of trainees under the new program. He's now with the Division of Urban and Environmental activities.

A graduate of Penn State University he holds bachelor's and master's degrees in Natural Resources Management (wilderness areas). Bruce was a student trainee and seasonal at Yosemite from 1964 until he entered Albright in the fall of 1969. He has also worked as a Peace Corps volunteer in South America.

His training assignments have included developing interpretive programs at Rock Creek Nature Center, a management appraisal study for National Capital Parks, and environmental education projects.

Most noteworthy among the latter was his work to help create the first urban environmental study area, at the Madison Elementary School in Northeast Washington, D.C. This ESA includes the urban neighborhood surrounding the



Bill Whalen

school and a piece of eroded school ground which the students made into an area of forest, grassland, desert, and croplands.

"Urban areas are really where the environmental education program needs to be concentrated," says Bruce. "Too often our park people in natural areas lose a sense of the critical social problems we face because they live in 'protected' areas.

"The one-year urban program helps us to better understand and effectively deal with the environmental problems facing mankind; it prevents us from losing sight of what the real world is all about to most people.

"Areas like Yosemite are heavily used by urbanites, but we don't really know what city-oriented people are like by dealing with them only in a wilderness park. We need to understand what their life is like the other 50 weeks of the year.

"We need to understand what the wilderness area means to the urbanite in his

terms—we must know the world of the urbanite and how that world relates to his park experience. Then, and only then, can we effectively interpret the values of our parks, thereby instilling in our growing urban populace a need to protect and care for the total environment—National Parks, cities, and all."

Bob Kempf began his training last March. He holds a bachelor's degree from Randolph-Macon College and a master's degree in Forest Management from Duke University.

At Rock Creek Nature Center, his first training assignment, Bob drew up a proposal for a nature trail for the blind and physically handicapped. Possibly his most innovative contribution at Rock Creek was a "wheel-in" for the children of Sharpe Health School for the physically handicapped. It was a nature walk for children in wheelchairs and on crutches.

Bob also worked in Prince William Forest Park with the Summer in the Parks program as a camp coordinator, and worked with group camp activities for patients of Saint Elizabeth's Hospital.

"One thing is certain," Bob pointed out, "the trainee is going to work an awful lot with children." In fact Bob has worked with inner city and suburban children, as well as crippled children. He's also spent time with alcoholics and the mentally ill, with the "traditional" park visitor, and with hippies.

"Most important, urban training enables park employees to avoid 'over-reacting' to long hair and drugs in the parks—they learn how to cope with the so-called problem-people. And being trained in the Washington area will prepare field employees for a future WASO assignment, a prospect that has seemed to be a heavy weight over their heads."

## PROBLEMS AND MISUNDERSTANDINGS

Mike Phillips, now at Saratoga, believes the "experience in Washington will help shape many an administrative decision when the present trainees become managers."

He is concerned, however, about readjustment problems of a trainee when he moves from the high level meetings—where opinions from the trainee are solicited—to information desk duty and other (less stimulating) functions of the park ranger in the field. He feels that the "illusions built up during the training period may well shatter many careers."

Lucia Guminski was also in the first group of trainees. Until her recent appointment as trainee coordinator in the Division of Urban and Environmental Activities, Lucia's entire two-and-one-half year NPS career has been as a trainee. Under the former intake program she was assigned to Colonial National Historical Park for 13 months. Then she was invited to participate in the new program, which brought her to Washington.

Her current responsibilities include working out

assignments with trainees and supervisors, to ensure a meaningful experience, and on-site evaluation of training.

Lucia is particularly concerned about a basic misconception regarding the training program. "A lot of people in the Service don't fully understand the program. Many feel that the trainees are being prepared for urban type assignments only. This is not so. The idea behind the new program is merely to introduce the trainee to as many different types of people and ideas as possible.

"Trainees are no different from other Park Service personnel. They, too, are dedicated to the ideals for which the Service was originally founded. They wish to see the wilderness preserved, unique natural settings saved from civilization's encroachments, and historic sites maintained. But they also feel very strongly that someone must reach the young and old who are in the city, so that they too may share these views.

"Most of the trainees would like to eventually live in one of the beautiful wilderness areas. But for a little while anyway they have a very important job to do where the people are."



Bob Kempf



Lucia Guminski



Bruce Fincham

## A Big Heart in the Smokies

"I try to work the way I want people to work for me," says Rea-ford McCarter, maintenance super-visor at Great Smoky Mountains National Park, Tenn. A big, amiable man with 119 employees under him, Rea-ford has definite ideas on how to supervise.

"I don't like to 'boss' people," he says jovially. "Each of my men is different, and each has a different personality. I try to treat them as individuals."

Rea-ford is the kind of self-made man who has worked his way up through the ranks. He spent three years in the army (participated in D-Day in France) and worked for one year on a farm before entering the National Park Service in 1947.

He began as a laborer and rose from there to sign maker, then to carpenter and, later, to foreman. He received his promotion to maintenance supervisor earlier this year.

