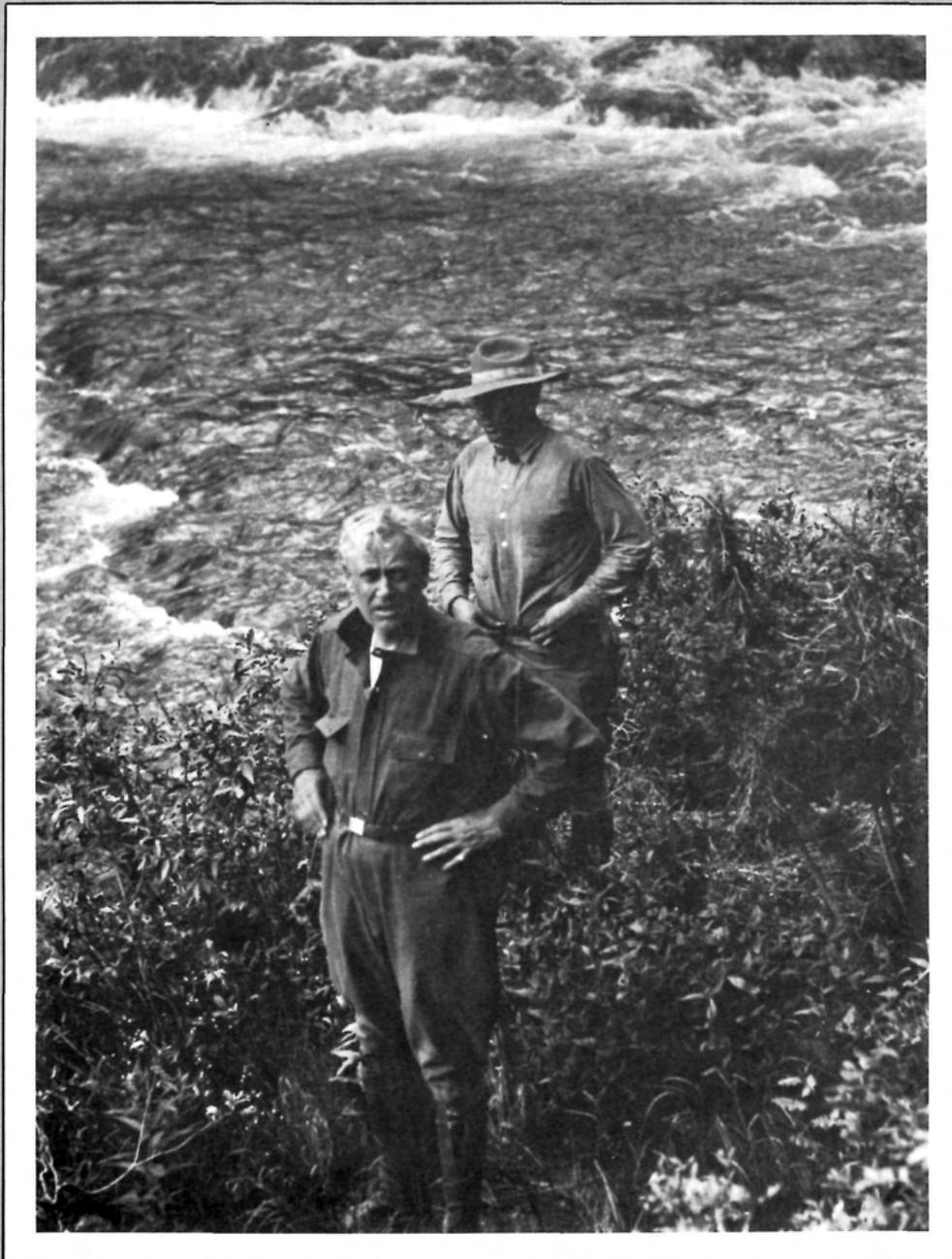


RANGER

The Journal of the Association of National Park Rangers

Vol. IV, No. 2

Spring, 1988



Leadership

R&R Accessory Items

UNIFORMS, INC.



Dear Member:

After researching the possibility of an R&R Uniform catalog of miscellaneous merchandise that could be sold through ANPR to Service employees, we've determined that it will be possible for us to offer you such items at a savings over retail prices and support the ANPR.

Accordingly, we are now making available the badge case (left) and a number of other highly sought-after items at a discount to you. These are the first such offerings. We look toward expanding our selection of accessory items based on the response we receive from Service employees.

We'd like to hear from you concerning these or other items you might be interested in. If you have any questions or comments, please call Linda Balatti at 202/543-9577.

Robert W. Gates, Jr., President, R&R Uniforms, Inc.

Description	Quantity	Price	Extension
Badge and Credential Case		\$16.95	
Mini Mag Lite (w/adjustable focusing beam)		\$11.95	
Lincoln Cordovan Leather Dye		\$ 2.00	
Lincoln Cordovan Paste Wax		\$ 1.65	
Silicone Shoe Saver		\$ 1.85	
Snow Seal (8 ounces)		\$ 3.25	

Add \$2.50 shipping and handling for all orders.

\$ 2.50

Sub Total
TN Residents
Add 7 3/4% Sales Tax

TOTAL

- VISA or MasterCard
 Check or Money Order (Sorry, No C.O.D.'s)

Credit card numbers _____ Expires _____ / _____

Name (as on credit card) _____ Mo. Yr.

Send To: R&R Uniforms, 260 Cumberland Bend, Nashville, TN 37228

Ship To: Name _____ Date _____

Address _____

City _____ State _____ Zip _____

Double ID Credential Case with a recessed badge holder on the outside flap and a suede divider inside to protect the plastic commission compartment covers from scratching. The badge flap has a velcro closure so it may be opened and hung from a pocket. The case is made of rich cordovan leather with gold lettering.

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RANGER

The Journal of the Association of National Park Rangers

Vol. IV, No. 2

Spring 1988

Ranger is a publication of the Association of National Park Rangers, an organization created to communicate for, about, and with park rangers; to promote and enhance the park ranger profession and its spirit; to support management and the perpetuation of the National Park Service and the National Park System; and to provide a forum for social enrichment.

In so meeting these purposes, the Association provides education and other training to develop and/or improve the knowledge and skills of park rangers and those interested in the profession; provides a forum for discussion of common concerns of park rangers; and provides information to the public.

Submissions

Letters and manuscripts should be sent to Bill Halainen, Editor, *Ranger*, Apt. D-422, 3004 Lee Highway, Arlington, VA 22201 (703/522-4756). Authors should contact the editor before submitting articles; editorial guidelines are available upon request. All submissions should be typed and double-spaced.

Changes of Address

Because *Ranger* is bulk-mailed, it is not automatically forwarded when you change addresses. It is, therefore, very important that members advise the Association of changes of address *as soon as possible*. Please send a change of address card either to the editor (address above) or to Debbie Gorman, Business Manager, P.O. Box 307, Gansevoort, NY 12831.

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Cover photo: *Stephen Mather, the first director of the Park Service, and park ranger on the banks of Yellowstone's Bechler River in the 1920's. National Park Service Photo.*

President's Message

I look forward with both enthusiasm and trepidation to serving as your president for the coming year.

I am enthusiastic in many regards. ANPR continues to grow, with over 1,600 members currently in the ranks. *Ranger* and *Ranger Rendezvous* provide us with excellent means for communicating common problems, goals and solutions. We are as healthy financially as we have ever been. And the offers of support and assistance I have received since being elected have been gratifying.

My trepidation stems from what I (and others) perceive as an organizational malaise. Whether from membership apathy, exponential growth of the association, or organizational inertia, ANPR seems to be stalled. We continue to fight brush fires, but only respond in a reactive mode. We still have a sense of purpose, as indicated in the masthead of this journal, but do we have a sense of direction?

I believe we need to seriously look at ourselves as an organization. Where should we, the ANPR, be as an organization five or more years from now? What should our long-term posture be? What goals and objectives do we have? What strategies should we implement to achieve those goals? And, equally important, what financial strategies do we employ to ensure we are able to get there?

This was the platform upon which I campaigned for president of ANPR. Presumably, many of you also feel that those are appropriate questions to ask — and to attempt to answer. To move forward with this program, I am establishing a task force to focus on the role of ANPR in 1993. This group will be chaired by Karen Wade. Assisting her will be Bill Dwyer, Brion Fitzgerald, Bill Halainen, Debbie Liggett, Tessa Shirakawa, Bill Supernaugh, Bryan Swift, and Joe Zarki. Many of you will be directly contacted by this group. Many more of you need to be in contact with them — or with your regional representative — to express your hopes, ideas and fears regarding the future of ANPR. We are all in this together.

In order to have a report ready before the *Rendezvous*, these folks will need to hear from you *soon*. If you have comments to make, please send them to a task force member, regional rep or vice president *before May 30th*. The report that is forged from your comments will appear in the fall *Ranger*. Please see the article on page 31 for further information.

In the last three weeks, a few other things have gotten underway. I have asked the vice presidents to ensure that each regional representative has something of substance to report in each issue of *Ranger*. Much is happening in each region; we all need to share in that.

I will ask the standing committee chairs to prepare brief role and function statements for their committees, as confusion appears to exist as to purpose or thrust of some committees.

Plans for *Rendezvous XII* are progressing and on target. Program chair Jim Brady is developing exciting potential keynote speakers and, as at *Rendezvous X*, we will share some joint sessions with the Park Arts Association. Similarly, at *Rendezvous XIII*, we will have some joint participation with the Employee and Alumni Association at Hot Springs. The most exciting *Rendezvous* news, however, is the attempt to have a worldwide ranger association gathering, possibly as early as 1990! More on this in later issues.

I have asked Bill Wade to represent ANPR on a search and rescue committee being established by ASTM (the former American Society for Testing and Materials). ASTM will be looking at developing standards — training, qualification, etc. — for SAR. And Cliff Chetwin is reviewing liability insurance carriers for ANPR member coverage. Cliff is attempting to develop a broad package that will offer protection to members for all types of work-related liability, not merely false arrest insurance.

I close with two requests. First, take advantage of Bill Halainen's "Hot Line". Call him on Mondays between 8:00 and 10:00 p.m. EST/EDT and express your views on the association and its policies and directions. Secondly, I join Mike Hill in challenging all members who made extra fire money this past season to write a check for 1% of the premium pay they earned to the ANPR Ranger Museum Fund. Debbie Gorman already has my check. How about yours?

Let's hear from you. The ball is in your court!



Letters

Letters to the editor should be typed and 500 words or less in length. Send to: Editor, *Ranger*, Apt. D-422, 3004 Lee Highway, Arlington, VA 22201.

Editor:

I am presently serving on the Housing Oversight Committee as the seasonal representative. This committee is putting together ideas for design standards for any new housing or rehabbed housing that will hopefully result from the housing initiative proposal. As a long-time seasonal, I have experienced a variety of seasonal housing from the best to some of the worst. This may qualify me to serve on the committee, but I need input from other seasonals in order for me to be an effective representative for seasonal concerns.

A number of seasonals have expressed their concerns, suggestions and opinions to me with regards to the proposed housing initiative. Some have said they do not want to be treated like children at summer camp having to share one-bedroom apartments or living in bunkhouses. Others have made suggestions as to storage needs and the design of the quarters. One experienced, long-time seasonal told me that he would have liked to work at Grand Canyon but chose another park because of the poor housing that was offered to him. Statements like these indicate to me that housing is an important issue for seasonals and the Park Service as a whole.

One observation that I have made since serving on this committee is that committee members are sensitive to issues such as energy efficiency, privacy, and having housing blend in and complement the environment. No one wants a quick fix to the housing problem.

Hopefully most of you have already filled out the housing survey which has been circulated. In addition, I would really like to hear from you. Your comments and suggestions are important. This is your chance to have your voice heard about improvements to Park Service housing. This committee has no control over the amount of rent that you are charged for quarters, but input on any other aspect of Park Service housing is appreciated.

Please call or write me at P.O. Box 774, Tabernash, CO 80478 (303) 887-2883, or leave me a message at Rocky Mountain National Park, Estes Park, CO 80517 (303) 586-2371.

Laurie Shannon
Rocky Mountain

Editor:

ANPR has traditionally been interested in seasonal employee interests, for good reason since most of us have been seasonals ourselves. I am concerned with

recent legislation that has the potential to severely damage our seasonal employment program.

Recent fee legislation allows Volunteers in the Parks to collect fees, as long as they receive the same training as employees and are bonded. However, bonding may stall this issue for some time.

Committee reports for the NPS appropriations state that park base funding may be used to fund Student Conservation Association positions. In the past, the SCA program has been funded by a separate line item, and NPS funds were not used to fund SCA positions. As SCA's are paid minimum wage, one might presume to get more work hours for the dollar by acquiring SCA's rather than seasonal park rangers.

This is not the time for diluting the traditional means of training future National Park Service Rangers. The seasonal employment program, for better or worse, assures that applicants are equally screened throughout the Service and employees of the Service seem to me to be the most appropriate persons to represent the National Park Service collecting fees and staffing the other basic functions we provide. Slow erosion of the program may seem to be speeded up with replacement of seasonals with volunteers and SCAs. We all need to be aware of this potential.

Jim Tuck
Rocky Mountain Regional Office

Editor:

Over the years, there's been an unspoken agreement between rangers and our employers: In exchange for a vow of poverty and obedience, the Park Service gave us cheap housing, little bureaucratic interference, and free sunsets. We've kept our part of the bargain, but the past several years have seen a steady erosion of what few benefits came with the job. Grumbings from the rank and file include: absence of individual accountability where supervisors make arbitrary or capricious personnel decisions; unpaid but scheduled on-call status; high rents; required housing; and a bizarre position classification system that keeps rangers at the lowest pay levels in the Federal system.

To these complaints, seasonal rangers add the frustration of being trapped in a stagnant pay scale where the only hope of advancement requires becoming permanent. Seasonals cannot even apply competitively but must deal with the most byzantine, unhelpful, and unresponsive personnel system outside of a Third World country.

In the decade that the Ranger Association has had to deal with these problems, there are few substantial accomplishments to show. The ANPR is perceived by many (especially seasonals and non-members) as

inherently incapable of dealing with the serious issues facing rangers below the GS-11 level. This is not, of course, entirely fair, but the Association is making no serious effort to change tactics.

It is obvious that many of our concerns, especially with OPM, will require professional lobbying, Congressional support and possibly even legislation. While the Association dithers, a group of rangers, firefighters and others in the 025 series is currently forming an organization that will explore how best to deal with the substantive concerns we face. Working as the National Alliance of Park Rangers and Firefighters, we propose addressing the following issues:

1) A seasonal package which would provide automatic step increases for time-in-grade as well as the right for seasonals without permanent status to apply competitively for permanent positions within the NPS (a right that the National Treasury Employees Union won for all IRS seasonal workers).

2) A system that provides for binding arbitration where disputes arise between supervisors or park administrators and those they supervise. Currently there is no easy recourse in parks without union representation — the supervisor has final say.

3) Compensation for required housing and for scheduled but unpaid on-call status.

4) A complete revision of OPM grade guidelines that recognizes the complex and diverse jobs that all in the 025 series perform. Comparability to BLM rangers should be seriously studied.

Other agencies have successfully dealt with these and other problems through their unions or professional associations — and they have all used professional lobbyists or attorneys. There is no doubt we can accomplish our goals, but it will require a concentrated effort by all in the 025 series.

We of the Alliance invite all those interested in aggressively pursuing these basic employment rights — that are the standard everywhere but the National Park Service — to join us.

Joining the Alliance is not a rejection of the ANPR; ideally, we will eventually work together on our mutual concerns. For the moment, though, starting a separate organization is the only solution to an impasse between those who want a social club and those who feel an urgent need for an organization that will vigorously represent the serious concerns of rangers, interpreters and firefighters — seasonal as well as permanent.

We are currently working out a structure for the organization as well as an agenda and projected costs. *We need your suggestions and help.* Get your name on our mailing list!! Write: National Alliance of Park Rangers and Firefighters; P.O. Box 3623; Sonora, CA 95370.

As stewards of our nation's heritage, we are idealists by the very act of becoming rangers. The only way to stop Park Service administrators and Washington from continuing to take advantage of our love for the job is to present them with a united voice, clearly and firmly expressing our needs and concerns.

