



New-Old Gate for Mount Rainier

Maintenance crew raises 22-foot new cedar log before replacing sign from 1911 shown above.



By Emilie Martin

To keep the new looking as old as possible was the goal of a novel construction job at Mount Rainier National Park recently.

Shaking and crumbling, the massive gateway at Nisqually Entrance needed to be either torn down or rebuilt. The park staff chose to rebuild.

It was one of the last remaining log gateways to an NPS area. Approximately two million visitors pass under its massive cedar cross piece each year, many of whom stop to photograph the famous sign to prove to the folks back home that they really were there.

The new replaced the old without a break in tradition when park crews

substituted preservative-treated logs which have a clean new look. The identical hand-hewn sign still proclaims Mount Rainier National Park just as when it was first carved in 1911 the same year the first puffing car chugged all the way up the rocky road to Paradise Valley.

When the Secretary of Interior traveled three days from Seattle in 1910 to see the fledgling park he was impressed with Superintendent Edmund S. Hall's idea for a large log entrance, and ordered the entrance to be built.

Heavy cedar logs, measuring 22 feet wide and 24 feet high were hoisted in place, probably using an A-frame and a hoist. "They must have had a whale of a time wrestling it in," commented Dick Skevington, the road foreman who spearheaded the gigantic job of replacing it.

For years Skevington has been watching the old timbers deteriorate to the point where a man could stick his whole arm all the way into its hollowness.

Striving to keep the new looking as old as possible, Skevington cruised the surrounding forests for some massive cedar trees. He found what he needed in nearby Gifford Pinchot National Forest. With the blessing of the forest supervisor, the park crew cut six trees, each 160 feet tall. At one time or another most of Rainier's permanent maintenance men worked on the project.

Pacific Northwest Regional Director John A. Rutter, a former superintendent at Mount Rainier, commended the road and trail crews for a difficult job well done: "The results of the excellent teamwork are obvious when one observes the finished product."

Because of the efforts of these men, park visitors will be able to view the historic arch for decades to come.

Emilie Martin is a free lance writer, the wife of Dick Martin, a Mount Rainier ranger.



Let's Make a Difference

In the final analysis it's people who count

The National Park Service has often been described as a people-serving agency. But as we all know, the National Park Service is much more than that.

It is regional offices, training centers, a service center, and a Washington headquarters. It is rangers and scientists, stenographers and computer operators, historians and naturalists, maintenance workers and artists.

In short, it is people. And in addition to being a people-serving agency, the National Park Service is a strongly people-oriented organization. We refer to ourselves as "Steve Mather's family."

But, just as we have changed the Park Service uniform since Steve Mather's day, so have we changed our techniques of management. Once it was sufficient for the superintendent, the regional director, or the Director to reach a decision in relative isolation and pass it along to his subordinates to implement.

This technique no longer works on a long-run basis and so the emphasis has switched to what I like to call **participative management**. We place high value on getting sound, creative decisions that result in understanding and agreement.

Committed people perform much better than driven people—both in the short-run and long-run.

We start with the premise that it is a basic function of management to create an environment in which people may grow and achieve to the limit of their ability.

This is a fine-sounding theory, but how does it work out in practice?

We in the Western Region have, for some time, been deeply committed to a highly personalized appraisal and counseling program as the keystone of our personnel management program.

This means that we, as managers at every level of supervision, must assume personal responsibility. It is not a function that can be delegated to the personnel office. Moreover, there must be a continuing dialogue between the employee and the supervisor, an on-going function of the Management By Objectives system under which we operate. If done on a "once-a-year, it's form-filling time, again" basis, it simply won't work.

An essential element of our program is the concept that appraisal and counseling, goal setting and career planning, are done **with** the individual, and not **to** him.

I have long since ceased to be amazed at the fact that most people will rate themselves more strictly and set their goals and personal performance standards higher in a joint session with their supervisor than if the boss were doing it alone.