"I like the opportunity to do different things," he continues happily, "I know some people don't. But I like change, when it benefits me and the Service."



Rea-ford's many interests extend to his various hobbies. He enjoys photography and has taken over 3000 slides. He also enjoys wood-working and has his own shop in his home.

Both Rea-ford and his wife, Julia, were born in Sevier County, Tenn., near their present home in Gatlin-burg. They have been married 12 years and have two children: Kay (11) and Mike (9).



### QUESTION FROM THE FIELD

**What is compensatory time and who is eligible to receive it?**

**Answer from the Personnel Office:**

According to the Federal Personnel Manual, employees whose pay is equal to or less than the top step of a GS-10 (excluding Wage Board employees) may request compensatory (comp) time in lieu of overtime pay. (An employee whose salary exceeds that amount may be required to take comp time, although paid overtime may be approved by the head of a bureau if it is in the best interest of the Government.)

Control of compensatory time rests with the supervisor who must give his approval before time can be worked and before comp time off can be taken.

Comp time off should normally be used in the same pay period or the one following the pay period in which it was worked. If not used within six months the employee may be paid overtime at the rate earned at the time the overtime was worked.

Comp time is credited on the basis of one hour for each hour of over-time performed. There is, however, a limit to how much he may earn. Total rate of pay for any pay period cannot exceed the maximum rate of GS-15. An employee may not have more hours of comp time than he would be entitled to if he were to receive paid overtime.

Although this question deals specifically with comp time, we know that the Service has many employees at all levels who give freely of their time to ensure that visitor services and other important programs are carried on in the best tradition of the Service.

### THE ROCKFORD MORNING STAR REPLIES

The following is another episode in the continuing saga of "Gerald A. Waindel vs. The Rockford Morning Star" which began in the Oct. 15 issue of the NEWSLETTER.

Gerald A. Waindel, Chief  
Branch of Media Relations  
National Park Service

Dear Mr. Waindel,

You think you were mystified! You should have seen the Kitchen Aid people when they opened a letter asking for information on the care and feeding of a pet elk.

TRACE, our reader-service column, helps hundred of readers solve their problems. With those whose problems we can't solve, we operate on the theory that if we confuse them sufficiently, they'll forget all about whatever it was that was bothering them in the first place.

Seriously, a couple of our inquiry letters got into the wrong envelopes. Yours was from a young man asking about information he'd requested from your organization about jobs with the park service. He wrote a second letter saying the information arrived the day after he wrote to TRACE.

Our only remaining problem, then, is to contact Mrs. Rever to make sure she got her mixing bowl fixed and to see what we can do to restore her rather amazing blind faith in TRACE.

In the meantime, if you have any problems that your outfit and the White House can't handle, send them along. If we can't solve them, we'll see that you become so confused you don't have to worry about them anymore.

Cordially,  
Jack Winning  
Managing Editor

# NEW SLANT ON UNIONS

The rank and file Federal employee does have a voice in the terms and conditions of his employment. This voice is being heard more and more as activity in the field of labor-management relations increases.

"The importance of the labor relations program continues to grow not only in the Service and the Department, but in the whole Government," says Karl Hanna, chief of the new Branch of Labor Relations and Wage Administration.

"Between January 1962 and October 1969, only nine union locals were granted exclusive recognition by the Service. During the last year six more unions were granted such recognition. Of the 15, nine contain both white collar and blue collar workers while six units contain only blue collar employees.

"We want to instill in managers and employees an understanding of how labor relations and personnel management in general are part of the total management process," explains Karl. "The expanded labor relations program is a very good means of communication from the rank and file employees to management. And managers will soon learn to use this new channel of communication."

Assisting Karl in the branch, which was created last June, are Gene Brown and Clay Smebakken, labor relations specialists. Two trainees have also been assigned to the Washington Office. After about a year, they will transfer to Regional Offices as labor relations specialists. Eventually four more trainees

—to fill the need for expertise in the other Regions—will be added.

"In addition, we are trying to teach present regional office personnel and superintendents, who are actually faced with dealing with unions today, as much as we can about labor relations philosophy, regulations, methods, and procedures.

"Those personnel in the Regions now handling labor relations are doing it as one of their 'other related duties as assigned;' they have had no time to develop more than a bare working knowledge of the program," says Karl.

"When the trainees now in Washington go to the Regions, they will be primarily responsible for labor relations; if labor relations activities in their Regions aren't enough to keep them active full-time yet, they will help out with other personnel matters."

Executive Order 10988 of January 1962, formally acknowledged the role of unions in the Federal Government. A recent version, EO 11491 issued in October 1969, changed the earlier statement to conform to today's needs.

Among the latter's features are the establishment of the Federal Labor Relations Council to oversee the entire Federal service labor relations program, and the Federal Service Impasses Panel. It also transferred from agency heads to the Assistant Secretary of Labor for Labor-Management Relations authority to decide unit and representation disputes and to supervise elections.