George Durkee
Sequoia/Kings

Editor:

During a "clear the mind/reduce stress" conversation with two friends, the subject turned to ANPR. This was not the first time we had talked about the organization, but with Rendezvous XI a few months away it was a great time to extend another invitation for him to join our ranks. His tried and true response was "ANPR is an organization to promote and enhance the park ranger profession and the present administration does not want employees outside the 025 series to become members."

Interestingly enough that statement set me back. My mind hung on to his words as the stimulating, spirited conversation continued without my participation.

I thought to myself: This is an intelligent, bright, articulate, and social individual who, as a non-member, knew as much about the organization's philosophy and charter as I did. He is a Park Service employee whose work ethic shows a strong commitment to the perpetuation of the National Park Service and the National Park System. He is a thinker whose ideas sometimes hit at the heart of problems — a valuable trait. Most of all I call him friend and I would like to share the environment, enthusiasm, information, names, faces, and places that are all a part of a Rendezvous.

As my two friends continued to discuss the organization's pros and cons, I came to a realization: If we are to be an organization that wishes to support management and perpetuate the National Park Service and the Park System, then we, as an organization, need to offer membership opportunity to all employees in an environment that makes them feel that they are *truly* welcome.

The question asked brought me back to the present. Rather than ask to have the question repeated, I turned to my non-ranger friend and in a sincere, steady, and uncharacteristically calm voice (several decibals lower than the previous utterances) and said, "As much as it hurts me to admit it, ANPR has not offered the open, friendly invitation to non-ranger employees that it could or should have. I apologize for the organization and I regret that you and others like you who would be an asset are not now a part of the membership."

I believe in the Association of National Park Rangers because it believes in the high ideals and upholds the high standards of the Park Service and it allows me the environment to learn, grow and participate. I believe in the positive rather than the negative. I believe in goals. Most of all I believe in people.

A small request to my fellow members: Help extend a welcome to those that wish to learn, grow, and participate. Help establish an environment that draws rather than excludes. Help ensure that the organization is not excluding those that might potentially assist us in our goals.

Pat Quinn
Shenandoah

Editor:

I would like to applaud Jan Dick's letter in the winter *Ranger*. Mr. Dick described the Park Service I joined in 1978 at Canaveral Seashore. It was a young park; we had to work together, and it was a satisfying experience.

It is so easy today to get caught in the specialization trap. Specialization is sometimes a method of self-preservation: I have something special, so they'll want me.

I may be overly idealistic but when individuals, divisions and parks pull together to accomplish a task, we not only learn what the responsibilities of others are but we also do a better job of protecting the resource and serving the public. Isn't that what the Park Service is all about?

Thanks for reminding us that we are Special Generalists following the footsteps of the first Park Ranger Harry Yount.

Jim Cahill
Natchez Trace Parkway

Hot Line

Not a few people have told me that they have thought about writing letters to the editor, but that they haven't either because they don't have the time or because they don't feel their writing skills are good enough. Those reasons also appear to underlie the dearth of responses the Association receives whenever comments are solicited from the membership on any given issue.

In order to partially rectify that situation, *Ranger* is instituting an editorial "hot line" through which you can call up and register your sentiments on matters discussed in these pages. If you've got something you want to speak up about, you can call me between 8 and 10 p.m. EST/EDT on Monday nights at 703/522-4756. I'll record and write up your

comments and post them under this heading in the next issue of *Ranger*.

This is your chance to speak up. Pick up the phone and spend a few quarters to make your sentiments known to others.



Seasonal Insurance

The Association has arranged an insurance program which for the first time makes health and life insurance available at reasonable rates to permanent and non-permanent employees who are Association members. Included are:

- a major medical plan which provides comprehensive health care benefits for you and your family, with up to \$1 million maximum lifetime benefits per insured person, a choice of deductibles, affordable group rates and comprehensive benefits both in and out of hospital;
- a supplemental hospital plan which provides up to \$100 per day in cash to help pay for those extra "out-of-pocket" medical expenses your basic insurance doesn't cover and offers a choice of daily cash benefits up to the above noted ceiling, optional spouse and dependent coverage, affordable group rates and guaranteed acceptance if under age 60 and actively at work;
- a Medicare supplement plan which helps fill the gaps in Federal Medicare benefits;
- group term life insurance up to \$150,000 maximum coverage, with optional spouse and dependent coverage, and affordable group rates.

If you'd like more information on this program write to Marsh McLennan Associates, P.O. Box 7157, San Francisco, CA 94120, or call 1-800-227-4316 (1-800-982-8080 in California).

Legislative Actions

Bill Lienisch
NPCA

As Congress rushed to adjourn in December, it acted favorably on several pieces of legislation.

Two new parks were created — El Malpais National Monument and Jimmy Carter National Historic Site. This is the largest number of parks created in any one year since 1980. Trail of Tears National Historic Trail was also established as an affiliated unit of the National Park System.

In addition, legislation was enacted to relocate a major highway outside Chickamauga/Chattanooga, and to expand the boundaries at Big Bend to include the Harte Ranch. Congress also extended the Land and Water Conservation Fund for 25 years, and established a new, permanent fee structure similar to the one in place during Fiscal Year 1987.

The Senate amended and passed legislation previously enacted by the House to expand the boundaries of Big Cypress and to establish the Timucuan Ecological and Historic Preserve in Florida. Both of these will probably be enacted into law in 1988. Legislation to establish a Tallgrass Prairie National Preserve was introduced in both the Senate and the House.

Congress finished action on the Fiscal Year 1988 appropriations for the Park Service. As has been widely reported in the press, Congress had to make some very difficult budget decisions. Nevertheless, the NPS received some important increases. The Administration had requested \$774 million for the agency, and Congress appropriated \$931 million. The largest increases were for construction and land acquisition. Smaller but important increases were also made for resource management and rivers and trails technical assistance.

It is likely that the Administration request for Fiscal Year 1989 will be about \$800 million, and that Congress will increase the budget, especially in the construction and land acquisition accounts. However, with even more pressure on Congress to cut the deficit, it will be more difficult for Congress to make sizable additions to the Service's budget.

In Print

Software

AUTO 1-7-1, by Eldorado Software, Department A, Box 3606, Littleton, CO 80161 (303) 239-4796. \$29.95 (\$27.95 + \$2.00 for shipping). You *must* include your name as it should appear on your SF-171 (up to 55 characters; last name, first, middle).

At last, someone has developed a software program to computerize the SF-171. We've all worked with a variety of cut-and-paste methods and many have put their 171 information on computer, but usually by either sacrificing the printed 171 blocks, or by just leaving a blank space for later pasting in of the blocks. The goal always to be a smooth flow of qualification information, professionally presented, so that rating panels can easily rate your application and so that selecting officials can gain information to more fairly evaluate your qualifications for a position.

AUTO 1-7-1 is for IBM compatibles and some dot matrix printers, and prints the form's lines and information blocks at the same time that it prints your personal information. Samples are clean and professional looking, with editing and printing of revisions as easy as a typical word processing program would allow.

There are limitations to consider, however. AUTO 1-7-1 allows only 27 lines of job description for each of 14 positions on the original page block. Each line is 120 characters of compressed print, which really equals 54 lines of 10 pitch typewritten text. There are also limitations to the lines allowed for colleges, training courses, special skills, honors and block 47 (additional space). These limitations may make the program less desirable for those with more experience who need extra space in those areas. One would hope that the program's author would correct these deficiencies in future revisions.

AUTO 1-7-1 is copy-protected by having your name inserted in all the appropriate blocks; copies of the original disk would not allow others to place their name in those blocks.

Jim Tuck
Rocky Mountain Regional Office

Books

Birds of South Florida, An Interpretive Guide, by Connie Toops and Willard E. Dilley.

In recent years, a quiet revolution has taken place in the great outdoors of our country. Birdwatching, or "birding" as it is now called, has become America's most popular outdoor recreational activity. Recent articles in *Sports Illustrated* and *Time* magazines report that upwards of

20,000,000 Americans now engage in some form of watching birds.

More and more birdwatchers are spending many of their hard-earned dollars travelling to those locations (mostly in the Southern U.S.) where bird diversity is greatest. Those who do so are finding a plethora of birding guides available to them, especially for the "hot spots". *Birds of South Florida, An Interpretive Guide* is yet another new guide book for the popular birding mecca of southern Florida. Does it offer anything new or different to the resident or "migratory" birder?

At first I was a little disappointed. Sure, there were pretty photos of some of the waders found there, and the annotated species list is nicely done, but I was hoping for a bar-graph checklist for all of south Florida's species that would tell me at a glance just when each species was likely to be found there and how common or rare they would be.

It wasn't until I sat down and actually started to read the book that I began to really appreciate what a fine job the authors (specifically Connie Toops) had done. Not only is *Birds of South Florida* a highly useful guide to finding birds, it is also a very fine piece of interpretive writing. The first chapter provides an overview of the book's zone of coverage, emphasizing its tropical influences. It also gives a brief and interesting historical account of the often sorry record of man's activities in the region.

The second chapter goes beyond the usual description of habitats found in most birdfinding guides to give a detailed, but very readable, look at the ecology of the region. Life cycles and inter-relationships are revealed in concise, descriptive prose. The reader soon realizes that the rich birdlife is only part of a highly complex mesh of water, vegetation, and animal life that is not readily apparent from a first glance at the landscape's monotonous flatness.

My favorite part of the book was Chapter 3. Although I have never been to Corkscrew Swamp, Sanibel Island, or the Dry Tortugas, the fame of these places among birders is legend, and I had read much about them. *Birds of South Florida* does more than tell you where to look for birds in these places. It is chock full of information on things like the life cycle and behavior of the Wood Stork, how to tell Snail Kites from the similar-looking Northern Harrier, and the importance of watching soaring flocks of vultures for the occasional Short-tailed Hawk.

Chapter 5 is devoted to the many exotic species of birds that have established feral populations in the Miami area. There is a nice discussion of the behavioral traits common among all the successful invading species. One gets the feeling than an avian

pestilence on the order of the Starling or House Sparrow is incubating down there in the subtropical sunshine just waiting for an opportunity to break out.

Since so much of south Florida is surrounded by ocean, a fuller treatment of pelagic species might have been warranted, and it would have been helpful if page numbers for the maps had been included in the Table of Contents. These are minor complaints, however, that pale in face of the nicely written text.

There are certainly other bird guides for the Florida region, but *Birds of South Florida, An Interpretive Guide* does a lot to live up to its name.

Joe Zarki
Yellowstone

Constitutional Law for Park Law Enforcement Officers by Dan S. Murrell and William D. Dwyer, 1986-87; Butterworth Legal Publishers. ISBN #0-409-25272-7 Single copy \$15.00 plus 2% postage and handling; ten or more \$12.00 plus 2% postage and handling. Order from: Customer Service Center, U.S. Headquarters, 80 Montvale Avenue, Stoneham, MA 02180.

Consisting of fourteen sections, this very informative text covers all aspects of Constitutional law. Selected topics include arrest, search and seizure, surveillance and entrapment. With the integration of over fifty relevant cases, *Constitutional Law* not only explains the various aspects of the law, but also provides answers to some of the questions most frequently asked by park rangers.

In order to further reader understanding of Constitutional law, the authors provide a comprehensive glossary of over ninety legal terms. This glossary provides the reader the opportunity to quickly find the meaning of legal terminology used in the text, and is very helpful for the reader who is unfamiliar with such terminology. The glossary also provides a handy resource for the park law enforcement officer.

The book is well-written and is very readable. The information presented is current and reflects the outcome of many recent court cases. Quoting from the introduction, Murrell and Dwyer state that "the purpose of this book is to provide a quick and handy reference for park law enforcement officers on how the Constitution, as interpreted through various court decisions, influences their contact with visitors in the park setting." I feel the authors have satisfactorily met this purpose.

The authors have also provided blank 'notes' pages after each section. These blank pages enable the reader/user of this text to record any unique regulations or laws pertaining to their own agency or jurisdiction.

Overall, this book is an excellent guide, and I feel a "must" for all federal and state park law enforcement officers.

Rick Harwell
Department of Recreation & Leisure
University of Utah

The Colorado River Survey, by Robert B. Stanton. Edited by Dwight L. Smith and C. Gregory Crampton. 1987. 305 pages, 56 photographs, 11 pages of maps. \$29.95. Howe Brothers Publishers, P.O. Box 6394, Salt Lake City, Utah 84106.

The Colorado River, especially in Utah and Arizona, has been a popular topic for books ever since Major John Wesley Powell made the first descent of the river through Glen Canyon and Grand Canyon in 1869.



Robert Brewster Stanton.

However, few people (other than Colorado river aficionados) have heard much about the two Stanton Expeditions of 1889-1890. These expeditions were the first after Powell's. This book reprints all of Mr. Stanton's field notes of those two expeditions.

Stanton was an engineer with an eye on engineering feats and profits. He headed the two expeditions to look at the feasibility of building a railroad to follow the Colorado River from Grand Junction, Colorado, to Yuma, Arizona. Unfortunately, the railroad company president whom Stanton was working for drowned on the first expedition and Stanton was let go by the Board of Directors before he finished the second expedition. The idea of a railroad was left only in Stanton's mind. Stanton then spent the next 30 years trying to write a report about his trips. His final manuscript of 1920 was finished two years before his death and was never published in book form due to the immense length of 1,000+ pages.

This 1987 book limits itself to Stanton's field notes from the two expeditions. Stanton was very meticulous about keeping notes and had good data on the geology and river conditions. However, since no railroad was ever planned and commercial boating didn't begin until 50 years after the expeditions, his notes were never used by many people.

This book is very tedious to read, as it is comprised solely of his "word for word" field notes from the two expeditions. It is not the type of book you read for leisure and enjoyment. Below is a typical randomly picked paragraph out of the book:

"7:30 a.m. flat above Camp No. 76, photos. We load and start at 7:55 a.m. and at 7:57 land at head of No. 245 and take photos: 1/2 mile below Rapid No. 244 one-half mile further down right side at side canyon, side canyon left, and sandstone cliffs beyond. Directly opposite last photo, just below side canyon on left, take photo."

If you can plow through 300+ pages of paragraphs like the above, you're a better reader than I. Only a hard core Colorado River history enthusiast could enjoy this book, which belongs in libraries, not on the living room coffee table.

The editors must be given credit for their research though, as they had to wade through all of Stanton's notes buried away in the Miami University (Ohio) and New York City Public Libraries.

If you want a readable book about Stanton's expeditions, get *Down the Colorado River* by Stanton, edited by Dwight Smith, published by Howe Brothers in 1965. It contains 11 chapters out of the 1920 manuscript concerning the 1889-1890 expeditions. It's in narrative form and is far more interesting than this 1987 book.

Still the best, most interesting and easiest book to read on Colorado River exploration is John Wesley Powell's report, *The Exploration of the Colorado River and its Canyons*, reprinted by Dover Publications. Powell took his notes from his 1869 and 1872 expedition and compiled them in a very readable narrative form for submission to Congress. (Knowing the reality of politics, he figured Congressman would read a narrative with more interest than a detailed scientific report. His wise political savvy ultimately got him more Congressional funding for research and exploration).

Powell's book is still the best and it will always be remembered that Powell was the first.

Rick Mossman
Grand Canyon

Continued on page 30

Leadership

Rick Tate
Heil, Tate and Associates

Leadership has been a hot topic in management circles now for the better part of this decade, and is a perennial subject of debate in the National Park Service, where the tradition of spirited individuality and dynamic command is increasingly pitted against the seemingly inexorable bureaucratization of the agency. Despite the many positive changes that have resulted from the new sensitivity to the need for leadership both in the NPS and elsewhere, the central problem continues — organizations tend to be over-managed and under-lead.

The basic functions of organizing, planning, directing and controlling continue to be emphasized and carried out to the "enth" degree. The leadership function often gets ignored or cast aside as being too philosophical for pragmatists. But leadership is both special *and* practical. From my experience with National Park Service people, I've found that it is the empowering principle within the organization that leads to excellence in performance.

Leadership takes people to a place where they have never been before, then onward to yet other, higher plateaus. Leadership shapes values; it provides people with the inspiration to do, to become, to succeed, and to take pride in achievement.

In order to provide leadership, you have to have an understanding of yourself. In my experience, I've found that good leaders have an inner sense of what they are all about, and a self-esteem that is neither over-confident nor insecure. They govern themselves first, and, through that process, they lead others.

