

CONTROVERSY & CANDOR

By Loretta DeLozier

They begin with a jolt. The lights go out, a movie screen brightens, and familiar faces start to describe some of the "secret" problems of the National Park Service. (These aren't really secrets, of course, but it's still a shock. One might say these things in a back office, but on film? And just as the audience begins to wonder uneasily what Director Hartzog thinks about all this, he's on the screen telling us.)

This is how each of the executive management seminars begins—the one at Haper's Ferry in December, at Washington, D.C. in February and now at Albright March 6 through 17. A series of two-week courses for park managers, the seminars are intensive, informative and exhaustive. Although not "sensitivity" or

"encounter" sessions, they are punctuated by both some rancor and much repartee. Controversy and candor are the key words, and nobody seems to fear them—whether aimed at the trainees, or at the officials and experts who come to talk.

The classes combine theory with pragmatism—discussions of books (*Future Shock* by Alvin Toffler, *The Greening of America* by Charles Reich and *Islands of Hope* by Bill Brown) and dialogues on a park manager's responsibilities and on political realities, youth, environmental change and the future of parks.

Because we can all benefit from these seminars, this issue of the NEWSLETTER features the discussion that trainees at the Washington D.C. Training Center had with Director Hartzog on January 31. Next week we will feature the seminar's encounter with youth.

"What does this mean to the Park Service?" asks Environmental Staff Writer Jean Worth Matthews. Jean led a lively discussion on the book Future Shock with, left to right, Harper's Ferry trainees Bob Harney, special assistant to the superintendent, National Capital Parks—East; Larry Hakel, administrative officer, New York City Group; and Ted Scott, supervisory park ranger, Yellowstone NP.



"It's an attempt to do something totally honest and open. We don't try to tell you what to think," said Joe Gyovai about his film "Talking Faces" which opened the seminar. This was the first in a series of 12 documentary films dealing with law enforcement, management and social problems in NPS. The films were photographed in eight park areas, selected because of the different kinds of situations and people involved in each. The areas were: Ozark National Scenic Riverways, Grand Canyon NP, Lake Mead NRA, Yosemite NP, Yellowstone NP, Federal Hall NM, Cape Cod NS, and National Capital Parks. "Management, field personnel and visitors were filmed, and each person was encouraged to be as candid as possible. There was no staging or rehearsing," Joe said.

A Talk With the Director



Director Hartzog talks to trainees at the Washington D.C. Training Center. Shown with him at the front table are Ray Freeman, associate director for operations, and training chief Frank Goodell.

TRAINEE: What is your stand on minimum staffing?

DIRECTOR: This is one of our budget objectives this year. For instance, we plan to use split positions in some of our big areas. (NOTE: A split position is one in which a permanent employee can work in two or more parks, at different seasons of the year.) We already have the split positions, but until now, the employee has had to pay for the split. Now the government will pay for it. We did a survey and 160 people volunteered for the positions. Most were single, or married with no children in school. They were prepared to be more flexible in their living arrangements and wouldn't, for example, have big loads of furniture to transport between parks.

TRAINEE: Is there any restriction on grade level?

DIRECTOR: No, we haven't specified. But generally these will be at GS-5's and 7's.

TRAINEE: What's the lowest grade? Who will fill these positions?

DIRECTOR: As low as is needed to get the job done. Normally you'll have a more competent person in this job than if you went out and got two seasonals. The intake trainees are the most likely candidates.

TRAINEE: How do you overcome the problem of getting a viable, meaningful assignment for this person?

DIRECTOR: These ought to be even more meaningful positions. They'll be in the park during the busy season, when the jobs are most interesting.

TRAINEE: What if some smaller parks don't have the funds?

DIRECTOR: This is why the regions get a reserve to pay for it. No area should be stuck with the transportation costs. Use one word—when something sounds screwy to you, ask, "Why?" That's the greatest word in the English language. It's simply amazing. Sometimes you find there isn't any reason for it and it doesn't have to be done.

TRAINEE: We've spent a lot of time in this class talking about the flexibility we need to respond to new people, new life styles, etc. What is your opinion?