But appraisal is only part of the program. Counseling-career planning for each individual employee is a fundamental and integral part of the effort.

I have saved until last one of the most important elements of our personnel management philosophy: **Equal Opportunity**.

Nothing is more destructive of morale and damaging to performance than the belief, on the part of certain individuals, that they are being denied an equal chance that began the day they were born, be it because of race, sex or national origin.

Thus, equal opportunity is too important a program to be left to chance. It must be built in, procedurally, into the overall personnel management system on a continuing basis where it will constantly be a concern of management at all levels. Most importantly it must be based on good personal relations that is an integral part of any personnel management program. Properly developed then, **Equal Opportunity** can be achieved for **ALL EMPLOYEES**.

For this reason, we prefer to call our equal opportunity effort an Affirmative Action Program, and we look to each supervisor in advance to spell out in detail how he or she will accomplish the Service goals in this area. Then we go back at the end of the year, and assess our performance.

In summary, as I see it, the basic challenge to Park Service managers today is to develop a climate in which the individual can make a significant contribution to our overall mission, is participating in the decision-making process, and has an unlimited opportunity to develop to the full extent of potential.

If we can achieve this, then, in fact, we will be making a difference!

Howard Chapman, Director
Western Region

Under our hat

"Meet the Smokies" On Cable TV

Great Smokies NP has instituted a new concept in providing visitor information by utilizing an unused channel on the existing local cable TV system. Visitors to the park can tune in this station in the comfort of their own hotel rooms and enjoy the advantage of a pre-orientation about the Great Smokies.

"Meet the Smokies" offers two

evenings) of up-to-the-minute information on park activities as well as programs dealing with natural history, resources, and culture of the Great Smokies. One program, for example, deals with seeing the park through the eyes of an artist, while another is a rap session on the environment geared for young people.

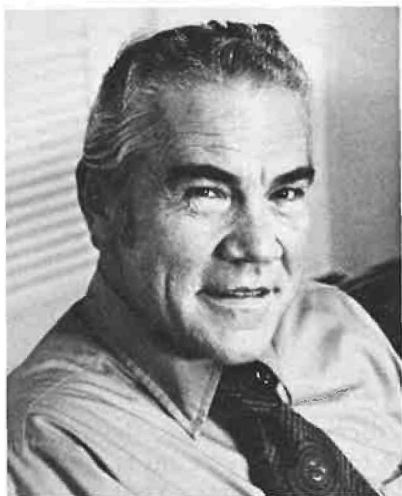
The system serves the approximate 18-20,000 patrons of the hotels and motels in Gatlinburg, Tenn.—most of whom have come to visit Great Smoky NP. From 8-11 p.m. visitors can view a variety of features on the area. Periodic five-minute tapes by rangers in uniform tell what's happening the next day in the park.

The planning and execution of this new communications project is largely the work of Carl Degan, audio visual chief, Harpers Ferry Center. With the cooperation of Gatlinburg's Channel 3, plus 15 of the Smokies Staff, who made daily tapes of park news, Carl shot film for three weeks and did all film editing. Some of the Smokies crew who participated were Don Defoe, Joyce McCarter and Lorrie Sprague.

According to Paul McCrary, chief park interpreter at Smokies, the cable TV has been very successful. "We definitely intend to do the program next year. Channel 3 is very

(Cont'd on page 6)