If you are to understand yourself, you must engage in reflection and think about the values and beliefs that have guided your thoughts and actions over the years. I often reflect upon the special moment when I was young when "The Duke" rode into my childhood. I've found that my memories of John Wayne are more than just those of boyhood hero worship — they are the beginnings of learning about the principles

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This article is based in part on a speech Rick gave to a NASAR conference which was subsequently reprinted in *Response!* magazine. It has been reviewed and updated for *Ranger*.

and values of leadership.

When I think of John Wayne, I think of some interesting things. We all have our "significant others" who started to shape our dreams. For me, one was The Duke. I often think of his leadership approach. Do you realize that the most complicated order The Duke ever gave was "Saddle up"? But when he said, "Saddle up", people saddled up. Nobody asked, "Hey, man, where are the horses? How do I put a saddle on? What's the problem?" They saddled up.

Maybe he got more sophisticated in his old age and changed it to "Let's ride." But the same thing happened. There was never any mistaking his intentions. He had a philosophy about him that was clear to people. His management philosophy for dealing with a problem was to look somebody straight in the eye and say "A man's got to be what a man's got to be." Whatever that means. But when The Duke said it, a person straightened up and carried out the objectives as they were intended.

He was a decision-maker, he was pragmatic, and he was straightforward. I think a classic example of that was in another movie when he was riding along with a young lady and a young man behind him. He was drinking heavily from a flask, eventually passed out, and, in a drunken stupor, fell off his horse onto the ground. Now, when most people in leadership positions make real conehead decisions, they try to cover them up by blaming them on someone else. But The Duke transcended that. He looked up at his companions, assessed the situation and said, "We'll camp here." They camped *there*.

There are three characteristics of leadership which are different from the characteristics of other management functions. The first is a ruthless pursuit of mission. The second is that good leaders stay on a single track when it comes to achieving that mission. And the third is that such leaders somehow suggest to people that they are being lead to another place, another world, somewhere they haven't been to yet.

I see those characteristics time and time again when dealing with people who are excited about what they are doing. When they're an inspiration, those characteristics come through loud and clear. They come across with clarity and with a sense of ruthless persistence that makes them stand out above the rest.

The personal commitment to purpose is what truly distinguishes a leader. Position power, coercion and sanctions are last resorts, and are used to provide consequences to those who prevent others from doing their best, rather than in an attempt to enhance performance. The leader influences through a constant pursuit of mission and purpose, and not through techniques or gimmicks. Silence and the ability to pay

attention are typically prime attributes. When others are given the chance to speak and be heard, they return the favor to the leader.

A leader cannot get commitment, dedication or effective following through the use of coercion and fear. Forcing someone to do something they do not want to do rarely results in a quality outcome. Effective leadership transcends position power. Commitment is the goal, not compliance. Most people behave in ways that fulfill their own desires, and believe that others serve them. Excellence in leadership comes from serving others; only in that way will they be served.

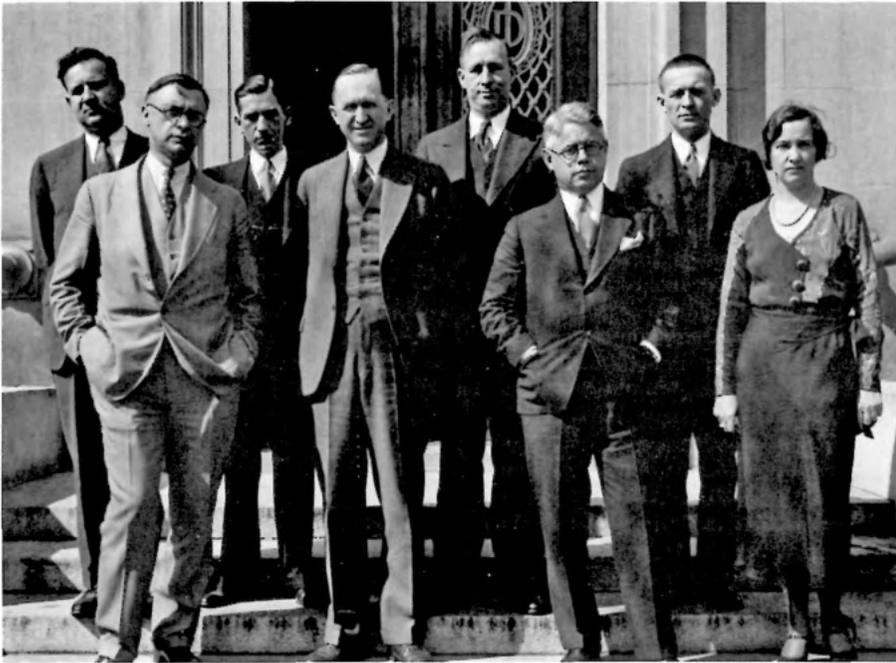
People need leadership for direction, guidance and support of their endeavors. The leader needs people to serve! If both leader and follower do not recognize the mutual need to respect each other and treat each other with dignity, each in their own way will miss the point.

Providing an opportunity for talent to flourish is what leadership is all about. Many times, however, we get caught up in the use of traditional cliches. I remember making such a mistake.

The cliché was: "A happy person is a productive person. What we have to do around here is increase morale. We have to make everybody happy and then they'll produce." While that's absolutely true in textbooks, my experience told me it was absolutely false. Consultants and leadership "experts" would come around and say, "You've gotta turn these people on first. They don't like you very much and they don't like the work they're doing very much. You've got to make them happy and then they'll start turning on for you." I'd say, "How do I go about doing that?" They'd reply, "Why don't you do something for them?"

One of the things we tried was the old softball game with an accompanying beer bust. I was a nice fellow — I provided them with an opportunity to get drunk, hang around and bitch, tear things apart, then return the next day to the same basic environment that was causing the unhappiness. In the process, I also learned that there is only one thing worse than an unhappy *sober* employee...

The environment a leader creates must provide opportunities for people to become productive. The *real* motivational issues have to do with giving people a sense of ownership in what they're doing, enhancing their feelings of achievement and contribution, and fostering their ability to stand on their own two feet. While we have learned that happy people are not necessarily productive people, we have seen that the reverse is normally true. Productive people are usually happy people. A sense of worth and pride is a good deal more valuable than a few beers and a ball game.



The dynamic early leadership of the National Park Service in 1932 — Horace Albright (fourth from left) and his staff, including future directors Connie Wirth (left, Arno Cammerer (second from left) and Arthur Demaray (third from right). Photo by George Grant.

Effective leaders employ five basic competencies in order to achieve results. These competencies are derived directly from the research of Warren Bennis at the University of Southern California.

The first competency is what we call “vision creation.” “Vision creation” is simply the process of uniting people with their goals, creating clarity about what needs to be done. The people who work for leaders who have created a vision of their objectives are never confused about what steps are to be taken next, about why they’re in business, or about what’s going on. They can see the purpose of their efforts. Everything becomes clear in the words “Saddle up!” Without such clarity, people lose track of their purpose and objectives.

A question I would pose for people in leadership positions in the National Park Service is centered around purpose and mission. To what degree do you articulate clearly and reinforce through accountability the basic purposes and mission of the Service? I’m not talking about duties, job activities or job descriptions; I’m talking about having all members clearly see “why we are here” or “our reason for being.”

The second competency leaders demonstrate is that they provide meaning for the people who work for them. They make their ideas tangible and real. They do it in a number of ways, often through stories, anecdotes and metaphors. But they take these global objectives and missions and make them personal and real. The leader actually embodies what they stand for. They walk it, they talk it, and there’s

no difference between the two. They focus on outcome, not activities. Activities, meetings and forums of any type are centered around the relationship to their mission and what they’re in business for.

The third competency is similar to the second, but has a slightly different focus. It has to do with reliability. You can count on leaders; they stand for something. They don’t waver, regardless of the audience or the circumstances. They are true to what they believe in. They don’t give one speech to this group and another speech to that one in an attempt to appease both. They stand for their purpose and they stay there. There’s integrity in their purpose.

What that equates to in followers is trust, which goes hand in hand with providing meaning. If leaders don’t walk what they talk, then people won’t believe them.

The fourth competency is self-regard. Effective leaders who have high self-regard are good at what they do, know it, and put themselves in positions to allow their abilities to be fully utilized. They tend to get respect from other people through their expertise and rapport, and not from the position or title they hold. Nor do they depend upon the sanctions they can impose on other people to get them moving. They acknowledge the possibility of making mistakes, and, when they make them, employ them as learning experiences. They’re moving onward instead of looking backward, trying to make up for lost time.

The fifth and last competency concerns the empowerment of others. Effective leaders empower other people to carry out the organization’s objectives and goals. They turn them loose. There are four

beliefs typically held by such leaders:

1- People are significant, and each one of them makes a difference.

2- Learning and competence matter, and are the real goals (rather than position or status) of professionalism. As a friend put it: “There’s no such thing as a destination when we’re talking about competence. It’s only a journey, so make the journey successful and keep continuing on, for it will never end.”

3- People are part of a community — not necessarily a community based on friendship or liking, but a community that evolves around a purpose. That purpose is the function of the community, not attendant social activities. These may develop, but the community is built around the group’s common goals and achievements.

4- The work should be exciting, challenging and fun.

My advice to leaders is as follows: Look upon each and every situation that you’re in as an opportunity to make a statement. Each time you interact with a peer, supervisor or subordinate in attempting to accomplish your objectives, look upon the situation as an opportunity to make a statement. You’ll be making a statement anyhow, so take the opportunity to make it consciously. There are four things a leader should convey with every interaction: that you stand for something, that you care about them, that — collectively — you can do it, and that your goal is good.

Engage in some reflection now and then. Who are you? What do you care about? What do you believe in? What is your purpose and what is your mission? Is your behavior in accordance with your words? How do the two mesh and how do you convey that to others?

When I reflect, I always go back to that place in time when I first met The Duke. He was tall in the saddle, and, whether he was driving cattle up the Chisolm Trail or bringing an airplane in on one engine, the meaning of his efforts was always clear: “Let nothing forsake the purpose of what we are in business for.”

I think about how wonderful and fortunate it is that we have heroes. People like The Duke, who in his final days, when cancer was setting in and he was nearing the end of his life, was able to look us straight in the eye and say: “It’s not too painful. The important thing is the fight and the challenge, because there is no cancer of the soul.”

Leadership comes from being centered, from being clear on what you’re all about — where you stand and what you stand for. From that center, you can look out through the chaos and in the midst of disorder and criticism say: “Saddle up!”

People will understand.

Supervision and Leadership

Mike Hill
Biscayne

You know the feeling. You've made a stop or walked into some situation or another. Everything *seems* to be O.K., everything you can put into words comes out sounding right... but it just doesn't *feel* right. Well, I've got that feeling about the concepts of leadership and supervision as we are presently using them in the Service. Although this article will probably pose more questions than it provides answers, I hope it provokes some thought at all levels of the Service.

"Leadership" apparently wasn't even a word until around 1800¹ "Leader", on the other hand goes back to Middle English from "leder", to lead. There's a whole string of definitions for the word, but the important one for this discussion is "to show the way", as in "to guide." An important implication of this definition is that the leader is in *front* of others.

"Supervision" is much more focused concept. It means "to coordinate, direct and inspect continuously and *at first hand*."² (emphasis added) The person engaged in supervision is by implication both directing and controlling, and doing it right on the spot. Supervision is basically a collection of skills and techniques for getting people to do what you (or whoever is calling the shots) want them to do. Hopefully, if you are an effective supervisor, they will want to do it, but in the strictest definition of the word, it doesn't matter whether they want to or not.

The important distinction between the two concepts is that you supervise *individuals* and you lead groups. I think the difference is getting lost in the shuffle. With all due apologies to Rick Tate, who taught me to teach "situational leadership", the course really deals with "situational supervision". The information in the course is extremely valuable and can contribute to more effective leadership, but in fact it is a course on supervisory behaviors. By matching supervisory style to subordinate development levels in various tasks, the concept implies a one-on-one relationship, and, in so doing, begs the issue of leadership.

Supervision is the first level of management. We've heard that often enough. Since we have the dictionary out

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anyway, let's note the active definition of "manage" which is "to control and direct"² The major difference between supervision and management is the size of the numbers and the intervening levels of supervision. So a manager manages a group, right? So isn't that leadership? No. Because directing and controlling is not leading.

In a recent issue of *Trends*, Dr. John Zenger talks about the significant distinctions between management and leadership.³ He also quotes an article from the *Wall Street Journal*, in which it was noted that "people don't want to be managed... they want to be led". Zenger explains that management is basically the administrative ordering of things, the preparation of written plans, clear organization charts, frequent reports, detailed and precise position descriptions, etc. Sound familiar?



Selections from the voluminous literature on leadership, management and supervision. Photo by Bill Supernough.

"Leadership, on the other hand, pulls us into a new dimension", says Zenger. "Leaders provide visionary inspiration, motivation and direction-setting." Note that he distinguishes between direction "setting" and directing. He then goes on to list some leader behaviors which he claims will allow a person to be a leader if properly learned.

If you go to a major airport bookstore, you will find one of the best collections of books on management and leadership that can be found anywhere. Why there? Because all of corporate America is reading everything it can on leadership, entrepreneurship, and management (by objectives or otherwise), and they like to buy books to read while wondering if their plane will break on landing. For

these organizations and the people in them, survival depends on being ahead of the pack and in a leadership position.

*In Search of Excellence*⁴ and *The Changemasters*⁵ are two such books, and both have some points that can be useful to us. Both books are based on studies of organizational behavior of major corporations. Both compare the highly successful against the not-so-successful companies. Both present lists of behaviors (generally of the management) which, it is implied, would make everyone successful if scrupulously followed.

That's where our trails fork. If everybody behaved that way, then that would be the new average. The company that came up with something better would then be the outstanding company. Are we looking for true excellence here or more highly refined mediocracy?

A major point from *The Changemasters* is that change is inevitable. The author's premise is that those companies that most effectively direct that change toward their objectives will out-compete their rivals. "Leadership", in the author's context, results from anticipating or even causing changes and having strategies in place to take advantage of those changes.

In Search of Excellence analyzes eight attributes of successful companies. The "excellent" companies had all of these in common. The inference is that having these in common is what made them all leaders. While the cause and effect relationship between these attributes and corporate success may still be questioned (and probably will add another book at the airport when it is), it might be instructive to consider whether or not the Park Service has these characteristics and to what degree:

1. *A bias for action*, for getting on with it. Not paralyzed by analysis. "Do it, fix it, try it."
2. *Close to the customer*. Companies learn from the people they serve. They provide unparalleled quality, service and reliability. They listen, intently and regularly.
3. *Autonomy and entrepreneurship*. They foster many leaders and innovators. They encourage practical risk-taking. They "make sure you generate a reasonable number of mistakes."
4. *Productivity through people*. They treat the rank and file as the root source of quality and productivity.
5. *Hands-on, value driven*. Thomas Watson, Jr.: "The basic philosophy of an organization has far more to do with its achievements than do... resources". They stay close to the business they know.
6. Robert W. Johnson: "Never acquire a business you don't know how to run." They stay close to the business they know.
7. *Simple form, lean staff*. No companies were run with a matrix organization structure. Top level staff lean. Fewer than 100

people running multi-billion-dollar enterprises.

8. *Simultaneous loose-tight properties.* Both centralized and decentralized. Pushed autonomy down to the shop floor. At the same time, they are fanatic about the few core values they hold dear.

The biggest thing that makes these companies leaders is that they don't just talk about these attributes; they "walk their talk". They really do it! Consistently! They are fanatics about accomplishing their goals.

Leadership is not a set of skills or behaviors that can be learned. Leadership is an attitude that results in a set of behaviors. An attitude is something we can simply make up our minds to have. Supervision on the other hand, is a skill that can be learned. The issues are being confused.

A leader has an intense desire to accomplish a goal and followers who want to accomplish it, too, and who are looking for a little guidance. A leader is constantly trying to find better ways to accomplish the goal. This involves taking chances on new ways of doing things, and such risks are bound to lead to some failures. If it was a sure thing, it wouldn't be a risk. By trying to make a leadership "cookbook" we are, in effect, inhibiting the very flexibility that makes true leadership possible.