DIRECTOR: From our employment program to the services we deliver, we have tended to direct our effort to that part of society that understands our problems. We left out whole segments of society, for example the young people at Yosemite. And we've done little or nothing in the past for the Indians in Southwest, whose lands we use and whose cultures we interpret. When I joined the Park Service we didn't have a single ranger of Indian descent. They didn't fit the standards set up by the academics for the National Park Service. The whole ball game changed, and we didn't see it. The result was that when we had to look for minorities to hire, we couldn't find any of them qualified. We had never encouraged them, had never used what they did have to offer. Something's out of balance here. The kids we call "undesirables." They own this thing, you know, just as much as we do. The only reason they're undesirable is that we've been unresponsive.

TRAINEE: What is the role of the park police in the future?

DIRECTOR: Strictly as back up. As park rangers are better trained, we'll have less need to send park police out.

TRAINEE: We've talked about the lag in management systems. How do you see the new system coming along with the use of standards?

DIRECTOR: It's particularly important in delegating authority. We have delegated authority in all areas of our life, at work and at home. In management it's the same. The only way to exercise delegated authority satisfactorily is to have some standard by which it is judged, so you and your supervisor know whether the job's done well or not—objectively, not moralistically.

TRAINEE: How can resource management plans be implemented more rapidly?

DIRECTOR: I've told the regional directors that whatever they've got, they should approve. You need something to use that you can say is approved. You can change it later if necessary. It takes 3 to 10 years (average 5 years) to get a master plan. You need something in the meantime.

TRAINEE: What about the future of Job Corps?

DIRECTOR: I don't see any significant change: no less, no more. The emphasis seems to be on the Youth Conservation Corps. It looks like it might expand.

TRAINEE: What about the technician series?

DIRECTOR: The whole system is designed to open the door to people not qualified for the professional series. Also, it's for people usually staying in the same area, doing non-professional work. Not too much mobility is designed in the jobs. However, the program was misused when it was instituted, and that gave it a black eye. It was being used as a substitute for professionals.

TRAINEE: Why can't the job be transferred?

DIRECTOR: These are the kinds of jobs that you can usually hire locally. That way you don't need to pay transfer costs. Of course, some places can't because they're too isolated. In those places, I can see technicians transferring.

TRAINEE: What if you find a person is promotable?

DIRECTOR: If the person is willing to educate himself and become a professional, he can enter the professional series. Not all of the jobs are in low grades, however. The technician series goes up to and includes GS-II's.

TRAINEE: What about "overqualified" technicians? The Civil Service Commission forced us to take them.

DIRECTOR: For one thing, it proves that the bureaucracy in its unchanging ways is not unique to the National Park Service. However, we're now in the process of changing the "overqualified's" into the ranger series. Seventeen are now at Albright going through training. I see this as a continuing thing. There are always people who are working on college degrees. As they progress educationally we can't close the door on them. We have to allow for their upward mobility. This is being done at the park level.

TRAINEE: Would it be possible for us to hire a cashier or teller for a campground at a GS-2 or 3 instead of using a GS-4 or 5 technician?

DIRECTOR: Yes. The options you have in hiring people are almost limitless if you do it with enough perseverance to get it through the system.

TRAINEE: I'm at the point of the diver about to dive in some water that's filled with sharks. The book says they won't attack me. I'm wondering if they've read the book. I know superintendents should run the park, and you know it—but do the regional offices know it?

DIRECTOR: A manager's job is a risk taking job. You have to be willing to take the risk. We can write memos all day, but without your help, we can't get the job done. You're doing a good job, and we need you.

Discussion carries over into coffee breaks, as shown here with trainees at the Washington D.C. Training Center. Left to right are Bob Barbee, superintendent of Cape Lookout NS; Marlo Acock, superintendent of George Washington Birthplace NM; and Bill Harris, superintendent of Custer Battlefield NM.





By Dagmar Robinson

"What is the NPS Women's Organization?" To give you some insight and understanding of this organization, let me tell you how and when this organization came about. During the superintendent's conference, held in September 1952 at Glacier N.P., the ladies felt that they could all help by providing opportunities for communication and discussion of common areas of interest to the members. The NPS Women's Organization was formed with all NPS wives and women employees as members and with retired alumnae and employee widows having the privilege of retaining membership as long as they wish to remain active in the organization. By-laws were adopted but there were no dues or operating expenses. It takes only a suggestion or two to get a project underway, and at that initial meeting the national housing survey of park houses was chosen as their first project.