New Park System Management Team



*Joseph C. Rumburg, Asst. Director
Visitor Services*



*John E. Cook, Assoc. Director
Park System Management*



*Raymond L. Freeman, Asst. Director
Development*



*Jon A. Foust, Asst. Director
Concessions*



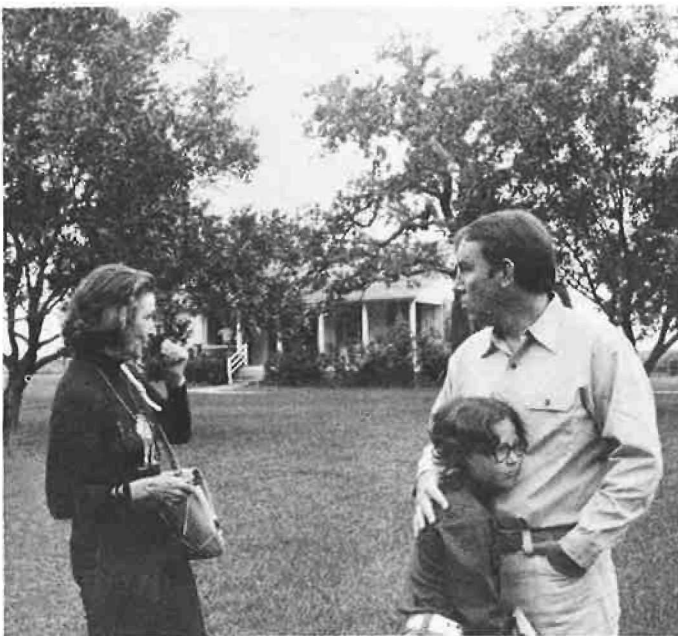
*Joseph Brown, Asst. Director
Resource Management*



*William C. Everhart, Asst. Director
Interpretation*

LOVE THOSE PARKS!

— The Walker family goes West



"I'm only sorry school precludes the chances I have to travel more often with my family," said Director Walker reflecting on the past summer and some very pleasant memories of family visits to NPS areas.

"The trip not only gave me a rare chance to get away with my wife and daughters and share with them some of the real wonders of our parks, but it also gave them a first hand opportunity to see just how truly inspiring and awesome my job really is," he explained.

Ron, Anne, and daughters Lisa, 12, Marja, 10, and Lynne, 9, began their trip by accepting a long-standing invitation from Lady Bird Johnson to visit the LBJ Ranch.

"She is such a gracious lady," says Anne. "We were so beautifully treated—more like family than guests. And during the four days we spent there we had a chance to take all the tours and meet all the Park Service people who have been involved with the Ranch."

Next stop was the Grand Canyon where the highlight was a Park Service picnic hosted by Superintendent Merle Stitt and his wife, Larna. "Shoshone Point was such a gorgeous



setting," recalls Anne. "And no pictures I have ever seen really prepared me for such magnificance."

On to Yosemite, and "there was something fascinating to do every minute of the 10 days we were there." Bike rides, Junior Ranger activities, inner tubes on the Merced River, and a two-day horseback trip to Glen Aulin High Sierra Camp were just a few of the highlights.

"I think a campfire talk we heard by Carl Sharsmith, the renowned and well-loved ranger-naturalist, really, as they say, put it all together for us. It was an experience I wish every family in America could share," says Ron.

Meeting many, many park wives left Anne with at least one conclusion: "I think their attitude is just sensational. It really is. It even got to be a little contagious. I began to feel like it was time to get home and see if I couldn't try to get as organized as these lovely ladies are."

The Walkers are home again, in Potomac, Maryland. But in many ways their hearts are still in the parks.



Under our hat

(Continued from page 3)

pleased about the program and will continue to cooperate with us for next year."

Paul says that besides the program being an important step in communications, it will lend itself to educational programs outside Great Smokies. Paul has gotten suggestions and requests for tapes to be made for use in educational programs. There is also the possibility that the film will be converted into a movie for use in other parks.

"We're getting extra mileage with this project," explained Paul. For further information you may contact Paul McCrary, (615) 436-5613.

NPS History Reports Republished

The Division of History states that 134 historical research reports by professional historians of the National Park Service have been republished since 1970 by the National Technical Information Service (NTIS), an agency of the Department of Commerce, formerly known as the Clearinghouse for Scientific and Technical Information. This publication agency prints research and development reports, which are mostly government funded and prepared for Federal agencies for public sale. NTIS adds each year over 60,000 new titles to its computer file of available reports, and distributes over three million copies annually.