When we look for famous examples of leadership, why are so many of them found in the ranks of soldiers? Because the goal of the group is very clear: Win the war. The commitment of the followers is equally high: You lose, you die. And the leader cannot tolerate poor performance: The group loses, the leader may die.

What is our goal? Simply to preserve park resources unimpaired and allow for the enjoyment of them at the same time. To be a leader in the conservation field we must be better at protecting resources than all of our private foundation competition, and better at allowing for the enjoyment of those resources than all of our private enterprise competition.

Are we really looking for better ways to accomplish our mission, though? Do all our guidelines, standards, operating procedures, and management systems encourage the kind of changes and risk taking necessary to achieve true leadership? Or do they really provide a series of cookbooks that help prevent poor cooks from ruining the soup, while keeping the chef from creating a culinary masterpiece?

Do we actually reward a good try that failed? Or only those risks that succeeded? Do we really do it, fix it, try it? Or do we just say we do? Do we give awards for ideas that don't work? Or only those that do? If we do, are we guaranteeing that people will only try "sure things", and, if no "sure things" are around, that they will try... nothing?

Leaders insist on a constant search for

the best way to reach the goal. They pursue the goal as hard as they can and when they look back, they have followers. Supervision and management are skills that can be and should be used by the leader to achieve the goals as efficiently as possible, but they shouldn't be confused with leadership. Without that "fire in the belly" that comes from a 100% pursuit of the goal, those skills won't equate to leadership. If you really want to be a leader:

- Identify the goal(s). The goals of the Service are to preserve the resources and allow for the enjoyment of them. Your park goals come from that and the enabling legislation for the park. There are management objectives in a general management plan. Each division in a park has a part of the overall park mission. That string of goals can, and should, follow right down to the individual work group and each individual in it in a logically consistent pattern. If it doesn't, fix it. If you can't fix it and you don't agree with it, change jobs.
- When you know the goal, get the team on board. This is really where supervision fits into the scheme of things. Make sure everybody not only knows the goal, but wants to accomplish it. If they know the goal but don't want to play, they should change jobs.
- Encourage everybody to keep finding better ways to reach the goal. Reward trying, not just succeeding. Do something! If it worked do it again. If it didn't, throw it out and try again. Realize that there will be more failures than successes. But the successes will be so successful that they more than make up for all the failures.
- Finally, demand the best effort from everybody. From yourself, from the people you work with. Tolerate nothing less than the best from the group you lead. Accept nothing less than the best from your organization.

"They were the leaders of men, these great ones; the modellers, patterns, and in a wide sense creators, of whatsoever the general mass of men contrived to do or to attain." —

Thomas Carlyle,
On Heroes and Hero-Worship

Footnotes

1. *Leader Effectiveness Training (L.E.T.): The No-Lose Way To Release the Productive Potential of People*, Dr. Thomas Gordon. Bantam Books, 1977.
2. *Webster's Third New International Dictionary* (Unabridged) G.&C. Merriam Co., 1971.
3. "Leadership: Management's Better Half", Dr. John H. Zenger. *Trends*, Volume 24, Number 4, 1987.
4. *In Search of Excellence*, Thomas J. Peters and Robert H. Waterman, Jr., Warner Books, Inc., 1982.
5. *The Changemasters*, Rosabeth Moss Kanter. Simon and Schuster, 1983.



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Supervision: Is It Time for Remedial Action?

William O. Dwyer
Memphis State University
and
Anthony J. Bonanno
Cape Cod

For at least two decades, the National Park Service has been wrestling with the realization that something is wrong with supervision.

In recent years, two major "morale" surveys, one conducted by the Service, the other by ANPR, provided a quantification of what everyone already knew — that supervision throughout the system needs improvement. Almost everyone says it, everyone believes it, and yet it would seem as though we are not making much headway.

Of course, there are the 80 hours of OPM-mandated supervisory training, along with refresher training courses that must be taken by anyone in a supervisory position. And an attempt to improve supervisory skills was made with the development of the "situational leadership" training teams. Nonetheless, the problem still persists.

What are the symptoms of the supervision problem? Exactly what is it we're looking for in better supervision? What is good supervision, anyway? How could things change to improve the "supervision picture" in the Service?

Our main thesis is that most of the "supervision problems" in the Service stem from the fact that, as an organization, we are not placing adequate importance on the role of supervision in terms of training, planning for supervision, and programming supervisory tasks into the work load. Very simply, the Service does not recognize that supervision is a labor-intensive task that requires a significant commitment of time, energy and resources.

This lack of "consciousness" manifests itself in numerous ways, most of

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Tony Bonanno is chief ranger at Cape Cod. He's had extensive experience as a supervisor, and has a strong interest in the relationship between supervision and stress.

which we complain about, suffer from, become stressed over and yet don't really take steps to remediate. We'd like to address some of these issues here.

An Overview of The Problem

What is effective management of the human resource? Essentially, it entails four elements: (a) proper job design to minimize role conflict and confusion; (b) selecting people with the right knowledge, skills, and abilities to get the job done; (c) training employees to supplement their skills and provide them with the personal tools to do the job; and (d) leading those people in such a way that they have positive feelings about their jobs, become committed to their supervisors and their goals, and focus their talents and energies on completing the tasks assigned to them. To the extent that one or more of these four areas is weak or missing, the unintended output of wasted human resources, with all its attendant problems, will surface.

We have already mentioned the concern over supervision that was exhibited in the two "morale" surveys. There are additional sources of information that can help provide insights into the nature of the "supervision problem". Over the last decade, we have had the opportunity to talk with over 340 seasonal employees who had just left their parks to return to school. Those 340 seasonals typically had experience with at least two supervisors during the summer, which gave us an opportunity to hear about seasonals' experiences with being supervised by at least 600 people. Of course, none of those 340 seasonals was a perfect employee, but that makes their stories all the more relevant. Here's what they said about their summer experiences of being supervised:

- Most of them, in fact the vast majority, enjoyed their summer experience and the identity of being part of the National Park Service, and most recommended it to the next generation of students who were contemplating giving the Service a try.
- A good percentage of them (around 40%) also reported that their supervisors' managing ability left something to be desired. A principal theme of their "war stories" was that their supervisors as a group meant well, but that the ones who had problems tended to operate on assumptions about their roles as supervisors that were sometimes counterproductive to the task of getting effective work out of their subordinates.
- Many of these seasonals who experienced supervisor difficulty also observed that the supervisors were handicapped because they seemed to be working in a vacuum with little appropriate training, direction, or guidance. Most importantly, they were often not given enough time to supervise effectively, and appeared to receive little evaluation from their own superiors as to

how they were functioning in their roles as leaders. This, combined with the fact that the supervisors tended not to solicit feedback from their own subordinates, meant that there was not much opportunity for improvement.

There appears to be a general feeling among many that the ability to supervise comes naturally, that people can be hired based on their possession of other skills, and that somehow they will have the inherent capability to gain the commitment of their employees and get the job done. This notion manifests itself in the fact that (a) many employees (both seasonal and permanent) are thrust into supervisory roles with inadequate training, (b) they are often not adequately monitored by their own supervisors regarding their supervisory and management activities, (c) the organization is not programmed to provide its employees the time to supervise, and (d) in problem situations, higher management often does not provide effective and meaningful feedback to supervisors regarding their ability to lead people, organize their work, and get the job done with a minimum of conflict. Rather, they rely on the supervisor's natural predisposition to attribute the problems encountered to such "causes" as "personality conflicts" or "a bad crop of seasonals."

Stress and Supervision

In recent years, we have heard quite a bit about job stress in the National Park Service, with attention placed on such things as inventories to identify sources of stress, stress management training, etc. In these discussions, issues have arisen such as the problems of housing, lack of opportunity for advancement, having to be on 24-hour call, marital difficulties, dual careers, etc. In our consideration of the concept of stress as it relates to employment in the Service, it is important to keep in mind that stress is not synonymous with "things we don't like" or "things we wish were different". Consider the four following definitions of stress that were taken from texts in psychology:

- "The collection of physical and physiological reactions an organism forms to a perceived threat to its well being."
- "The process involving the recognition of and response to threat or danger."
- "The failure of adaptability that occurs when environmental or internal demands exceed the adaptive resources of the organism."
- "The pattern of specific and nonspecific responses an organism makes to stimulus events that disturb its equilibrium and tax or exceed its ability to cope."

One of the primary characteristics of stressors (that is, those things that cause stress) is that they require the element of having to cope with the unknown. Stress becomes a reality when people don't know

where they stand or what they should be doing, or when they lack the necessary resources (e.g., time) for carrying out their responsibilities. The bottom line in attempts by any organization to reduce stress is to reduce the element of the unknown for its employees and provide them the necessary resources to facilitate their effectiveness. One of the greatest sources of stress (perhaps *the* greatest) in organizations like the National Park Service is the element of the unknown that is created in ineffective supervisor-supervisee relationships.

An example of this, as any of us can attest who have endured it, is the stressful situation in which a seasonal park employee is placed who has to spend a summer working for a supervisor who is not exhibiting effective supervisory practices. Not knowing where you stand or what to expect next can, indeed, bring on stomach problems in short order. But it is also true that it can be a very stressful experience to be a supervisor in that situation, perhaps more stressful than any other aspect of the job. Not knowing how to "motivate" an employee, not being able to deal with a "personality conflict", not being able to predict the future and, most importantly, not having the time to make improvements all serve to create problems in coping that can be very stressful.

It is certainly true that, as a rule, ineffective supervisors usually know they have a problem. They just don't know why they are weak or what to do about it. In the realm of evaluation, it is common knowledge that wise supervisors not only evaluate their employees, but also request feedback from their workers so they can

make alterations to their own behavior. Supervisors are like spaceships; they need feedback so they can engage in mid-course corrections. The vast majority of seasonals report that their supervisors never ask them for an evaluation of how they (the supervisors) are doing. Unfortunately, this type of highly valuable information appears to be too frightening to obtain.

Operating in such a supervisory environment is threatening — going from day to day knowing that people see your weaknesses, knowing that you are making them unhappy, having to rationalize your behavior, being unable to take the necessary corrective action because of a lack of time and knowledge. All of us who have supervised know that one of the main topics of conversation when those subordinates get together is a critique of the supervisor. Wouldn't it be interesting (although perhaps threatening) if we could listen in on such conversations?

In our judgement, one of the primary benefits of dealing constructively with the supervision issue is that it will attack one of the major sources of employee stress. And it certainly must be remembered that stress created in the supervisory role will have an inevitable impact on other aspects of the job. There is an overwhelming amount of evidence that job stress can manifest itself in such things as missed deadlines, wrecked vehicles, increased sick days, lower productivity, and chemical abuse. The list is extensive.

Some Possible Remedies

If we are intent on improving the supervision situation, we have to stop talking and start doing. Some affirmative steps

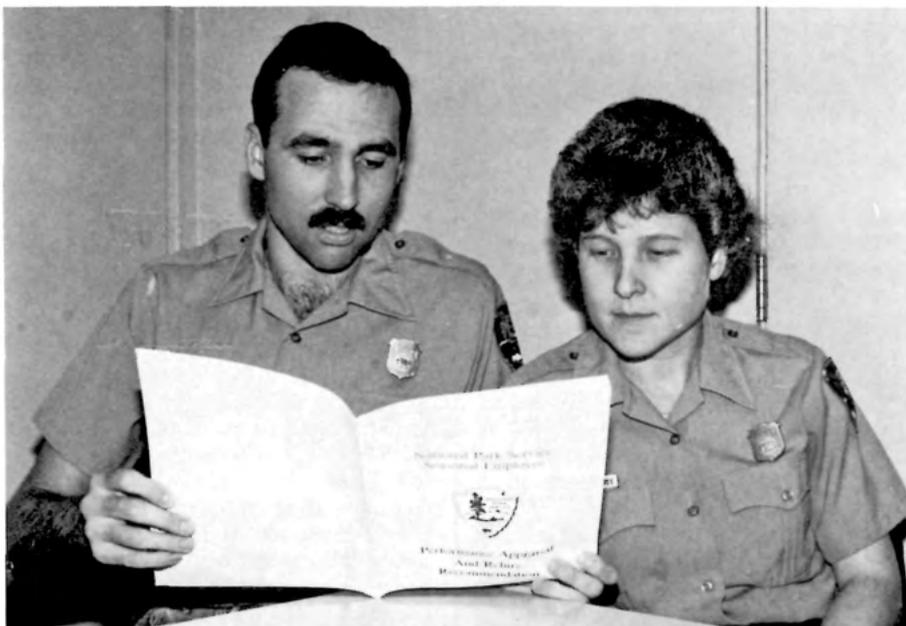
have to be taken because the problem is not merely academic. It is becoming a question of whether we can continue to attract the top-level people that the Service needs to carry out its mission.

In the last eight years, records indicate that summer seasonal applications have shrunk to 46% of their 1979 levels, and we have apparently already reached the point where there are more seasonal commissioned ranger positions than there are qualified people to fill them. In just four seasons, WASO figures show that seasonal law enforcement applications have dropped to 70% of their 1984 levels. It is hard getting people to work for less pay than they would receive at home as a night manager of McDonalds.

We rely on love for the job and the honor or working for the agency to overcome the financial disadvantages inherent in the job. Certainly the last thing we want is unhappy supervisory experiences and their attendant stress to undo our efforts. In our judgement, it is certainly time to act, and it would appear that the Service should take the following steps:

- Make sure that everyone undergoes some training in specific supervisory skills *before* he or she is thrust into the role of leading people. Although supervisory training requirements currently exist, it would be helpful if new supervisors were exposed to courses that present the basic "do's and don't's" of good supervisory practices. A vast amount of research indicates that this essential training does not have to be extensive, but it has to be to the point. There is a well-established set of supervisory "rules of the road" that, if clearly understood by supervisors, will make their job much easier and more productive (not to mention the jobs of people whom they supervise). These guidelines must be made available to new supervisors in an understandable form that will allow them to be applied. This typically means a one- to two-day training program that includes a role playing or situational training component conducted by experienced instructors who have a firm grasp on the material and can make it relevant to Park Service needs.

- Ensure that supervisors receive some meaningful refreshing of their supervisory skills. Considerable research indicates that it is not sufficient merely to expose people to good supervisory practices on the front end of their supervisory careers and expect them to maintain those skills from that point forward. This is especially true in areas such as performance evaluation, where it has been repeatedly demonstrated that people need to be refreshed on an annual basis on how to effectively evaluate subordinates. Without such training, they begin reverting to practices that include a significant dose of supervisory bias in the evaluation process.



With more emphasis on supervisory training and programming supervision into work plans, performance evaluations could become less stressful and more productive.

Photo by Bill Dwyer.

Continued on page 24

Employee Performance: Mastering Perceptions and Managing Outcomes

Bill Wade
Mather Training Center

I have been involved for a number of years in teaching supervision and leadership, and, during this time, have conducted a lot of "informal research" into NPS supervisory practices. As a result, I have become convinced that performance management in the NPS is one of the more poorly implemented of any of the supervisory functions.

A very big reason for that is the system we operate under. The approach we currently use to put together performance standards and to evaluate performances, for instance, detracts significantly from good leadership practices.

But the system only responds to the inadequacies of the people using it. When supervisors don't do a good job of defining expectations and rating people against them, the system responds by trying to improve supervisory practices. And so it goes — the CATCH-22 of NPS supervision.

The article which follows is based on a number of years of experience, observation and being around people who are really interested in doing what is right — not just doing what the system expects or requires. Not much here is new. It may just be packaged a little differently. But it comes with the belief that to be really good leaders, we have to do more than just meet administrative requirements. We have to go beyond that.

We have to think of ourselves as being responsive rather than responsible. We have to be responsive to our "customers" — our park resources, the visitor, and our employees. We work for all of them. As leaders and supervisors, we should think of ourselves as working for our employees in order to assure that they are empowered to perform well during those "moments of truth" where they interface with the resource and the visitors.

Bill Wade is the superintendent of the Service's Stephen Mather Training Center. He has taught supervision and leadership for a number of years, and has spent the last several years developing the new Service-wide needs assessment program.

Performance Management Is a Journey, Not a Destination

Good management involves a tremendous amount of planning, and performance management is no different. The thought put in prior to communicating expectations to the employee is critical to success, and is the first step in the journey.