On the national level the women have created Area Informational Booklets, orientation booklets to help wives understand more about the Park Service and what is involved in being a better Park Service wife or employee. Some of the areas have published their own cookbooks and we are now generating the idea of a National Cookbook in observance of the Centennial Year.

Since the establishment of the E&AA Scholarship Fund, many of the women have used various methods of raising proceeds for this fund. There have been bridge parties, a quilt with embroidered birds raffled by the ladies in Shenandoah N.P.; women in Great Smokies

have a packet of wildflower transfer designs available; bazaars, silent auctions and garage sales.

And just for fun, the ladies of the Southwest at their regional meeting raised over two hundred dollars by having everyone pay two cents per pound weight. The men didn't want to be out-done, so they got into the act, too.

The women are also pleased to have their regional newsletters, (available by subscription). This includes news from individual areas, on park and family activities, visitors, recipes and news of our alumnae.

In several parks the ladies have recycling programs and pamphlets circulated on phosphate levels. Some NPS areas have no women's organizations but might want to form a group. Some parks have their own club, with a more formal type meeting; others may have informal meetings at a coffee.

In some of the larger parks, a Christian Ministry program is held

during the summer months for the visitors and park families. Ladies will often assist them with their meetings or Bible school program.

Where there are concessions, these women and wives are included in social gatherings to make them feel a part of the park living. Or, perhaps when dignitaries or international visitors visit an area, the ladies might organize a potluck dinner or picnic with the employees, giving everyone the opportunity of meeting them and getting acquainted.

Probably one of the most important events for all the ladies, will be their participation in the celebrations during this Centennial Year. Guidelines for Development of NPS Centennial Program for ALL NPS Women, are now available.

For those NPS women who reside within or near a city, there are many opportunities. Some of us have joined hospital auxiliaries, volunteer at local and county fairs, or join clubs. This gives one an opportunity of making new friends and can also contribute to good public relations for the Park Service. Some of the women have the advantage of taking college courses, either for enjoyment or completing needed courses for a degree.

I hope that I have been helpful by sharing some of our activities, and by letting you know that it takes involvement to give us an awareness of our organization and willingness to help make our park living enjoyable, thus creating a unity which makes us all feel that we can be very proud to belong to the "Park Family".

Please contact your regional chairmen, national officers and me if you wish additional information and if you have any suggestions to improve our NPS Women's Organization.



The Santa Fe NPS Women's Club is well organized and active, as shown by their recent meeting which featured an arts and crafts demonstration. (Here Aggie Gastellum instructs Robbie Pledger in the art of tincraft.) Santa Fe women have also been involved in recycling tin cans and in raising money for the educational fund of the Employees and Alumni Association.

Dagmar Robinson
National Chairman
NPS Women's Organization
8597 Roswell St.
Ventura, California 93003
Phone 805-647-5091

People On The Move



New Faces

BOBBITT, Suzanne T., to Clk. Typist, NERO
 BROWN, Gregory N., to Private, NCP
 HALL, Kent F., to Pk. Technician, Mt. Rushmore N. Mem.
 HOWARD, Frederick R., to Private, NCP
 JELINEK, Donald P., to Private, NCP
 LANGE, Christie A., to Clk. Typist, DIPS Branch, WASO
 LEUTERMAN, Arthur J., to Legal Asst., NCP
 LINKO, John H., to Private, NCP
 MC AULEY, Christine A., to Clk. Typist, Fire Island NS & NYC Group
 MOYER, Thomas P., to Private, NCP
 MUNDY, Robert J., to Private, NCP
 NEWSOME, Ila L., to Sec. Steno. WASO
 OWENS, Michael W., to Private, NCP

