



# United States Department of the Interior

NATIONAL PARK SERVICE

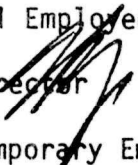
P.O. BOX 37127

WASHINGTON, D.C. 20013-7127

IN REPLY REFER TO:  
N4617(001)

AUG 15 1985

Memorandum

To: All Employees  
From: Director  William Penn Mott, Jr.  
Subject: Temporary Employee Survey

A large sample of temporary employees will soon be selected to participate in a voluntary survey conducted by the Cooperative Park Studies Unit of the University of Washington. Similar to the survey of permanent employees two years ago, this effort seeks to determine attitudes and opinions on many aspects of work life in the National Park Service.

I am greatly interested in the results of this survey and, in order to assure that the fullest consideration is given to them, I intend to charge the existing Employee Survey Task Force with receiving the information from the survey, evaluating it, and making recommendations in light of this information to all levels of Park Service management. The findings will be shared in the Courier.

Temporary employees are an invaluable part of the National Park Service "family." This study presents a unique opportunity for them to express confidentially their feelings about many issues. Individual answers will never be identified and only the research staff at the University of Washington will see the questionnaires. All information associated with the project is protected by the Privacy Act.

To assure minimum problems in questionnaire delivery and for utmost privacy, questionnaires will be mailed to permanent home addresses.

The success of the survey depends upon a high response rate. If as a temporary employee you receive one, please be candid in your responses and return it promptly.

I appreciate very much the time and interest spent in filling out the questionnaire.



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IN REPLY REFER TO:

N4617(001)

JUN 2 1987

Memorandum

To: All Employees

From: <sup>Acting</sup> Director

Subject: Major Findings Obtained from the Temporary Employee Survey

JUN 22 1987

As a result of the temporary employee survey, I recently became aware of a number of concerns shared by many temporary employees. The survey, very similar in scope to the earlier permanent employee survey, was an attempt to "get at" a whole range of work-related issues and give temporary employees the opportunity to speak out on those issues of special concern to them. Looking over the results of the survey, I find the information gained encouraging because much of what was learned is positive and is an indication that a lot is "right" with the Service as far as temporary employees are concerned. Even in reading critical comments, I was encouraged by the fact that many of the concerns expressed not only ought to be dealt with but can and will be dealt with.

First of all, it was good to learn that temporary employees, for the most part, appear fairly satisfied with their jobs. Over 88 percent surveyed agreed with the statement, "In general, I am (was) satisfied with my job with the National Park Service." Further, 93 percent agreed with the statement, "Overall, I enjoy(ed) my job with the National Park Service." This is of great importance because, with the vast responsibilities of the Service, temporary employees provide an invaluable auxiliary to our permanent employees and permit all of us to complete the mission of managing and preserving the National Park System.

Although temporary employees appear generally satisfied with their jobs in the National Park Service, it should be noted that concerns were voiced on several issues which I would like to address. For one, many of those surveyed felt they needed more formal and frequent feedback. I don't know how many of you remember, but that was also one of the major concerns voiced in the permanent employee survey. Proper supervision is something I think employees have a right to expect, and I am going to be looking into various ways in which managers can be assisted in becoming better communicators and in providing better feedback to employees. However, getting feedback isn't the total responsibility of the manager -- it is a two-way street. It seems to me that if an employee has some

questions about his or her job performance and a manager hasn't been forthcoming, then the employee has a responsibility to speak up and ask for feedback!

About 28 percent of those surveyed said personal or emotional problems were frequently or occasionally exhibited at their work station. By "personal" or "emotional" problems, they may have been referring to anything from problems at home, to substance abuse, to disputes among employees -- really almost anything that disrupts an employee's performance at work. Obviously, when such problems interfere with getting the job done, managers have a responsibility to become involved in an attempt to restore satisfactory performance. Counseling may be recommended for those employees exhibiting serious personal or emotional problems. However, even the best managers can't be aware of everything all the time. Ultimately, employees with such problems also have a responsibility to seek out counseling either through their supervisor, the Employee Counseling Services Program, or other avenues. I'd like to make it clear that I don't attach any kind of stigma to looking for assistance. Anyone from time to time may need help. There's nothing wrong in making use of counseling services -- that's why they're provided!

Among other concerns expressed by respondents were indications of the existence or at least the perception of some sexual harassment (seven percent of female employees surveyed reported that this was frequently or occasionally present) as well as illegal drug and alcohol use (six and seventeen percent of respondents, respectively, reported this) in the work place. My reason for bringing this issue up is not to alarm you; these numbers do not indicate a major problem. However, sexual harassment and substance abuse are painful and embarrassing to many. Frequently, the tendency is to hope the situation will somehow get better. Unfortunately, most often it doesn't. We cannot turn our heads in hopes it will somehow go away. Such behavior cannot be tolerated. Everyone has a responsibility to see that such abuses be prevented or reported whenever they do occur. Information on how to seek assistance on these issues will be highlighted from time to time. Recently, a memorandum dealing with reporting sexual harassment was sent to all employees. Those wishing to obtain copies of that memorandum should contact their Personnel Office or Ms. Ana Villagra, Bureau Federal Womens Program Manager, Room 1223, Main Interior, Post Office Box 37127, Washington, D.C. 20013-7127. In addition, a memorandum on substance abuse is currently being prepared.

Many of those surveyed noted their interest in obtaining group health insurance. Such insurance is now available and being offered by Marsh & McLennan Associates to members of the Association of National Park Rangers. Any temporary employee interested in obtaining health insurance should contact Marsh & McLennan Associates at 1-800-227-4316 (outside

California), or 1-800-652-1844 (inside California). Note that both numbers are manned Monday through Friday, from 8:30 a.m. to 4:30 p.m., Pacific standard time. In order to be eligible for the insurance, employees must be members of the Association of National Park Rangers. Those interested in becoming members should write to the Association at the following address: Association of National Park Rangers, Post Office Box 222, Yellowstone National Park, Wyoming 82190.

Many temporary employees additionally expressed confusion on obtaining permanent status with the National Park Service. A memorandum dealing with the issue on how to obtain permanent status was sent to all employees on July 25, 1986. Those interested in receiving copies of that memorandum or obtaining additional procedural information should contact their personnel office. Unfortunately, I'm afraid the root of this issue is not so much process-related as it is a matter of temporary employees asking for tips on just what to do in order to become permanent. I wish I could tell temporary employees exactly what to do in order to obtain permanent status, but it's just not that simple. There is no sure way. I also wish I could guarantee every dedicated, hard-working temporary employee a permanent position, but I can't do that either -- there are just too many of you. As an agency with very little turnover and with limited positions, it is just not possible to provide a permanent position to everyone who wants one. So, unfortunately, the most I can do is to see that information is made available to all interested in obtaining permanent status and promise equal consideration to every applicant.

I have highlighted only some of the findings of the survey. For those of you who may want to learn more, I recommend that you look for the July issue of the Courier which will also cover highlights of the survey. Within the near future, all parks and regions should have at least one copy of the statistical abstract of the temporary employee survey to share with those interested.

Finally, I'd like to say that both the permanent and temporary employee surveys were tremendously useful because they helped me to know more about what was on your minds. Knowing what you're thinking is important to me and that is why from time to time I'll be using other ways to seek out your opinions and ideas. I have no doubt that you will be as willing to participate on those occasions as you have been in the past!



**Denis P. Gavin**