What results or accomplishments do we really want? To answer that question really well, we must again look to our customers, our end-users. Peter Drucker, the well-known management consultant, says that concentration on those activities that *contribute* is the key to results management. He says that an activity (any activity) *contributes* when its outcome satisfies the *real need* for an end-user, and that the end-user defines the real need.

Obviously, we can't easily run around asking visitors to define their needs, and resource issues are complex. The important point here is one of attitude. We must think from the end-user perspective. We all know of people in the organization (such as a procurement officer or a regional so-and-so) who have been policy-oriented rather than end-user-oriented.

Drucker goes on to say that results are attained, over the long run, by exploiting opportunities, not by solving problems. The most we can hope for by solving problems is a return to "normalcy." Resources must be consciously allocated to opportunities because what already exists is likely to be misallocated or misdirected. Left unattended, activities will tend to allocate *themselves* to events that produce few or no contributions.

So our performance planning must be end-user oriented, and we must really look for opportunities for contributions. We must look long and hard at the ongoing, routine things we and our employees are doing. These are likely to be the things that are not really contributing, and therefore candidates for change.

The Empowering Process

Properly applied, the empowering process should increase commitment by employees and a sense of ownership in outcomes. The four steps in the process are as follows:

1) *Placing Expectations Up Front*

How do we currently do this in the NPS? Most often by doing the required performance standards. The process of preparing performance standards is fraught with problems and frustrations, and many supervisors make some or all of the following mistakes:

- Trying to make them the end-all and be-all and cover any eventuality that might come up during the year. (I don't know what the record is, but I've seen PPS up to 45 pages in length.)
- Falling prey to the "once-a-year" syndrome. Conducting evaluations in

January, filing them until the following January. No revisions during the year; no review during the year.

- Trying to use the "standardized standards." Personally, I think it was a big mistake to introduce these into the system. Generic is generic! They allow lazy supervisors an "easy way out" and, when you take into consideration work context, employee differences, and other variables, such standards can never state exactly what is expected.

- Trying to quantify everything. The system implies (even states) that everything must be *measurable*. This connotes "numbers" to most people. Some expectations can be articulated and the level of performance verified, but not necessarily in terms of numbers.

- Trying to define several levels of performance. Some tasks just don't lend themselves to this approach. For example, if you want outgoing correspondence to be mistake-free, that is the fully successful level, and it can't be exceeded in terms of quality. We have to accept these situations in the system, and still provide ways for the employee to excel.

So what are the answers to these dilemmas? I believe it's possible to meet the administrative requirements of the system by using an approach something like this:

For routine, on-going tasks (the ones that continue for a year or longer) that, during your planning mode, you identified as critical and still contributory (i.e., the ones that are important enough that you would take some corrective or punitive action if they were not accomplished) define short, concise, explicit *outcomes*, as you would expect performance to be at the fully successful level. These routine PPS might be the same for several employees essentially doing the same basic work, under the same position description.

Remember to differentiate between conduct issues and performance issues. If the task cannot be directly traced to one of the major duties in the position description, it should not be included in the performance standards. Conduct issues (such as wearing of the uniform and punctuality) must be dealt with through a different process.

Next, *for each individual employee*, list the three to five most important discreet tasks or projects that you want him or her to perform during the immediate future. Limit yourself to no more than five — if you've got ten priorities, you've got none.

Again, these tasks must be ones that contribute to an end-user. The tasks can be either extensions of the routine requirements (more or better), or can be separate, non-recurring project-type tasks. Formulate these tasks into a shorter term (suggest bi-monthly or quarterly) work plan, taking into consideration the individual's competencies, the individual's interests, and the

NPS Employee Evaluations

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By Keith Hoofnagle, A.R.O.

3/88

DON'T BE RIDICULOUS! I'M NOT ASKING YOU TO RATE YOUR EMPLOYEES ON THE CURVE! THAT'S NOT RIGHT! ALL I'M TELLING YOU TO DO IS TO GIVE YOUR BEST EMPLOYEE A LEVEL I, YOUR WORST EMPLOYEE AN UNSATISFACTORY, AND ALL THE REST LEVEL III'S. NOW, THAT'S AS FAIR AS CAN BE, ISN'T IT?

REMEMBER, FRED, I GIVE YOU YOUR EVALUATION NEXT WEEK!

DO-AS-I-SAY NOT-AS-I-DO DEPT.

YOU'VE GOT TO GET BACK ON TRACK WITH THESE EVALUATIONS! THE MAJORITY OF YOUR EMPLOYEES SHOULD RATE A LEVEL III, BECAUSE MOST NPS EMPLOYEES ARE AVERAGE!

THAT'S EASY FOR HIM TO SAY! I'VE HEARD THAT THE MAJORITY OF THE WASO EMPLOYEES RATE A LEVEL I!

WASO CALLS REGION & FIELD OFFICES

HOW TO REACT TO AN EVALUATION THAT IS LOWER THAN EXPECTED:

1. The Jimmy Swaggart Approach

AH HAVE SINNED! AH HAVE SINNED AGAINST GAWD & AH HAVE SINNED AGAINST MOTHER GOOSE & I HAVE SINNED MOST GRIEVOUSLY AGAINST NATURE & I HAVE SINNED AGAINST Y'ALL! I'LL TURN IN MY NPS-ISSUE ROLEX. TAKE ME IN YOUR ARMS AND FORGIVE ME, BUT DONT MUSS MAH HAIR!

BLUBBER BLUBBER !!

THE HOLY BOOK OF THIMPEM

PLAYBOY

SUPERVISOR

2. The Bob Dole Approach

YOU'RE A WIMP! YOU DONT KNOW WHAT YOU'RE TALKING ABOUT! MY RECORD SPEAKS FOR ITSELF, AND FURTHERMORE, I QUESTION YOUR LEADERSHIP ABILITY! I'LL BET YOU'RE AFRAID TO DEBATE ME ABOUT THIS EVALUATION, AREN'T YOU?

PLEASE USE CAUTION WHEN ATTEMPTING THE DOLE APPROACH

SUPERVISOR

3. Approach

HOO BOY, DO I FEEL RELAXED! I DONT EVEN CARE ABOUT MY EVALUATION ANY MORE!

VALIUM Rx

The Robert McFarlane

A GOOD TIP

If at all possible, it's best not to get your evaluation when your supervisor is having one of his migraines!

SIT DOWN!

EVALUATION

YOU GUESSED IT... ...AND WHICH DIVISION DOESN'T GET THEIR EVALUATIONS IN ON TIME?

THE ADMIN. DIVISION, THAT'S WHO!

SO WHAT'S IT TO YOU, BLABBER MOUTH! WE'VE BEEN BUSY AROUND HERE AND THERE'S NEVER ENOUGH HELP!

OH, NOOOOO! PLEEZE! IT'S INHUMAN!

AND HOW DOES A SUPERVISOR GET A SUB-STANDARD EMPLOYEE TO IMPROVE?

Threats don't usually work, but here's one that will:

AS LONG AS YOUR JOB PERFORMANCE FAILS TO IMPROVE YOU WILL BE REQUIRED DAILY TO VIEW THE VIDEOS PROMOTING SAVINGS BONDS, INCLUDING THE SPECIAL (UGH!) EPISODES OF "GOLDEN GIRLS" AND "KATE & ALLIE"

current needs (based on “thrusts”, budget, the bosses’ wishes, etc.) of the work unit.

Here’s where the real accomplishments can evolve. By truly individualizing this portion of the performance expectations, commitment and ownership will occur. In addition, the inevitable things that come up during the year — things that can’t be anticipated in all cases at the beginning of the year — can be taken into consideration. These must be made a part of the PPS, but become the flexible part.

The objective here is to come up with a realistic way to let the employee know how to get a Level I; how to be a winner, and still get work accomplished that really contributes.

And remember, a Level I should not be equated with perfection, which in human performance is unattainable. However, as Vince Lombardi once said, “If you don’t chase perfection, you’ll never catch excellence.”

2) *Determining What Good Performance Looks Like*

In preparing the performance requirement statements listed above, you must be explicit about what desired performance will look like. How *you* will know when the desired level of performance has been achieved. What it will look like to you. What you are willing to accept. Think about how you can *verify* it, rather than how you can measure it. It’s a “picture in your mind” rather than a bunch of numbers. You have to be able to *verbalize* what good performance looks like; if you can’t, don’t ask someone else to do it!

3) *Validating Desired Performance*

The employee must know what criteria he/she will be evaluated against. This takes discussion. He/she must understand your approach — not necessarily the administrative requirements, but how *you* will do it.

By specifying which of these “project-type tasks” are *musts*, and which are *wants*, for instance, a supervisor could easily determine the extent to which the employee exceeded the fully satisfactory level of performance. If all the *musts* were accomplished, a Level II might result; if, in addition to the *musts*, all the *wants* were accomplished, a Level I might result.

4) *Determining Employee Support and Assistance*

This is another often-ignored step. You must plan ahead what you will do to assist the employee in accomplishing his or her tasks, not just leave it to chance or consider it only when you’re asked for help or support. It must be planned upfront. You must clarify (for you and the employee) and communicate what you are willing to do to facilitate performance. Don’t even do this, however, unless you plan to follow up on it. If you say it and don’t follow up,

your people soon will have you pegged as one who only fulfills the administrative requirements.

Discussing Expectations With the Employee

Here’s the part where managing perceptions comes into the picture. The primary purpose of the discussion is to make sure his/her *perception* of what you expect is *really* what you expect, to make sure there is complete understanding of your expectations, and to get input, ideas, and feedback from the employee about what he/she expects, hopes for, etc.

When employees are asked why they are doing particular tasks, the answers often indicate that they do not perceive that the tasks have any importance or contribute to the organizations. In a recent survey where this question was asked, 85% of the answers fell into the following three categories:

- The boss told me to do the task.
- We’ve always done this task.
- I don’t know.

Agreement is desirable, but understanding is essential. There will be some things that need to be done that the person would prefer not to do. Some things are not negotiable, but are conditions of employment. If there is a good relationship between you and the person, this will not usually be a problem. He/she understands that the organization expects certain things. As long as there is a good balance, with the organization fulfilling the employee’s expectations to a reasonable degree, the person will willingly take on some undesirable tasks.

You might actually do the discussion in two phases. Begin by discussing the routine, baseline performance required to be fully successful. If done properly, this usually is pretty much non-negotiable anyway. As part of that discussion, get input you need to put together the three to five components of the work plan. Then discuss the work plan, getting agreement on deadlines, what you need to do to support performance, etc. Reinforce the baseline requirements, and the effects of accomplishing the work plan elements (e.g., two accomplished will get you a Level II, three or more will get you a Level I; or specify by number according to complexity or importance).

This procedure should give the employee the feeling that you are taking into consideration more of his or her input, preferences, and interests. The key to the discussion is to *really* discuss it. Don’t just leave the PPS on the person’s desk and ask them to see you if there are any questions. Make it a face-to-face discussion. A lot more benefits accrue for some such meetings than just understanding each other’s perceptions. Trust and understand-

ing of each other is a very important by-product.

The importance of this process and the consequences of failure are borne out by a recent survey. Leaders were asked to list the five most important performance expectations for each follower, and, independently, each follower was asked to list the five he or she perceived to be most important. An average of less than two of the expectations appeared on both lists. This finding shows that up to 70% of an employee’s time may be spent in areas that the leader (the organization) does not consider crucial. But what if the follower is a very hard worker? What do you reward, the hard work (reinforcing the wrong behavior), or the results achieved in the performance expectations you wanted (thereby discounting the desirable hard work)? When you’re on different tracks, the organization loses, you lose, and the follower loses.

The Next Step Is Follow-up

It’s one thing to say what you want, and quite another to “*behave*” what you want. Followup is required to assure results. You have to walk what you talk, or, to use current lingo, “MBWA” (manage by wandering around). The point is that unless you show what’s really important by your behavior (what you ask for, how you observe performance, what kinds of activities you inspect), employees will perform what *they* perceive is important to you. Some say that if you aren’t spending fully 25% of your time “wandering,” you aren’t doing a good job.

This is the performance evaluation mode. Remember, performance has no value until it is evaluated from the perspective of end-users. Does this suggest that you may need to consider your sources of information about how well the employee is performing? Are you using only your own observations? Are they the best source of accurate information?

Feedback is essential. Too often, our people operate on little or no feedback. There are three kinds of feedback:

- Constructive — Praise for good performance, corrective for performance that needs improvement. Effect on employee commitment will be positive.
- Critical — Pointing out what is wrong, with no suggestions for improvement. Effect on employee commitment will be negative.
- None — This is the most frequent situation. Effect on employee commitment will be negative (over a period of time).

If performance measures up to what is expected, reinforce desired performance with good feedback given at appropriate times. Remove barriers; release rules and policies. Accelerate growth and development through new projects, added responsibilities. Give appropriate recognition.

Remember that reward is in the eye of the beholder. What you give must be perceived as a reward to the receiver, not just to you. If it's not, it's like the castor oil-filled twinkie: no matter how much sweetness it's wrapped in, you will know what's in the center.

If performance does *not* measure up to what is expected, assess the reason why, then take *immediate* corrective action. Is it a competence problem or a commitment problem? If it's the former, provide some kind of developmental experience, or drop the expectation until you can. Don't continue to expect a particular kind of performance if the person can't do it. If it's the latter, try to determine why. If the person is insecure or temporarily uncommitted (upset), pile on extra support. If the noncommitment continues, or defiance (unwillingness) results, very directive behavior *with consequences spelled out* is in order. There is a difference between temporary periods of noncommitment, which we all experience, and not being willing to do what is expected. Willingness is a condition of employment.

If the person's performance begins to fall below fully successful, *don't* keep giving warnings. This leads to gradually declining minimum standards (it's not what you say, but what you "behave" that evokes behavior from employees). A degrading effect on the good performers will

also occur as a result of your willingness to continue to put up with the non-performer. One of the real employee dissatisfiers is a supervisor's willingness to put up with a poor performer or to spend a disproportionate amount of time with the poor performer. Remember the concept of exploiting opportunities (good performers) versus solving problems (poor performers).

Put together a general discussion memo to formally start the documentation process (presumably you have been documenting both good and bad performance up to now for your own files). Have a more formal discussion with the employee about the problem areas, which you've spelled out in the memo. Be explicit about which performance behaviors are not up to acceptable level. Tell him/her explicitly what he/she needs to do differently to bring behaviors up to an acceptable level. Tell him/her the consequences (what and when) of not doing so. Document (by signature of employee if the employee is willing to sign, but this is not essential) the discussion, and give the employee a copy.

If performance improves, use approaches already discussed. If it doesn't *within a reasonable time* (usually 30-45 days at most), take appropriate action (usually meaning giving an unsatisfactory performance rating) in accordance with established procedures for adverse actions. Make sure you have kept your bosses in-

formed along the way and have gotten help as appropriate from park and regional office specialists.

If a person's *conduct* falls below acceptable, in any way, take immediate action. Give one and only one warning. This warning should include the consequences that will result from repeating the incident. A repeat should bring on disciplinary action, in accordance with park/regional procedures. Again, the consequences of not doing so are to begin to lower the commitment of the rest of the persons in the work group. Punishment (punitive action) should be a last resort, but should not be avoided. Punishment may be appropriate only when there is outright defiance. Punitive (and corrective) action should be equitable, private and not humiliating. The goal of discipline should be to prevent, correct and redirect behavior; not degrade, humiliate or hurt people.

Before starting any corrective or punitive action, just make absolutely sure that all steps of the empowering process were covered in detail upfront. *Clarity of perceptions is a prerequisite to reprimanding.* In any case, immediate, constructive feedback about needed changes in behavior, or consequences of behavior, is the first step. Focus on performance behavior, not causes. You might assist the person in realizing what might be causing

Continued on page 30

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Performance Appraisal: Doing It Right

Vicki Black Webster
Crater Lake

If supervision is the toughest part of a ranger's job, as I believe it is, then performance appraisal is the toughest part of supervision. Effective performance appraisal requires good communication between supervisor and employee throughout the entire year. It requires a considerable amount of thoughtful, difficult paperwork. An employee's career advancement is greatly affected by it. For all these reasons, appraising the performance of an employee poses a real challenge. For the supervisor with numerous employees, it can seem nearly impossible. Knowing the most effective way to appraise performance can help to improve supervision Servicewide and can help you individually whether as a supervisor or a supervisee.