Out of the Traces

ADKINS, Francine M., from Clk. Steno, Yellowstone NP
 ARNZEN, Bruce R., from Program Spec, SERO
 BALDEZ, Thomas M., from Private, NCP
 BEISSEL, Laura C., from Clk. Typist, ESC
 BERRIOS, Migdalia F., from Personnel Clk (Typing), Fire Island NS & New York NPS Group
 BLADEN, Curtis W., from, Laborer, NCP- GW Parkway
 BLAIR, Donald B., from Eng Equipment Operator (HD) Roads, Glacier NP
 BLANKENSHIP, Elliott W., from Eng Draftsman (General), ESC
 BOWERS, Eva S., from Clk. Typist, SERO
 BREEDLOVE, Charles F., from Fire Control Aid, Blue Ridge Parkway
 CLAFLIN, Christine S., from Sec. Steno, WASO
 COLEMAN, Monroe, R., from Maintenance Worker, Fire Island NS
 COVELL, John D., from Private, NCP
 DALE, Hal, from Fire Control Aid, Blue Ridge Parkway
 FISHER, Mildred S., from Sec. Steno, SERO

COCHRAN, Ralph E., from Fire Control Aid, Kennesaw Mtn. NBP
 CORBETT, John M., from Archeologist (Asst. to the Dir.) WASO
 GERSHENSON, Annette H., from Sec-Steno, ESC
 GOODWYN, Faye E., from Supv Accounting Tech, SERO
 GREER, M.C., from Janitor, Nat-chez Trace Parkway
 GRIFFITH, Allan A., Jr., from Private, NCP
 GRIST, John, Jr., from Management Analyst, NCP
 GURAL, John W., from Private, NCP
 HARRIS, Virginia R., from Program & Budget Asst. (Steno), SERO
 HOUT, Paul A., from Pk. Ranger, Appomattox
 IRIZARRY, Jorge I., from Office Machine Operator, ESC
 KAPLAN, Sylvan J., from Chief, Division of Plans and Objectives, WASO
 KIMMEL, Carole S., from Editorial Clk. (Typing), ESC
 KUMMINGS, William W., from Legal Asst. (General), SERO
 LAMM, David D., from Pk. Ranger, Everglades NP
 LA VALLE, Linda J., from Clk. Steno, WASO
 LAPISH, Jo Ann F., from Sec (Typing) WASO
 LIBYS, Beatrice B., from Clk (Dictating Machine Transcriber), ESC
 MEYERS, Linda R., from Visual Info Specialist, ESC
 MISTER, Patricia A., from Sec Dictating Machine Transcribing, ESC
 MURPHY, Augustus W., from Off Services Manager, ESC
 NERSESSIAN, Arsene, from Teller, Everglades NP
 OLD COYOTE, Henry D., from Staff Asst, Bighorn Canyon NRA
 OLIVE, Myrtle H., from Accounting Technician, SERO
 POTOCHNIK, Elizabeth C., from Clk. Steno., Allegheny Post RR NHS
 RANDOLPH, Patricia R., from Personnel Asst., SERO
 RAUCHSCHWALBE, Otto, from Operations Research Analyst, WASO
 REED, Annie M., from Clk. Typist, WASO

ROACH, Thomas, from Laborer, NCP-GW Mem Parkway
 ROWE, Edgar M., from File Clk., SERO
 SARLES, FAITH K., from Sec Steno HFC
 SAVEDGE, Joyce C., from Accounting Tech., SERO
 SHEILD, Dorothy B., from Operations Evaluation Clk. (Steno), SERO
 SHEPHERD, Charlie S., from Maintenance Worker, Blue Ridge Parkway
 SHIPMAN, Mary C., from Clk. (Typing), ESC
 SHUSTER, Judith D., to Private, NCP
 SNYDER, Virginia M., from Concessions Asst, SERO
 SOFAIR, Meir N., from Architect, ESC
 SPOONIRE, Donald L., from Maintenance Worker, Catoclin Mtn. Pk.
 STEINFELD, Judy, from Teacher, Mammoth Cave NP
 TATUM, Raynette J., from Clk. Typist, SWRO
 TIMMONS, Richard J., from Carpenter, NCP-Catoclin Mountain park & B-W Parkway
 TUCKER, Frank G.E., from Attorney-Advisor, WASO
 UEHARA, Ronald C., from Voucher Examiner, NCP
 UTKE, Ernest A., from District Field Asst., WSC
 WARREN, Gordon P., from Plumber, Cape Cod NS
 WEEKS, Sylvia C., from Sec. Steno., NCP
 WEGNER, Roger C., from Supv. Pk. Ranger, NCP
 WILCOX, Warren C., from Cartographic Techn., ESC
 WILKINS, Kathleen V., from Sec. Steno, NCP
 WILLIAMS, Catherine D., from Clk-Steno, WASO
 WILLIAMS, Charlotte M., from Sec. Steno., SERO
 WILSON, Joe N., from Motor Vehicle Operator, NCP-Central
 WISEMAN, William E., from Maintenance Worker, Blue Ridge Parkway
 YARBROUGH, Dorothy L., from Sec. Steno., SERO
 WYSONG, Herbert H., from Building Repairman, Everglades NP
 ZBEL, Eva G., from Sec Steno, ESC