These NPS reports highlight interpretation and add to the understanding of the main facets of social cultural, military, and natural history represented in the diverse park areas throughout our country.

This has proved to be an effective means of making many of the more significant reports available to the general public at nominal cost. A

current list of the NPS reports that are available from NTIS may be requested from the Division of History, National Park Service, Washington, D.C. 20240.

Seasonals Ascend Devils Tower



Connie Neiman scales Devil's Tower. Her safety belay rope is not visible in the crack directly above her.

Devil's Tower NM, the first national monument, has held climbing demonstrations since 1968 to show visitors just what techniques are involved in climbing.

Last summer, over 2592 visitors witnessed demonstrators ascend 120 feet up the Devil's side.

A staff of seasonals, hired for their climbing ability, explain climbing techniques, equipment uses, and a history of climbing. The staff works on a rotating basis—one climber narrates and two ascend.

Connie Neiman, a student at Wyoming University, and a park aid for the summer, put the female touch on the demonstrations with her climbing ability. Other seasonals who participated in the program included: Charlie Bare, Dan Burgette,

Randy Lewman and Larry Waugh.

The seasonal staff was hired primarily to work at the information station, though they also patrolled trails and roads, collected campground fees, planned campfire programs and demonstrated climbing techniques. They were trained and ready for rescue missions.

Plans, Maps

On Microfilm

The Division of Microfilm Systems of the Denver Service Center, has microfilmed over a million NPS documents regarding construction. Topographic maps, drawings, bids to contractors and plans have been microfilmed and mounted on aperture keypunch cards according to subject and location within a park and are available to NPS.

The enormous task of gathering Servicewide data began in 1965 when the microfilm division of the San Francisco Office moved to the Denver Service Center. With over \$200,000 worth of equipment, the staff has been gathering information from all areas of the country and feeding it into a Boeing computer. The only areas that have not been completed are the eastern regions and NCP. The microfilm staff has been gathering information from the east for over two years and the task is 30% completed. David Moorehouse, chief of the Microfilm Systems Division, DSC, estimates that the project will take another year to complete.

"The key to this whole microfilm process," says Dave, "is to have a complete data processing system to obtain information from microfilm quickly. It saves money, time and space. Financial records, for example, regularly occupying perhaps two to three walls (a space of approximately 8 x 20 feet) can now be compactly stored in a normal size file cabinet. What would have taken an hour to find is accessible within minutes."

Computer print-outs with information on most Western Regional areas are now available from DSC. "What we are striving for," explains Dave, "is that with completion of the microfilming each region will have automatic hook-up to the Boeing computer and will be able to search the computer to obtain immediate information."



Rocky Gets New Road Striping

Dear Editor:

Early this spring, Rocky Mountain NP's maintenance team completed a new sign and road striping system that I feel is a real improvement for maintenance and safety.

With the assistance of the Denver Service Center and the Bureau of Public Roads, new center and shoulder striping of all primary roads east of Hidden Valley were completed in the following manner:

1. All paved pullouts and parking areas were separated from the adjacent traffic lane by a solid white line extending 12 feet beyond the pullout area.

2. The reduction of parking and travel on the paved portion of the roadway was, hopefully, accomplished by a line 10 feet from the outside edge of the center line.

3. Deceleration and acceleration lanes were striped in accordance with the Uniform Traffic Control Devices Manual. Multi-lane areas, at entrance stations, for example, were marked with a solid white line approaching and a dashed white line leaving the station. Passing lanes were marked with a dashed white line.

One fact we have noticed is that a proper striping system can eliminate the need for signs. At an intersection here, we have eliminated eight traffic control signs from the intersection and have experienced less difficulty with traffic control than has been experienced in previous years.

We have received considerable feedback from both visitors and NPS employees saying that in areas subject to heavy rain and snow, shoulders are very beneficial and are not a visual intrusion.

Though, because of funds, we have not replaced our existing sign system with the new white on brown 3-M system, we have managed

to replace some. One of the noticeable benefits is that many signs are forced by standards to be less wordy and therefore we feel more effective.