Performance appraisals are done primarily as a tool for employee development. By law, they are used to initiate such personnel actions as training, rewarding, re-assigning, promoting, reducing-in-grade, retaining, and removing employees (FPM Chapter 430, Subchapter 1.16). Additionally, they serve as valuable tools for improving communication between supervisors and employees in order to accomplish specific work in a specific way. Supervisors, then, have a clear interest in doing performance appraisals well.

An effective performance appraisal begins with well-written performance standards. This article is not the place for a detailed lesson in writing standards, but a few points about them are worth emphasis here. An excellent reference for both supervisors and employees is the NPS publication *Performance Appraisal Handbook for Supervisors*, available from your administrative division.

After studying this publication, you may find "standards" are being used which, in fact, do not qualify as standards. Such conduct-related matters as punctuality, friendliness, and appearance are not appropriate standards unless they directly impact the employee's performance of duties. Maintaining certification such as a red card or law enforcement commission is not an appropriate standard if such certification is a condition of employment.

Vicki Black Webster was an interpretive ranger from 1976 to 1986 and a chief of interpretation from 1983 to 1986. She is presently the business manager for the Crater Lake Natural History Association.

Any standard, with rare exceptions, should not be used if it is written in such a way that it cannot be exceeded or measured. A standard that one either does or does not accomplish is not an effective measure of quality of performance. Simply ask, "What could the employee do to exceed this standard?" to test whether it is measurable. If the answer is "nothing," throw out the standard or re-write it.

An excellent way to write standards, although more time-consuming, is the multiple-level method. In this method, each standard is described at different levels of performance. "How to succeed" and "how to fail" are spelled out so clearly there is little room for misunderstanding. The employee knows precisely what the supervisor needs to see in order to get a rating of "excellent", "met", or "failed". Multiple-level standards are particularly useful for employees new to the Service, for new positions, and for upward mobility positions.

If the workload of writing performance standards seems overwhelming — as it may to supervisors with many employees — one solution is to enlist the aid of the employees themselves. Most will be eager to have a hand in drafting more effective standards. Of course, the supervisor has the final word, and the standards should reflect the supervisor's expectations. While performance standards are not negotiable, those written with the employee's input will reflect the realities of the job and will be accepted by the employee more readily.

Besides requiring a lot of paperwork, one other problem with the system of having different standards written up for each employee in the Service is that we then turn around and use the numerical scores from all these very different standards as though they were truly comparable. Their use in comparing candidates competing for promotion is a case in point.

I once had a supervisor who told me that he would have to "witness a miracle" before I could be rated as exceeding a performance standard. Meanwhile, a peer of mine in a neighboring park had a supervisor who told him, "Let's write your standards in such a way that you can exceed all of them and get a Level I." If I had competed against that peer for promotion, his numerical score could have made him appear to be the better employee, whether or not he actually was.

An employee competing for promotion, then, may want to submit the entire text of his or her most recent appraisal along with the application. The selecting official can then see the standards behind the scores to compare candidates more accurately. No selecting official should give too much credence to the numerical scores, however, mindful of the vast differences in the standards on which they are based.

Another solution to this problem is to

have standardized standards. This has worked well for many seasonal positions. Some such standards, written in the multi-level format, are now available for permanent ranger positions, and they make a useful starting point for writing standards. The reason they probably won't be as widely used as the seasonal ones is that permanent ranger jobs tend to be very specialized — specialized in the sense that each is very different from most others. Also, permanent jobs tend to be goal-oriented, and performance may be partly appraised on the basis of specific goals attained, building on past work year after year. That uniqueness and specificity need to be written into the standards and may preclude the use of standardized performance factors.

Once the standards are finally completed and communicated clearly to the employee at the beginning of the year, they should not be filed away to await the dreaded interview at the end of the year. Refer to them often, discuss progress with the employee throughout the year, and be specific about achievements and deficiencies. It is customary to schedule a "mid-season evaluation" for seasonal employees; a formal mid-year appraisal for permanents might also be conducted. The performance standards are tools to help the supervisor achieve a certain quality of work. If used on a day-to-day basis, they can be very effective.

Whatever your style of supervision, let your employees know how they are doing. A test of whether you have kept them informed comes at the end of the appraisal period: there should be no surprises at the performance appraisal session.

When it is time for the actual rating and discussion, knowing a few procedural guidelines will make it easier on everyone. The NPS handbook recommends a pre-rating conference with the reviewing official. This is a fairly new idea and is probably not done often enough. It allows you, the supervisor, to get your act together before the rating session. It also provides an opportunity for you and the reviewing official (most likely your supervisor) to concur on the rating.

Now, here's a sticky wicket: It is important for you to know and understand that you as a supervisor, and only you, assign the final rating. "The Reviewing Official may not, under any circumstance, change the assigned rating." (FPM Chapter 430, Subchapter 1.12H) It is against regulations for anyone else to dictate an upper or lower limit to the rating or to alter the rating given by the supervisor. If the reviewing official desires any such changes, some pressure could be brought to bear on you. After all, the reviewing official is *your* rating official. Communicating clearly with the reviewing official throughout the year might help to

A Critique of the Selection Process

Lisa Vogel
Mammoth Cave

Not long ago, after literally years of applying for jobs, I finally transferred into the position and park of my dreams. Now, in looking back at those years, it's clear to me that by far the most difficult and frustrating part of being a ranger is the issue of transfers and promotions. And I mean the whole hiring process and everything involved in it — spending an entire week trying to locate a copy of last week's pink sheet, working hour after hour to design concise KSA's that included every minute of all my experiences, and not wanting to open my mail box because only rejections come by mail. Offers come by telephone.

Ultimately, the most frustrating aspect of the whole thing was a belief that I developed that job candidates are not selected fairly, a belief which I am sure I share with many rangers to one degree or another. The system that most of us want and expect is one in which the most qualified applicant (as would be determined by an objective third party) gets the job. But here are some common, real-life examples which are typical of those that fuel the belief that NPS hiring practices don't work that way:

- A GS-5 applies for and gets a GS-7 position in the park in which he is currently employed. Rumors has it that he scored the lowest of all the candidates making the cert, but that he was the only one from the park who applied. "Well", justified a co-worker of his, "he was the most qualified person they *could* have hired".
- A permanent clerk-typist position opens, and a number of seasonal rangers apply for it, some of whom have past secretarial and administrative experience. The one selected doesn't know how to type, but does now the hiring official pretty well.
- A GS-5 ranger with less-than-substantial NPS experience applies for a GS-6 position at a "crown jewel" park. The candidate's lover already works there, and is friends with the hiring official. The ranger gets the job.

Do these sound familiar? Is it ethically right to engage in such hiring practices? As I understand the system, the hiring official can use her or his own methods of evaluation to determine who on the cert to hire. This allows the hiring official to choose an applicant who not only looks good on paper, but who will "fit in" to the needs of the park and the people already working there. My point is that many rangers

believe that this freedom is all too often being abused for personal advancement, as a gift to friends, to satisfy the brass, or, at the very least, as a way for supervisory personnel insecure in their own employee management abilities to avoid the risk of hiring candidates who are unknown to them.

I don't think anyone familiar with the NPS can doubt that this belief is based on reality, though I know of no way to prove it or measure its extent. Like the emperor's new clothes, no one officially 'fesses up to what we all know is going on. Ultimately, many of us are hoping that sooner or later our connections will pan out, too, and then the whole process will have balanced out for us.

I once heard a superintendent say with pride in his voice that he had never been hired by anyone who knew him. He seemed to feel there was something important about having risen through the ranks solely on his qualifications. I agree. My goal for the NPS is that *all* positions be filled fairly and competitively. There are consequences to a hiring system where "who you know" begins to become more important than "what you can do." They include the following:

- Less qualified people are hired and the quality of job performance goes down.
- Rangers attempting to improve themselves for purposes of transfer and promotion put decreased emphasis on education and skills beyond what's needed to make the cert, and increased attention on meeting the right people and winning their approval (there's a nasty little term for this kind of activity that I won't get into here).
- There's a decrease in the influx of new ideas because people with like minds are hiring each other, and a decrease in employee backbone because of the fear that thinking differently and standing up for it may be dangerous to the health of one's career.
- Morale goes down as the pile of rejection letters goes up. One never knows how many of those positions applied for were either pre-selected or filled with someone who's connection to the hiring official was, in the final analysis, what got him or her the job. Without naming names, I think that most of us have heard that certain parks are almost impossible to get into unless you know someone. No matter how good you are.

In my analysis, the perceived problem is not just that transfers are hard to get because there's so few of them available. It's that transfers no longer appear to be a function of quality performance, proven ability, and appropriate educational background. And that translates into the NPS being a dead-end career for those rangers without good connections.

The only thing to do about the perception that hiring practices are unfair is to actually stop them from being unfair. And that's going to be hard. I offer the following recommendations as possibilities for doing something about the problem:

- Instructors in required supervisory courses should teach that it's an incredibly difficult job to be objective about the people you know and to separate actual job performance from preferred personality traits. Make it clear that the role of the hiring official is not to reward current employees — for any reason — but to hire the most qualified person without consideration of any past relationship.
- Hiring officials should consider excluding a candidate's references in the selection process. References aren't able to provide any information about the candidate that the past supervisors can't, other than to give the candidate a chance to show that he or she has mutual friends and acquaintances with the hiring official. Is that important to know?
- Hiring officials should let it be known among their co-workers, associates and friends that they will be making a selection on their own, and do not want input concerning the quality of particular candidates other than when officially interviewing the candidate's supervisors. Supervisors and managers in positions of authority over hiring officials should express their own professionalism by not mentioning their personal preferences for one candidate over another.

I want to make it clear that I am not suggesting that employees should never be hired from within, or that hiring officials should never select candidates they know. What I am saying is that there's too much intermarriage in the "NPS family". The Park Service I want to work for is one in which hard work, dedication, and excellent job performance become the one currency that buys opportunity, and I ask that all of us who are hiring officials work a little more diligently at consistently selecting the most highly qualified candidates, whoever they turn out to be. Remember, the next time you apply for a job where you have no connections, that's what you're hoping they'll do for you.

All in the Family

All submissions must be either *typed* or *printed* and should include the author's return address and/or phone number. Send to: Editor, *Ranger*, Apt. D-422, 3004 Lee Highway, Arlington, VA 22201. The deadline for the summer issue is May 5th. If you are moving and also changing your mailing address, please include past and present addresses. These will be forwarded to the business manager, who maintains the list of current addresses. Moves and address changes may also be phoned in to the editor — see "Hot Line" in the letters section of the magazine.

You may have noticed that clusters of names from a single park occasionally appear in this section. That's due to the work of members or park reps — in this case Pat Toth of Delaware Water Gap — who send in listings of recent moves into or out of their parks. Why not take a minute and send in a list from your area?

Transfers

Roger Andrascik - from supervisory park ranger, Crater Lake, to park ranger (RM), Yellowstone.

Jon Anglin - from secretary, Ranger Activities, NCRO, to same, Ranger Activities, WASO.

Bonnie Blaford - from park ranger, Minute Man, to same, Tuskegee Institute.

Tom Bradley - from superintendent, Christiansted/Buck Island Reef, to deputy superintendent, Statue of Liberty/Ellis Island.

Jim Brady - from assistant superintendent, Zion, to assistant superintendent, Grand Teton.

Elayn Briggs - from park ranger, National Capital Region, to supervisory park ranger, Jefferson National Expansion.

Erin Broadbent - from park ranger, President's Park, to same, WASO.

Dennis Burnett - from supervisory park ranger, Jefferson National Expansion, to same, Cape Cod.

Michael Capps - from park ranger (interpretation), San Antonio Missions, to historian, Jefferson National Expansion.

Scott Carrigan - from seasonal park ranger, Ozark, to park ranger, Jefferson National Expansion.

Bonnie Clarfield - from park ranger, Ocmulgee, to same, Rainbow Bridge, Glen Canyon.

Cindy Crowle - from park ranger, Glacier, to same, Virgin Islands.

Francis Cucurullo - from supervisory park ranger, Cuyahoga, to same, Chesapeake and Ohio Canal.

Karen Cucurullo - from park ranger, Cuyahoga, to lead park ranger, National Capital Region.

Cornelius De Jong - from park ranger New River Gorge, to same Voyageurs.

Michael Dumene - from park ranger, Fort McHenry, to same, Jefferson National Expansion.

Thomas J. Ferranti - from contracting officer, Yosemite, to administrative officer/assistant superintendent, Isle Royale.

Eric Finkelsten - from park ranger, Boston, to supervisory park ranger, same.

Peter Fitzmaurice - from park ranger, Lassen Volcanic, to chief ranger, Kenai Fjords.

Gordon Gay - from chief interpreter, C&O Canal, to site manager, Monocacy Battlefield (Antietam).

Gil Goodrich - from park ranger, Grand Canyon, to same, Cumberland Island.

Allen Haeker - from supervisory park ranger, Assateague Island, to same, Sleeping Bear Dunes.

Tom Haraden - from supervisory park ranger, Golden Spike, to same, Canyonlands.

Randall Harmon - from supervisory park ranger (interpretation), Jean Lafitte, to same, Jefferson National Expansion.

Mark Harvey - from park ranger, Grant-Kohrs Ranch, to same, Lincoln Boyhood.

Jim Hutton - from park ranger, Ozark, to same, Biscayne.

Daniel J. Jacobs - from park ranger, San Juan, to supervisory park ranger, Fort Laramie.

Chris Johnson - from park ranger, Ozark, to same, Biscayne.

Harrie Johnson - from supervisory park ranger, Lincoln Home, to chief of I&RM, Mound City Group.

Kenneth Johnson - From supervisory park ranger, Colonial, to same, Shenandoah.

"Trapper" John Kempisty - from lead park ranger, Independence, to district ranger, same.

Jack Kumer - from dispatcher, Everglades, to biological technician, Assateague Island.

Jo Ann Kyril - from superintendent, Fort Smith, to park manager, Scotts Bluff.

Chris Light - from administrative technician, Grand Portage, to administrative assistant, Bandelier.

Dave Little - from park ranger, Delaware Water Gap, to seasonal park ranger, Great Smoky Mountains.

Jeannie Little - from park ranger, Delaware Water Gap, to seasonal park ranger, Great Smoky Mountains.

Robert Maguire - from park ranger, Padre Island, to subdistrict ranger, Round Spring, Ozark Riverways.

Mike Mastrangelo - from district ranger, Allegheny District, C&O Canal, to chief ranger, same.

Norman Messinger - from assistant superintendent, Jefferson National Expansion, to program analyst, Midwest Regional Office.

Michael J. Meyer - from park ranger, Lassen Volcanic, to supervisory park ranger, Grand Canyon.

Roger Moder - from park ranger, Voyageurs, to supervisory park ranger, Glen Canyon.

Laurie Morgan - from clerk-typist, Black Hills NF (SD), to district clerk, Six Rivers NF (CA).

Peg Morris - from administration, Grand Canyon, to administrative officer, C&O Canal.

Kimberly Mukavetz - from park ranger, Great Smokies, to same, Sleeping Bear Dunes.

Johnny Neal - from park manager, George Rogers Clark, to same, George Washington Carver.

Robert Pointek - from park ranger, Corps of Engineers, to same, Jefferson National Expansion.

Carol A. Pollio - from administrative technician, Salem Maritime, to park ranger (RM&VP), Sandy Hook, Gateway.

Pat Quinn - from supervisory park ranger, Shenandoah, to same, Hite, Glen Canyon.

Mark Ragan - from park ranger, Tuskegee Institute, to same, Golden Gate.

Pete Reinhardt - from park ranger, Lake Meredith, to same, Bullfrog, Glen Canyon.

Kevin Ritchie - from seasonal park ranger, Old Post Office Tower (NCP), to same, Cuyahoga.

Ed Rizotto - from acting chief, Resource Protection and Visitor Management, Mid-Atlantic Regional Office, to management assistant, Gateway.

Patti Simmons - from park ranger, Delaware Water Gap, to computer analyst, Southeast Regional Office.

Mark Tanaka-Sanders - from supervisory park ranger, park operations, USS *Arizona*, to district ranger, Kipahula Haleakala.

Bill Schulze - from environmental scientist/sanitarian, Health Department, Washington County, Indiana, to U.S. Department of Justice, Lexington, Kentucky.