Dear Editor:

In answer to "A New Women's Uniform" by Kathleen Higgins, Supervisory Park Guide, Mesa Verde National Park, NEWS-LETTER Vol. 7, No. 2 dated Feb. 7, 1972.

I disagree with Miss Higgins! The uniform was designed for flexibility in all types of work. To climb a ladder, crawl through a tunnel, what's wrong with the culottes or slacks? Who said the material isn't machine washable? I had one dress for nearly a year before my others came and that uniform was thrown into the machine and dryer at least three times a week and it still looks good!

My job covers desk work, counter work, file work, tours, patrolling and my uniforms don't show snags or wear marks. What other color would be more suited to our southwest sand color? Our monument doesn't have air conditioning and probably gets hotter than Mesa Verde but never have I left a "telltale mark" under the arm.

Status of an individual? Wear the uniform with pride and your status will show. I agree that a pocket would be handy, but can't you imagine a pocket full of keys, drivers license, trip slips, pencil Kleenex, etc.? We would all look p.g. half the time.

Cost? Women are given \$125.00 a year for uniform allowance. Two dresses, a tunic and slacks (or culotte) would be about \$107.00. For seasonals replacement allowance should be enough to add on. If a seasonal wears out the initial uniform purchase in one season, then she isn't wearing it with pride—more like a work horse.

In over a year, I have had to "repair" my first uniform once in the seam and when the zipper came loose at the bottom. Miss Higgins stated the nearest town with laundry facilities was 30 miles away. Ours is 75 miles away! The two seasonal female employees we had last season had no complaints about washing their uniforms.

The only complaint I have had is the fit of the uniform. Your true size doesn't mean much in "tailoring" when there is only small, typical and large mailed out. (I gave my measurements, drew a picture, and said I was "pear shaped". So what did I get? A dress that was too tight in the hips and sagged at the bust!)

Let's give the uniform a chance, but suggest a uniform company to handle the product so we do get a tailored uniform.

June T. Nichols
Park Technician
Chaco Canyon National Monument

"Worthwhile and Relevant"

Dear Editor:

I recently had the opportunity to attend the 12-week Basic Law Enforcement Training Course in Washington, D.C. I must admit that I approached this experience with some degree of hesitancy, having heard some of the feedback from a few who had attended the early sessions of this training.

In fact, I found the training to be a very worthwhile experience and I want to commend Glen Alexander and his entire staff for the fine job they are doing. I was most impressed with the sincerity of the staff and their professional approach to the Service's law enforcement needs.

The training course has undergone changes since its inception. These changes in the content and conduct of the class have been good and have made this training experi-

ence more valuable and relevant to our field situations. Most important was the fact that the staff was receptive to and actively sought the suggestions and constructive criticism of the class members.

I feel sure the class will continue to improve. The need for improved law enforcement capabilities of field personnel is obvious, the Basic Law Enforcement Training Course is an excellent beginning to overcome this need.

Gilbert Soper
Park Ranger
Redwood National Park

What's in a Name

Dear Editor:

...I have found it disconcerting to receive reports over the past ten years from Service personnel who were under the impression that they were at, say, Pipe Springs (sic.) rather than Pipe Spring National Monument; or at Fort Stanwix Archeological Projects rather than Fort Stanwix National Monument; or at "Jefferson Memorial," when NCP went to great pains to advise our office some years back that the name is "Thomas Jefferson Memorial." (Try finding that one in an alphabetical list!)