Our most serious concern is the time it takes to obtain new signs, especially the informational and directional signs which are unique to one park and one location. Our Division feels the need exists to prepare some signs within the park. Pressure-sensitive letters and symbols are available from 3-M, however, and when ordered in the proper quantities are reduced in cost.

Ron Cotten
Chief, Park Maintenance
Rocky Mountain NP

Canyon Indians Are Havasupai

Dear Editor:

In the NPS NEWSLETTER, Sept. 3 article on page 6, "Television Keeps Its Eye on the Parks," you inadvertently said CBS filmed the Yavapai Indians at Grand Canyon National Park. CBS "60 Minutes" was actually filming a presentation on the Havasupai Indians, a tribe numbering around 200. They have lived in the canyon for hundreds of years where they were first visited by a European, Father Garces, in 1776.

Merle Stitt
Superintendent
Grand Canyon NP

Query from the Field

Swap Column

Q. How about starting a column in the NEWSLETTER where readers can list items they have on hand that might be needed in some other area. It could also help those searching for specific booklets, maps, books, Master Plans, or other items.

A. We would encourage any requests for locating items needed and would be glad to print them in UNDER OUR HAT where we could also mention surplus items that might be useful elsewhere. However, it would not be practical to establish a separate column because such requests would not come steadily.



How many can you identify? Regional Directors Meeting, Orlando, Florida, Sept. 26-28. Left to right, John Cook, Len Volz, Chet Brooks, Russ Dickenson, Len Norwood, Ron Walker, Jack Fish, Ernest Connally, Glenn Hendrix, Ray Freeman, Frank Kowski, Dave Thompson, Howard Chapman, Stan Hulett and Ray Gunter.

People On The Move

New Places

BAFFREY, Elaine C., from Pk Ranger, Independence NHP, to Same, Dir Off Long Range Pl & New Program Dev WASO
 BAFFREY, Michael E., from Pk Ranger, Johnstown Flood NM, to Same, Dir Off Long Range Pl & New Prog Dev, WASO
 BARBEE, Robert D., from Pk Mgr, Cape Hatteras NS, to Pk Ranger, Assist Dir Oper, WRO
 CASE, Russell Allen, from Supv Pk Ranger, Gettysburg NMP, to Same, Dinosaur NM
 CLARK, Glenn O., from Environmental Educat Spec, Utah State Dir, to Supv Pk Ranger, Lassen Volcanic NP
 CLARK, Robert E.S., from Supv Pk Ranger, Fort Vancouver NHS, to Pk Ranger, Assist Dir Oper, PNRO
 COLLINS, Bruce N., from Supv Pk Ranger, Olympic NP, to Same, John D. Rockefeller Jr Mem Pkwy
 FINK, William D., from Pk Ranger (Intake Trainee), Montezuma Castle NM, to Same, Hawaii Volcanoes NP
 FLEMING, Carl Michael, from Supv Pk Ranger, Shenandoah NP, to Same, Isle Royale NP
 FORD, Wilbur, from Engineer Tech, New York Dist, to Maint Supv, Manhattan Prop
 GAY, Gordon V., from Museum Curator, Carl Sandburg Home NHS, to Pk Ranger, Assist Dir Oper, SWRO
 HOLDEN, Robert J., from Supv Pk Ranger, Organ Pipe Cactus NM, to Pk Ranger, Natchez Trace Pkwy
 LINAHAN, John D., Supv Pk Ranger, Padre Island NS, to Same, Great Smoky Mountains NP
 LIVINGSTON, Michael C., Pk Ranger, Area I, NCP, to Same, Div of Manpower Devel, WASO

Out of the Traces

BROWN, Harold L., Off Machine Oper, Div Fin & Control, SERO
 BYRD, Brenda Faye, from File Clk, Off Fin & Control, MWRO