Nicholas Stavropoulos - from park ranger, Corps of Engineers, to same, Lincoln Home.

Fredericka M. Steele - from administrative clerk, Big Bend, to administrative technician, Fort Union.

Barbara Stewart - from park ranger, Colonial, to same, Shenandoah.

Elisabeth Stout - from park ranger, Corps of Engineers, to supervisory park ranger, Jefferson National Expansion.

Rebecca Sullivan - from lead park ranger (fee collection), Grand Canyon, to park ranger (interpretation), Ozark.

Bill Supernaugh - from chief, Resource Protection and Visitor Management Mid-Atlantic Regional Office, to agency representative, NPS, FLETC.

Karen Taylor-Goodrich - from park ranger, Grand Canyon, to supervisory park ranger, Cumberland Island.

Stephen J. Taylor - from park ranger, Cape Lookout, to same, Gettysburg.

Linda Toth - from clerk typist, Delaware Water Gap, to cash clerk, same.

Timothy Trainer - from park ranger, Lincoln Home, to same, Indiana Dunes.

Retirements

Dick Gross - from staff park ranger, Delaware Water Gap, to retirement.

Patrick McCabe - from park ranger, Delaware Water Gap, to disability retirement.

Herb Theune - from roads and trails foreman, Delaware Water Gap, to retirement.

Charles A. (Al) Veitl - from supervisory park ranger, NCR, to retirement.

Departures

Ann Calbi - from park ranger, Delaware Water Gap, to U.S. Marshal Service.

Andy Cohen - from resource management specialist, San Juan Island, to special agent, National Marine Fisheries Service (NOAA/Commerce).

Mary Kimmitt - from management assistant, Independence, to deputy director, Philadelphia Ranger Corps.

Continued on page 24

Association Notes

Rendezvous XII

Rendezvous XII will be held between October 8th and 14th at Snowbird, a skiing and summer activities resort just south of Salt Lake City, Utah. Details of this year's gathering are beginning to come together.

Room rates at Snowbird's new Cliff Lodge will be \$49 per night, single or double occupancy. We have secured 25 rooms for Saturday, October 8th, and 250 rooms for the period from Sunday, October 9th, to Thursday, October 13th. Check out will be at 11 a.m. on Friday. Members should make their own reservations with Snowbird's Central Reservations Office (1-800-453-3000), and will be required to mail in a \$25 per room deposit immediately following confirmation. This deposit will be refunded in its entirety if your reservation is cancelled at least 48 hours before the arrival date. Snowbird will also provide guest rooms at group rates for the period from three days prior to three days after the Rendezvous on a space available basis. *Please preregister for the Rendezvous early*, as we'll need some numbers as soon as possible to make necessary adjustments in our contract with the resort.

Snowbird has 11 full-service restaurants and fast food operations which offer a variety of cuisine and prices. There are also several lounges throughout the resort. Amenities at the Cliff Lodge include three restaurants, one of which is a roof-top restaurant and lounge; a 21,000 square-foot roof-top health and beauty spa with heated year-round pools and saunas; room service; laundry facilities; satellite/cable television; and several retail shops. An eleven-story glass atrium/lobby and lounge is the focal point of the Cliff Lodge and provides a panoramic view of rugged Peruvian Gulch and the surrounding Wasatch mountains.

Snowbird is just 25 miles (35 minutes) southeast from downtown Salt Lake City and only 31 miles (40-45 minutes) from Salt Lake City International Airport. Easy transportation can be arranged by taxi, rental car, charter bus, limo or helicopter. VIP Productions will be working on transportation arrangements. Airlines servicing Salt Lake are American, American West, Continental, Delta, Eastern, Republic, Skywest, TWA and United Airlines. For your landlubbers, Greyhound and Trailways buses and Amtrak trains offer service to Salt Lake City.

Complete details on the Rendezvous will appear in the next issue of *Ranger*.

Scott W. Isaacson
Rendezvous Site Coordinator
Timpanagos Cave

Rendezvous Raffle

Planning for the raffle for Rendezvous XII has already begun, with a few new twists in the works to enliven our annual fund-raising efforts.

I will serve as raffle coordinator, and will also handle ranger-created arts and crafts; Nancy Wizner will coordinate corporate raffle items from commercial interests; Kathy Clossin will coordinate logistical set-up, ticket sales, and related matters.

In addition, auctioneer Jim Tuck will initiate a new program of special auction items that highlight nearby parks or a "park of choice." This will give everybody the unique opportunity to participate in a vigorous and energetic auction and buy those one-of-a-kind souvenirs, such as \$25 pencils, \$30 T-shirts, or \$1 "made in Korea" tomahawks.

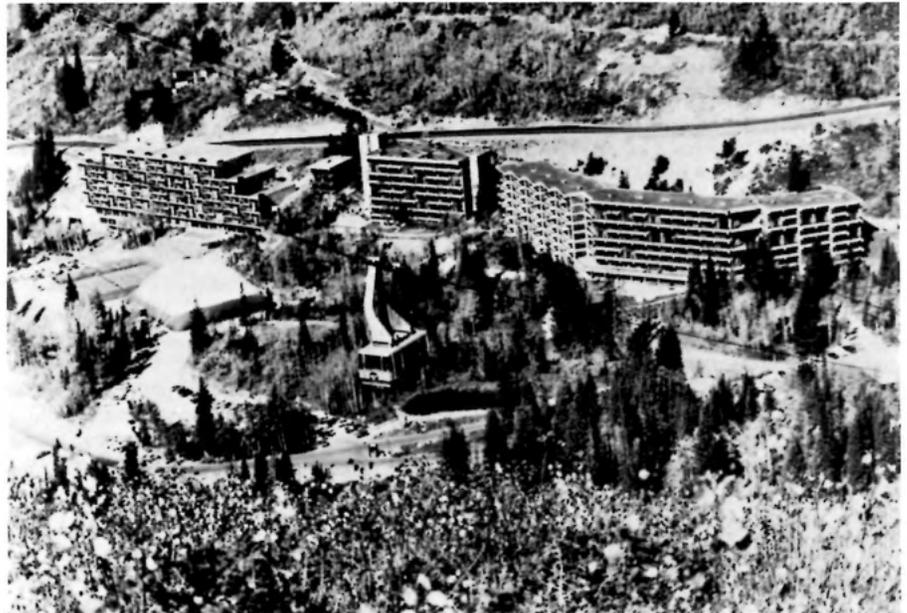
A sergeant-at-arms will also be established with an able corps of deputies who will patrol the halls looking for those odd bits of personal history or behavioral patterns of attendees. Suitable public humiliation and fines will be assessed of all those who are honored by being selected.

I'm especially interested in returning to the yesteryears of raffle greatness, when ranger-made and crafted items formed the core of raffle contributions. If you're interested in contributing or assisting, please contact me at Everglades or at my home at 8825 SW 160th Street, Miami, Florida 33157 (304-252-8960).

Meanwhile, we'd like to thank all the people who contributed to Rendezvous XI:

E&AA	Three books
Terry Wood	Two books
Mike & Carolyn Barnhart	Pen and ink drawing
Bruce McKeeman	Commemorative art

Bob & Jen Panko	Football tickets
Rick Erisman	Car clutter-enders
Roger Ross	Chopping boards
Freddie Steele	Stained glass
Judy Thompson	Stationery
Dale Thompson	Wooden box
Edward Carlson	Bison box
Beer & Wine Hobby	Wine making kit
Prentice Hall, Inc.	Five EMS books
Dick Ring	Yellowstone photo
Neal Bullington	Stereoscope views
Doug & Gene Scovill	Handmade afghan
<i>International Game Warden</i>	Stationery
Mack & Jan Shaver	Jacket
Jasper's Surf Shop	Sweatshirt & T-shirt
Edie Roudebush	Stuffed bison
Cliff & Judy Chetwin	Bushel of apples
Elaine Harmon	Books, patches, buttons
Jack Blanton	Sets of mugs
Warden's Supply	Cup & stein
Kurt & Ellie Topham	Handmade Western shirt
James & Karla Zahadka	Cutting board
Gary Machlis	T-shirt
Phil & Meme Young	Stained glass
Steve Dodd	Textbooks, sweatshirt
Warren Bielenberg	Stained glass
Judy Weaser	Blueberry jam
Ky Rasmussen	Trousers
Bob Gates	Gift certificate
Susan Hagan	North Face tent
Sherrie Posternack	Earrings
Bill Lienisch	Calendar, notecards
John Streeter	Two hats
William Tashjian	Mini-tool, three books, water rescue bag
Rick Devenney	Three safety knives, two stethoscopes, two rescue scissors
Director Mott	"Silver Screen" Trivial Pursuits
Rob Arnberger	
Rendezvous Raffle Coordinator	
Everglades	



Snowbird Resort, site of this year's Rendezvous.

Rendezvous XI Workshops — Continued

Doing The Devil's Work In God's Country

The theme of this presentation by Dr. Gary Machlis was that the objectives of the NPS are played out in the political arena and compete with other issues. This results in the NPS being controlled by external forces that impede its mission.

Machlis said that the NPS is annually voted the most popular Federal agency in public opinion polls, but that this popularity is not only untapped but meaningless since the role of the public in setting policy is rather small. He said that the struggle for increased public participation is never-ending, and that our interpretive efforts are no exception. Machlis quoted statistics that showed our interpretive programs reach less than 20% of all park visitors, and only 5-6% in smaller parks.

These figures make the media's influence even more significant. An example Machlis used was Alston Chase's book, *Playing God in Yellowstone*. Machlis felt that Chase needed the NPS to fight back to get the controversy into the news. The controversy would have been mitigated, he said, if the NPS had expressed some concerns and appointed Chase to a committee to solve the "problem" after praising his book.

Machlis described a powerful government agency as one that has the ability to influence government policy and decisions. The NPS fits somewhere in the middle as a political agency that is "muddling through." Unlike other, more aggressive agencies, the NPS mission is narrow and not expanding, so there is no growth. Machlis felt that if the NPS had taken the lead with the National Environmental Protection Act in the 1970's, then there would have been an increase in agency power.

The thought that national parks are islands of hope is a myth, according to Machlis. Indeed, to a cattle rancher or Forest Service manager, the parks may be perceived as "bastions of vermin about to break out." In reality, the parks are sinks, absorbing pollution, salaries and development and are influenced by local and international economies.

The changes in American lifestyles will affect how people use national parks. Dual career families will have more discretionary income, but less free time. With less time to visit parks, Machlis speculates on whether we might not end up having reverse carrying capacity issues, such as a minimum park visit time of six minutes. We have all heard the question "I only have an hour, what is there to do here?"

Machlis predicted that the courts will continue to play a crucial role in environmental issues. He also indicated that parks will continue to be foils in the struggle to use them for economic development. Machlis cited the recent move by local business groups in Idaho to gain national park status for Sawtooth NRA and Craters of the Moon NM, merely to lure additional tourists into the local economy.

Machlis stated that there is no quick fix for the myriad of issues confronting the NPS; "*The One-Minute Ranger*", if such a book existed, would not be sufficient. Machlis did suggest reading the following journals to get us past "muddling through": *The Wall Street Journal* — "how the world really is"; *Popular Mechanics* — latest technological advances; *Harvard Business Review* — clear prose about "what we should do"; *Rolling Stone* — "how the world might become."

Frank Dean
Yosemite

ANPR Goals-Setting Workshop

A goals-setting workshop was held during Rendezvous XI. Workshop leaders were Laurie Coughlan and Noel Poe. The workshop was organized along the line of *identifying issues* instead of using the previous method of establishing goals and recommending these goals to the President.

The workshop started by reviewing the recommendations of the Rendezvous X goal-setting workshop led by Bill Wade at Jackson Hole. We discussed the top four issues on this list, and explained what the Association has done during 1987 to address these recommendations. In addition, these four topics provided stimulation for the development of issues that should be addressed by the ANPR in the future.

While the hour-long discussion covered many topics, three major issues can summarize most of the conversation:

- **Generating Input From Members:** One of the most frustrating parts of being a regional rep or committee chair is the lack of input from the membership when questions are raised. There were numerous reasons given for this lack of input, but the consensus was that members felt that somebody else would respond or they didn't have the time or take the time to set down and write a response. The group had several suggestions for increasing member participation:

To get feedback requires aggressive action by the questioner. Needle the membership. Write a draft of the issue for members' response. The draft may be written or

questions phrased to provoke a reaction. Ask specific questions that can be answered with a tearoff sheet or by checking boxes. Use survey forms to gather basic information. Provide specific indication on how the comments will be used. Relate how information from a local level will be used to address the issue at the national level. Realize there is a basic difference between obtaining research data and general input, and use appropriate methods for each.

- **More Active Park Reps:** This subject was a spin-off of the above topic. Considerable time was spent discussing ways to entice members to volunteer as park reps. No real solution came out of the discussion. Possibility of a story in *Ranger* of a successful park rep program. Establishing specific duties for park reps so the position is not so vague and more definable.

- **Lack of Availability of Seasonal Employees:** A lot of concern was voiced over the declining number of applicants on the seasonal registers and how the ANPR could assist with this issue. Following is a summary of the comments:

Allow seasonals to apply to more than two parks in the system. Establish a marketing program that will identify what it takes to be competitive in today's market, identify the good aspects of what the Service has to offer, and analyze our hiring practices. Determine whether the NPS should pay for specialized skill training or L.E. training for seasonal employees. Lets address the career seasonal issue and see if that program will help meet our needs. Provide information to the field hiring officials on other hiring programs that are available, i.e. junior fellowships, old Americans, etc. Perhaps one issue of *Ranger* could be devoted to attracting seasonal applicants. Articles in that issue could explain the opportunities available, the variety of jobs and parks available, advantages of seasonal housing, how to apply, etc. Members could use that issue in recruiting trips, in mailings to universities and in contacting organizations.

Noel Poe
Capital Reef

NPCA's Park System Plan

During the final plenary session, Destry Jarvis, vice president of NPCA, presented a brief overview of a long range plan for the National Park Service that will be released late this winter.

The idea for the plan was born during the 1981 State of the Parks Conference in Jackson Hole, Wyoming. The NPS was originally to have written the plan, but Director Dickenson felt that the planning process might be compromised by Departmental politics at the time, so NPCA carried out the assignment.

The plan is divided into nine components, with some analyses and recommendations. Here are some highlights:

- 1- Composition of the system ("What is and what should be in the system"):
 - includes an historical review of past park proposals;
 - recommends 60 new NPS areas to fill the gaps, as some ecosystem types are not presently in the system;
 - lists "protected" areas managed by other government agencies that need to be monitored and/or acquired by the NPS if current safeguards are insufficient.
- 2- Boundary study:
 - examines critical areas to determine threats;
 - recommends expansion of NPS boundaries or authorities in many areas to protect primary resources.
- 3- Resource management:
 - uses statistical analysis to accurately determine staffing and funding levels to carry out resource management programs.
- 4- Legal review:
 - reviews all existing environmental laws to determine how the laws work now and how they could be more effective; (Jarvis felt that this volume, which is written in clear prose, will be a good resource for park managers.)
- 5- Science needs assessment:
 - recommends that scientific research programs be expanded in order to gain facts needed to base key decisions on;
 - advocates forming a committee to study how effectively the NPS uses scientific information.
- 6- Park planning structure:
 - recommends disbanding the Denver Service Center and spreading the planning and compliance branches out to the regional level;
 - retains the construction unit as a centralized function.
- 7- Park use patterns:
 - examines appropriate uses of parks, and carrying capacities;
 - develops statistical methodology for determining maximum carrying capacity that NPCA feels is legally defensible in court.
- 8- Land acquisition:
 - advocates utilizing endangered species protection concerns to acquire additional habitat;
 - proposes eliminating mineral rights claims to the surface to prevent residential use while still honoring sub-surface mineral rights.
- 9- NPS as an institution:
 - examines idea of making the NPS an independent agency similar to EPA or the Smithsonian in order to minimize partisan political control of NPS policies — an idea which has some Congressional support;

- recommends making the NPS the administrator of the Land and Water Conservation Fund rather than creating a new public agency to manage the fund.

The plan should generate both Congressional and NPS review after its release, Jarvis said. He concluded his presentation by stating that change is inevitable and that we must make change compatible and constructive. He said that the NPS cannot afford to rest on its laurels or image; that, rather, we need to be proactive and aggressive as an organization and as employees.