Which reminds me that the other day someone complained of the omission of a park called "Roosevelt-Vanderbilt" because he could not find it under R, and I had to refer him to two listings under H and V respectively.

Perhaps at a minimum we should take advantage of the National Park Centennial Year as an occasion to become aware of the correct names of our parks and offices. In the latter case, some confusion is pardonable because they change so fast; but parks change their names only rarely. Perhaps this is the time to point out two such rare changes back-to-back: both Arches and Capital Reef were changed from National Monuments to National Parks.

Jacob Bassan
Statistician, FCS
Washington Office

Under our hat

HATTERAS STAMP, A POSTAL FIRST: The Cape Hatteras National Seashore stamp, second in the Centennial commemorative stamp series, will be released April 5 at Hatteras, North Carolina. Unique to U.S. postage production, it has blocks of four 2-cent stamps which



combine to complete design (and thus make an 8-cent stamp) yet each may also be used separately. Collectors may address first day cancellation requests to Cape Hatteras Stamps, Postmaster, Hatteras, NC 27943 with an addressed envelope and remittance of 8 cents each. The request must be postmarked no later than April 5.

The Cape Hatteras stamps follow the 8-cent Yellowstone National Park stamp issued March 1. The series will be completed with issuance by midsummer of an 11-cent airmail stamp for the City of Refuge National Historical Park, Hawaii; a 15-cent stamp for Mt. McKinley National Park, Alaska; and a 6-cent stamp for Wolf Trap Farm Park, Virginia.

CENTENNIAL BUTTONS AVAILABLE: Buttons carrying a green-on-white version of the Centennial logo (a stylized picture of Old Faithful) are being distributed free to parks, on a quota basis, by the regional Centennial coordinators. The buttons may be worn on regular clothes or on the right hand side of the uniform, above the name tag.

GALLISON WITHDRAWS AS CHIEF RANGER: Glenn Gallison, recently appointed as the chief ranger of the National Park Service, has notified Director Hartzog that he must withdraw from that position because of personal reasons which make it impossible for him to travel extensively. He will continue his post as environmental statements coordinator at the Pacific Northwest Regional Office.

NEW WILDERNESS RECOMMENDATIONS: On February 8, President Nixon transmitted to Congress wilderness recommendations for Bryce Canyon National Park and for Black Canyon of the Gunnison and Wupatki National Monuments. The Congress has now received wilderness recommendations for nineteen NPS areas, two of which have had wilderness designated within them.

WE MOVED: The NEWSLETTER and COURIER offices have moved to the Tamol Building, former location of the Eastern Service Center. Address: 4228 Wisconsin Ave., N.W., Washington, D. C. 20016. Phone: (202) 282-7380.