DOMINICKS, Vesta L., Pk Tech, Sitka NHP
 FISK, Betty L., Clk-Typist, Assist Dir Coop Act, NERO
 FRIBERG, Nils J., Pk Tech, SER
 GREEN, Darrell W., Engineer Draftsman, Graphic Serv, DSC
 GREEN, Geraldine L., Sec, NCP
 HARRIS, Alice M., Clk-Steno, Assist Dir Coop Act, NERO
 GUTHRIE, Eileen G., Clk-Steno, Minute Man NHP
 HEFFNER, R. Faye, Clk-Typist, Harpers Ferry NHP
 HILGERS, Agnes M., Personnel Assist, Isle Royale NP
 HILGERS, Michael W., Engineer Draftsman, Graphic Serv, DSC
 HUNT, Neal J., Private, US Pk Police
 KOBAYASHI, Hideko, Voucher Exam Supv, Off Fin & Control, WRO
 LEBEDA, Frank, Pk Tech, Manhattan Properties
 LITTLE, Nelson E., Pk Tech, Colonial NHP
 MARTINEZ, Carmello, Supv Pk Tech, San Juan NHS
 MAXON, Lon E., Maint Leader, WRO
 MERRYMAN, Debralee C., Clk-Typist, NCP
 MIDDLETON, Mary A., Clk-Typist, Kennedy Center Support Gp
 NEUMANN, Loretta F., Supv Writer-Editor, Dir Off Info, WASO
 GILES, Roy L., from Motor Vehicle Oper, Blue Ridge Pkwy
 HOFFSIS, James H., from Teacher, HFC, JCCC
 JACOBSON, Roy C., from Pk Tech, North Cascades NP
 LAWSON, Peter R., from Group Leader, Div of Safety, SERO
 LEWIS, Robert E., from Foreman III (Garage), SERO
 LINGLE, Donna K., from Card Punch Oper, Div of Fin, DSC
 McCLELLAND, Bernard R., from Pk Ranger, Assist Dir Coop Act, MWRO

PARHAM, Timothy, Laborer, Petersburg NBFLD
 PHILLIPS, Lawrence L., Electrician, SR
 POFF, Betty L., Sec, Everglades NP
 PEACOE, George H., from Tree Worker, Area II, NCP
 RAWLINGS, Harry V., from Pk Ranger, Yosemite NP
 ROBINSON, Brenda D., Payroll Clk, Div Fin, WASO
 RODI, Leonard, from Mail & File Clk, Rocky Mountain NP
 SANDS, Shirley J., Staffing Clk Off Organiz Devel & Manpower, NCP
 SENNE, Elmer, Plumber, MWR
 SMITH, Richard W., Jr., Admin Off, Colonial NHP
 SATCHER, Marvis, from Gardner, Area III, NCP
 SAULS, LEE A., from Laborer, Area II, NCP
 SEIPLE, Willima E., from Pk Ranger, Div Manpower Devel, WASO
 SHERWOOD, James Roland, from Demo Glass Blower, Colonial NHP
 SOUTHERN, Harold Thomas, from Supply Clk, NCP
 THOMAS, Marley J.C., from Supv Train Spec, NCP
 TOMITA, Theodore, from Mail & Files Clk, Div Prop Mgmt & Gen Serv, DSC
 TUCKER, William E., from Painter, NCP
 VINSON, Joan M., from Federal Womens Program Coord, Assoc Dir Admin, WASO
 WAGONER, Mary A., from Laborer, Lincoln Boyhood NM
 WEBB, Francine G., Accnt Tech, Div Fin & Control, NERO
 WILLIAMS, Clarence A., Maint Petersburg NBFLD
 WILKINSON, William C., from Pk Tech, Area II, NCP
 WIDENER, Virginia P., from Teacher, Mammoth Cave NP
 WRIGHT, Willie G., from Maint Foreman, Vicksburg NMP



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Jean Bullard Associate Editor
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 Glenn Snyder Art Editor
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