The Park Service deals primarily with three unions hav-

ing membership of Government employees only: The National Federation of Federal employees (NFFE), the American Federation of Government Employees (AFGE), and the National Association of Government Employees (NAGE). In addition, the Service has granted exclusive rec-



Karl Hanna

ognition to unions such as the International Brotherhood of Electrical Workers and the Service Employees International Union, both of which are also active in the private sector.

EO 11491 is patterned more closely after labor law in the private sector than was EO 10988, and the unions are beginning to use more and more private-sector practices. So "we need to help our managers prepare themselves to meet unions on equal terms," Karl says.

"The Civil Service Commission and organizations such as Public Personnel Association are offering more and more courses in the philosophy and techniques of

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## UNIONS

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labor relations. These courses are directed to managers at all levels—from the highest executive to the first-line supervisor. In addition, plans to develop training courses directed more specifically toward the problems of NPS managers and supervisors.

"Unlike the majority of agencies which negotiate everything into one all-inclusive agreement," Karl explained, "the Department of the Interior system is first to negotiate a basic agreement.

"The basic agreement establishes the groundrules by which the union and local manager will work together. One of the significant requirements of the basic agreement is that it must include a negotiated grievance procedure. The basic agreement must be approved by the Director of Personnel in the Office of the Secretary.

"Other negotiable items such as hours of work, tour of duty, vacation scheduling, and employee facilities are included in supplemental agreements and can be approved by the director of each region.

"Under the old order, the only way to resolve a negotiation impasse was appeal to the head of the agency (Secretary of Interior). Under EO 11491, either or both parties can refer the impasse to the Federal Service Impasses Panel which may authorize factfinding with recommendation or even arbitration. In other words, this eliminated management's right to have the final say in resolving impasses."

Karl sums up the significance of labor relations by saying, "If employees are taking part in the decision-making which affects them, they will be more willing to support those decisions."

By Ron Greenberg

# People On The Move



## New Faces

Armstrong, Robert S., to Guidance Counselor, Mammoth Cave NP  
Beckwith, Terry E., to Clk. Steno., WASO  
Connell, Sandra L., to Clk. DMT, WASO  
Davis, Neil D., to Program Analyst, WASO  
Demumbrum, Malcolm F., to Pk. Techn., Everglades NP  
Gill, Janice C., to Sec. Steno., WASO  
Hegeman, Robert J., to Program Analyst, WASO  
Lewis, Ricardo, to Mail & File Clk., WASO  
Ocumma, Martha V., to Clk. Typing, Great Smoky Mtns. NP  
Spence, Robert C., Jr., to Mgmt. Analyst, WASO  
Twogood, Theron T., Jr., to Pk. Ranger, Shiloh NMP



## New Places

Adkins, Claude N., Sr., from Group Leader, Great Smoky Mtns. NP, to Pk. Techn., Vicksburg NMP  
Brown, Gary N., from Supv. Pk. Ranger, Yellowstone NP, to same, Point Reyes NS  
Brown, Joseph, from Asst. Reg. Dir. Operations, NCP, to Pk. Mgr. (Supt.), Everglades NP  
Clark, Roberta N., from Sec. Steno., WASO, to same, Atlanta Field Office  
Eland, Keith N., from Pk. Techn., Point Reyes NS, to same, Redwood NP

Ervin, Patricia B., from Pk. Guide, John Muir NS, to same, Point Reyes NS  
Gercke, Herbert R., from Supv. Pk. Ranger, Canyonlands NP, to same, Point Reyes NS  
Guse, Neal G., from Supt. Carlsbad Caverns NP, to Admin. Off., WRO  
Hunigan, Curtis A., from Cartographic Techn., WASO, to Realty Spec., Virgin Island NP  
Morgan, Keithel C., from Pk. Ranger, Abraham Lincoln Birthplace NHS, to Pk. Techn., Mammoth Cave NP  
Pierce, Vendetta B., from Pers. Clk. Typing, MWRO, to Accounting Techn., WASO  
Tunks, Henry L., from Pk. Guide, Mammoth Cave NP, to Supv. Pk. Techn., Blue Ridge Pkwy.  
Zabriskie, Mayo O. from Foreman IV Maintenance, Badlands NM, to Maintenance Supv., Whiskeytown NRA

## Joining the Alumni



Anaya, Joseph E., Jr., from Accounting Techn., SWRO  
Corey, James F., from Bricklayer, Fort Pulaski NM  
Hackman, Richard M., from Laborer, WSC  
Hartell, Guy R., from Operator Gen., Crater Lake NP  
Heaton, F. Morse, from Pk. Guide, Glen Canyon NRA  
Hitchcock, Ardith R., from Sec. Steno., WRO  
Hodge, Lanona D., from Sec. Typing, Redwood NP  
Hutchinson, Roger W., from Realty Spec., WASO  
Miller, Wayne F., from Spec. Asst, WASO  
Poe, Harold J., from Pk. Guide, Carlsbad Caverns NP



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