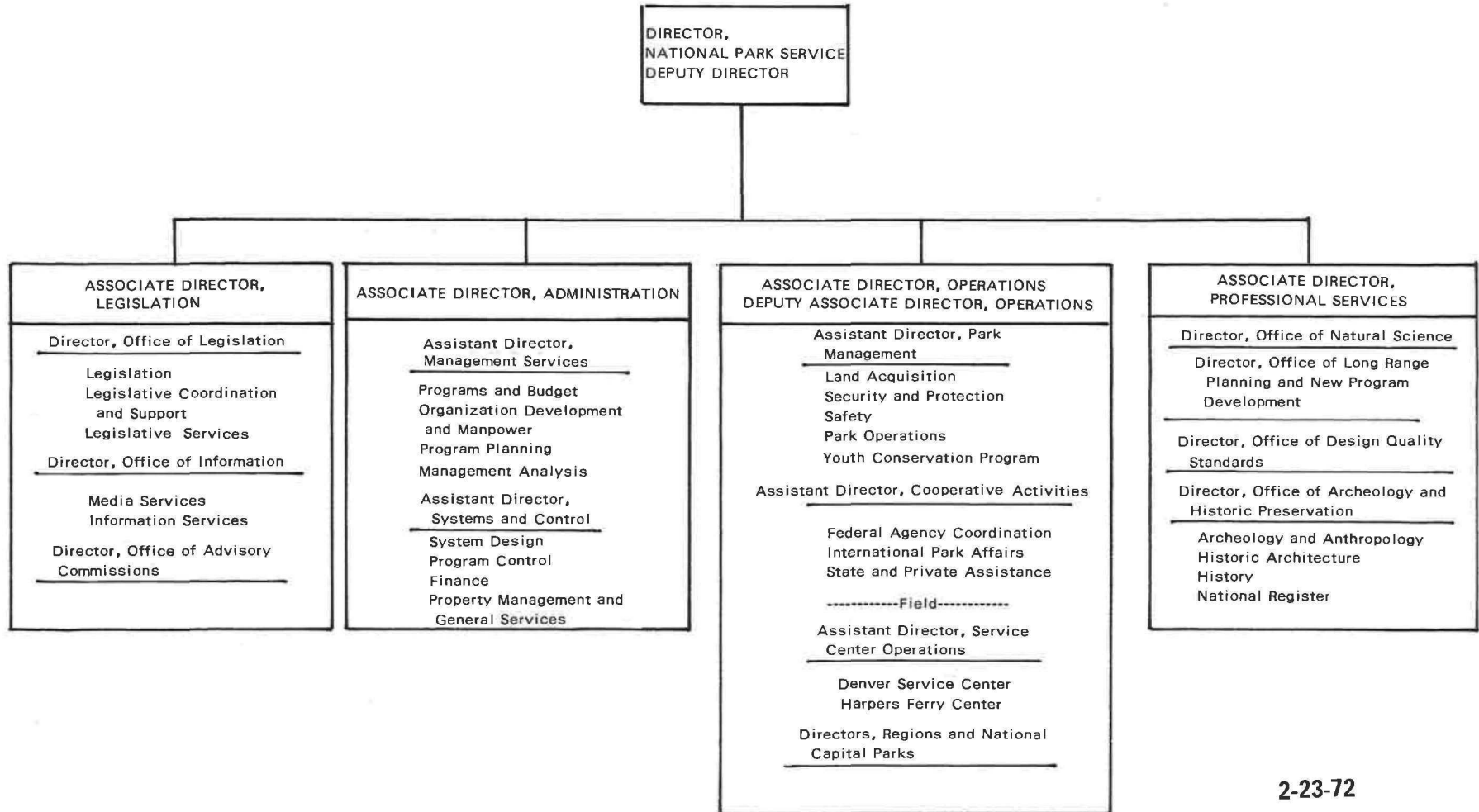
PERSONNEL SELECTIONS: The Interior Department has approved personnel selections for the following NPS positions based on the recent reorganization of the Washington Office: Director, George B. Hartzog, Jr.; Deputy Director, Thomas F. Flynn, Jr.; Associate Director, Operations, Raymond L. Freeman; Deputy Associate Director, Operations, Joseph C. Rumberg, Jr.; Assistant Director, Park Management, Lawrence C. Hadley; Assistant Director, Cooperative Activities, Theodore R. Swem; Assistant Director, Service Center Operations, J. E. N. Jensen; Associate Director, Legislation, Stanley W. Hulett; Associate Director, Professional Services, Ernest A. Connally; Associate Director, Administration, J. Leonard Norwood.

MAILING CHANGES: Please send all changes for NEWSLETTER mailings (changes in address, number of copies, etc.) directly to us. (Several parks have written to the Government Printing Office, which complicates their already complicated operation.)

Julie Nixon Eisenhower presents a certificate to one of the 23 Volunteers in Parks at the Jefferson National Expansion Memorial on Feb. 17, as one of JNEM's Centennial celebrations. Ivan Parker (left), superintendent of JNEM, took her for a ride to the top of the arch and gave her an official NPS scarf and a gold bracelet with a miniature arch on it.



ORGANIZATION--NATIONAL PARK SERVICE



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The Washington office organization reflects a plan compatible with the Department's effort to structure the Bureaus so as to conform to the organization plan for the proposed Department of Natural Resources. (See "Under our Hat" for the Department's approved personnel selections for some of these positions.)