Frank Dean
Yosemite

All in the Family *continued*

Missing Persons

There are a number of members of the Association who have disappeared — at least from the roles of the organization. They've moved without leaving forwarding addresses, so magazines sent to them keep coming back marked "Return to sender — address unknown." If you know of their whereabouts, please let us know or have them get in touch with this magazine. These are the missing persons, with last known addresses:

- Robert Judkins, Deming, New Mexico;
- Evan W. Jones-Toscano, Gustavus, Alaska;
- David Taylor, Golden, Colorado;
- Patty Haggerty, Davis, California;
- Cordell Roy, Anchorage, Alaska;
- John McKay, Denali, Alaska;
- Richard Guerrieri, Estes Park, Colorado;
- Karen Rosga, Bryce Canyon, Utah;
- Denise Galley, Durango, Colorado;
- Thomas Hudspeth, Yellowstone, Wyoming;
- Douglas Roe, Bryce Canyon, Utah;
- Bruce Ooton, Duncansville, Illinois.

Deaths

Association member and Canyonlands Chief of Interpretation J. Jerry Rumburg was killed December 16th when his truck left the roadway and overturned on Interstate 70 east of Thompson, Utah. He was 41.

Jerry began his career with the Service as an intake at Grand Canyon in 1972, and became a supervisory park ranger in Golden Gate in 1973. From 1976 to 1978, he was a supervisory ranger in the North Cascades, then served as chief of interpretation at Coulee Dam from 1978 until he went to Canyonlands in 1985.

The family asks that donations in his memory be made to the Canyonlands Natural History Association, 125 West 200 South, Moab, Utah 84532.

Supervision *continued*

- Provide these initial and in-service training programs to supervisors and managers at *all* levels in the organization.
- Require upper management to take seriously the task of overseeing subordinate supervisors, providing them with guidance and constructive feedback, and generally giving them the opportunity and resources (e.g., time) to effectively carry out their supervisory responsibilities. One of the observations that many seasonal employees made was that second-line supervisors were aware of supervision problems, but were unable to do anything about it. Of course, this problem is due in part to the same difficulty that they, too, are often given inadequate time, knowledge base, and resources to carry out their own supervision responsibilities.
- Encourage supervisors to obtain feedback (perhaps anonymously where possible) from those whom they supervise. Of course, we all know that the feedback will not be entirely accurate, but it is very likely that it would be of tremendous benefit to supervisors in their attempts to make mid-course corrections in their methods and approaches. It is the wise supervisor who taps that knowledge base among his or her subordinates. In spite of the initial threat that some would feel about such a system, subordinate evaluation of supervisors by their employees is a tremendously helpful technique for management and leadership effectiveness. Furthermore, the training programs should expose supervisors to some of the threat-reducing techniques for obtaining and benefitting from such feedback. In this regard, it is also a very helpful technique for supervisors to ask new employees about their expectations of what they would like from their supervisor by way of approach, feedback, and direction. Although it is rarely obtained, such information is of great benefit to the supervisor in his or her attempts to gain employees' commitment and direct their energies toward getting the job done.

Summary

As an organization, we have to recognize that training and experience are only a part of the requirements for effective supervision. There has to be a commitment by management to the simple fact that supervision is a labor-intensive task. As with managing any other resource, managing people takes appropriate training and it takes time. It cannot be effectively accomplished by unprepared people who get around to it only after all the paperwork, xeroxing, staff meetings, and other errands have been completed.

Perhaps we are now reaching the point where this realization will be generally accepted and integrated into the way we view and carry out the supervisory function in the National Park Service.

Winter Seasonal Hiring Survey

Barb Maynes, Prince William
Phyllis Cremonini, Shenandoah
Kris Bardsley, Yosemite

In order to give seasonals a better idea of their prospects for getting hired at any given park in the coming year, a survey was conducted of parks throughout the system to determine the actual number of seasonals who were hired this past winter for interpretive, protection, resource management and general positions.

Some notes on the survey:

- Rocky Mountain Region — Individual parks may choose to do a special announcement to hire winter seasonals. During 1987, Glen Canyon and Zion issued such announcements.
- Southeast and Midwest Regions — The following parks in Southeast did not hire any winter seasonals: Castillo, Ft. Matanzas, Blue Ridge, Great Smokies, Chattahoochee, Martin Luther King, and Natchez Trace. The following parks in Midwest did not hire any winter seasonals: Homestead, Agate Fossil Beds, George Washington Carver, St. Croix, Mammoth Cave, Lincoln Boyhood and Abraham Lincoln. The remaining parks in both regions were not contacted on the assumption that they would not be hiring any winter seasonals. Everglades, Biscayne and Big Cypress hire jointly as one park unit.
- National Capital Region — The region hires winter seasonals from an applicant supply file which is filled through a vacancy announcement which is continuously open from about November 15th to some time in May. These positions are temporary, not to exceed one year. Generally, NCR hires between 100 and 150 winter seasonal employees each year from this file. Since the positions may last up to one year, many people hired for the winter months continue through the summer. This winter, due to the hiring freeze, fewer people were hired, but the personnel office anticipates filling many more positions before the winter is out.
- Alaska and Pacific Northwest Regions — With a few exceptions, parks in these regions do not hire winter seasonals.

Survey Codes

- Season — The length of the winter season. A “?” indicates that a fixed ending date was not given, but that most appointments are for 180 days.
- File — The dates between which applications should be sent.
- Apply — Office to which applications should be sent.
- Number — Number of applications which may be submitted. When “1/park” is indicated, a single application may be submitted to a park, but may indicate up to two options; “2/region” means that two parks and two options may be selected in that region.
- #Hired — G = General; I = Interpretation; LE = Law Enforcement; RM = Resource Management.
- TBA — To be announced.

Reg.	Park	Season	File	Apply	Number	# Hiring			
						G	I	LE	RM
NAR	Boston	NTE 1 yr	6/1-7/15	Park	1/park	0	8	4	0
	Edison	4/30-?	7/30-TBA	Park	1/park	0	2	0	0
	Fire Island	10/1-4/30	7/1-11/30	Park	1/park	8	0	0	0
	Fort Stanwick	4/15-?	6/1-12/31	Region	1/park	0	4	0	0
	Gateway	10/1-5/12	6/1-8/30	Park	1/park	3	2	0	0
	Lowell	10/1-3/1	6/1-7/15	Park	1/park	2	2	1	0
	Manhattan	All year	TBA	Park	1/park	0	8	4	0
	Morristown	1/1-?	6/1-7/15	Park	1/park	0	1	0	0
	Salem	10/5-?	7/1-7/31	Park	1/park	0	2	0	0
	Statue of Liberty	10/1-?	TBA	Park	1/park	10	12	2	0
MAR	Allegheny	9/1-?	6/1-7/15	Park	1/park	0	3	1	0
	Assateague	1/1-5/1	6/1-7/15	Park	1/park	1	2	0	1
	B.T. Washington	9/1-?	6/1-7/15	Park	1/park	0	2	0	0
	Delaware WG	12/1-?	6/1-7/15	Park	1/park	0	0	3	0
	Gettysburg	4/1-11/1	6/1-7/15	Park	1/park	2	0	0	0
	Independence	9/27-?	6/1-7/15	Park	1/park	0	7	0	0
	New River	11/2-?	6/1-7/15	Park	1/park	0	1	2	0
	Shenandoah	3/1-10/30	6/1-7/15	Park	1/park	8	3	6	0
	Upper Delaware	4/1-9/30	6/1-11/30	Park	1/park	0	0	5	0
	Valley Forge	10/15-?	6/1-3/1	Park	1/park	0	4	3	0
NCR	C&O Canal	9/1-10/31	See Notes	Region	1/reg.	0	2	0	0
	Old Post Office	10/1-10/1	See Notes	Region	1/reg.	0	7	0	0
	F. Douglas	10/1-10/1	See Notes	Region	1/reg.	0	1	0	0
	The Mall	12/1-12/1	See Notes	Region	1/reg.	0	6	0	0
	Ford Theater	12/1-12/1	See Notes	Region	1/reg.	0	2	0	0
	President's Park	1/31-1/31	See Notes	Region	1/reg.	0	2	0	0
	Greenbelt	1/31-1/31	See Notes	Region	1/reg.	0	1	0	0
SER	Everglades	10/1-5/31	6/1-7/15	Region	2/reg.	3	27	0	0
	Biscayne	10/1-5/31	6/1-7/25	Region	2/reg.	0	1	0	0
	Big Cypress	10/1-5/31	6/1-7/15	Region	2/reg.	0	0	0	9
	DeSoto	1/3-4/15	6/1-7/15	Region	2/reg.	4	0	1	0
	Canaveral	12/20-5/30	6/1-7/15	Region	2/reg.	0	0	1	0
	Gulf Islands	12/1-5/1	6/1-7/15	Region	2/reg.	2	0	0	0
	Fort Caroline	11/1-4/30	Ongoing	Park	1/park	1	0	0	0
	Cape Hatteras	TBA	TBA	Park	1/park				TBA
Cumberland	TBA	On-going	Park	1/park				TBA	
MWR	Cuyahoga	11/1-4/30	6/1-7/15	Region	2/reg.	0	3	1	0
	Lincoln Home	11/1-4/30	6/1-7/15	Region	2/reg.	0	0	1	0
	Jefferson	10/4-12/19	6/1-7/15	Region	2/reg.	0	0	2	0
	Scotts Bluff	2/15-5/20	6/1-7/15	Region	2/reg.	1	0	0	0
	Indiana Dunes	12/27-4/30	6/1-7/15	Region	2/reg.	0	7	0	0
	Mound City	10/15-4/15	6/1-7/15	Region	2/reg.	1	0	0	0
SWR	Ozark	10/1-11/15	6/1-7/15	Region	2/reg.	14	0	0	0
	Amistead	10/1-3/26	6/1-7/15	Region	2/reg.	0	0	2	0
	Bandelier	10/1-3/26	6/1-7/15	Region	2/reg.	2	2	1	1
	Big Bend	10/1-3/26	6/1-7/15	Region	2/reg.	4	9	8	0
	Big Thicket	10/1-3/26	6/1-7/15	Region	2/reg.	0	4	4	0
	Chaco	10/1-3/26	6/1-7/15	Region	2/reg.	0	0	0	2
	Fort Davis	10/1-3/26	6/1-7/15	Region	2/reg.	0	2	0	0
	Jean Lafitte	10/1-3/26	6/1-7/15	Region	2/reg.	0	9	0	0
	LBJ	10/1-3/26	6/1-7/15	Region	2/reg.	0	10	0	0
	San Antonio	10/1-3/26	6/1-7/15	Region	2/reg.	0	2	0	0
WR	Cabrillo	10/1-5/31	6/1-7/15	Region	2/reg.	1	2	0	0
	Casa Grande	10/1-5/31	6/1-7/15	Region	2/reg.	0	3	0	0
	Channel Isl.	10/1-5/31	6/1-7/15	Region	2/reg.	2	3	1	0
	Coronado	10/1-5/31	6/1-7/15	Region	2/reg.	0	2	0	0
	Death Valley	10/1-5/31	6/1-7/15	Region	2/reg.	7	11	6	0
	Golden Gate	10/1-5/31	6/1-7/15	Region	2/reg.	0	1	0	0
	Grand Canyon	10/1-5/31	6/1-7/15	Region	2/reg.	16	7	18	0
	Great Basin	10/1-5/31	6/1-7/15	Region	2/reg.	2	2	2	0
	Haleakala	10/1-5/31	6/1-7/15	Region	2/reg.	0	3	0	0
	Hawaii Volcanoes	10/1-5/31	6/1-7/15	Region	2/reg.	2	2	0	0
	Joshua Tree	10/1-5/31	6/1-7/15	Region	2/reg.	2	5	5	0
	Lake Mead	10/1-5/31	6/1-7/15	Region	2/reg.	0	2	8	0
	Lassen	10/1-5/31	6/1-7/15	Region	2/reg.	0	1	2	0
	Lava Beds	10/1-5/31	6/1-7/15	Region	2/reg.	2	1	0	0
	Montezuma Castle	10/1-5/31	6/1-7/15	Region	2/reg.	0	4	0	0
	Organ Pipe	10/1-5/31	6/1-7/15	Region	2/reg.	2	1	1	0
	Pinnacles	10/1-5/31	6/1-7/15	Region	2/reg.	1	0	0	0
	Petrified	10/1-5/31	6/1-7/15	Region	2/reg.	4	0	0	0
	Point Reyes	10/1-5/31	6/1-7/15	Region	2/reg.	0	2	1	0
	Redwood	10/1-5/31	6/1-7/15	Region	2/reg.	0	1	0	0
Saguaro	10/1-5/31	6/1-7/15	Region	2/reg.	1	0	1	0	
Santa Monica	10/1-5/31	6/1-7/15	Region	2/reg.	0	2	0	0	
Sequoia/Kings	10/1-5/31	6/1-7/15	Region	2/reg.	1	1	1	0	
Tonto	10/1-5/31	6/1-7/15	Region	2/reg.	0	1	0	0	
Tumacacori	10/1-5/31	6/1-7/15	Region	2/reg.	0	1	0	0	
Whiskeytown	10/1-5/31	6/1-7/15	Region	2/reg.	1	2	1	0	
Walnut Creek	10/1-5/31	6/1-7/15	Region	2/reg.	2	2	1	0	
Yosemite	10/1-5/31	6/1-7/15	Region	2/reg.	6	2	4	0	

Board Reports

Western Vice President

Vice President Mack Shaver, Theodore Roosevelt. Address: P.O. Box 356, Medora, ND 58645. Phone: (701) 623-4466 (work) and (701) 623-4313 (home).

For ten years, I've enjoyed membership in the ANPR by reading *Ranger* and by attending a Rendezvous when convenient and tipping a few with the troops while solving all of the problems of our organization.

Recently, however, we moved back to the Lower 48 from Alaska. I felt that maybe it was my turn to offer assistance; to do my part, perhaps, in conducting the business of and actively supporting ANPR. So I agreed to run for Western vice president, and, thanks to your confidence and votes, now have the opportunity to work for you on behalf of the Association.

There are always those members in any organization who are more vocal than others — who seek new challenges and directions for their group. ANPR is no different. One of the current concerns expressed to your board is a possible lack of focus and maybe a decline in enthusiasm for the Association as a whole. We hope to respond actively to those concerns at Rendezvous XII by implementing last year's resolution to provide for more open discussion of issues and business during combined board and business meetings scheduled during the Rendezvous. We'll also be getting interested members active in formalizing our future directions as an organization.

But to the majority of our members, ANPR's mainstays, who are less vocal and very content to peruse *Ranger*, relax at a Rendezvous and generally be armchair activists, I say "More power to you!" Don't feel guilty if you can't come up with a burning issue to impart to your regional rep. We, your board, will continue to recognize your interest in the social interaction and communications functions of ANPR. If you do suddenly feel compelled to get involved, however, or if an issue reaches up and bites you when you least expect it, call any of us.

ANPR will never be all things to all members, but it should be a responsive, fun and exciting forum for rangers and those interested in the ranger profession. I'll do my part to keep it that way while fortunate enough to be serving on the board. Board membership will not, however, keep me from tipping a few with the troops and enjoying the lighter aspects of our fine Association from time to time!

Eastern Vice President

Vice President Mike Hill, Biscayne. Address: P.O. Box 279, Homestead, FL 33030. Phone: (813) 695-2481 (home) and (305) 247-2044 (work).

Thanks to all those who voted for me. I am looking forward to a couple of productive years working for the membership of ANPR.

The first task for a vice president is to figure out what a vice president is supposed to do. Fortunately, Rick Gale has an ample supply of assignments. We are currently working on a new membership brochure, planning how to increase member involvement in the business meeting at the Rendezvous, and mapping out goals for the Association.

Senator Bob Graham (D, Fla.) recently spent a day in Biscayne. The Senator schedules "work days" at various jobs throughout the year. I took the opportunity to describe the Association and some of the issues that it is concerned with and working on. He's a very big supporter of the parks and Park Service people. I'll be sending him a copy of the latest *Ranger*.

Goal-setting for the Association is very important. A task group is being established to put together a package of goals for the Association for the next few years, and the involvement of as many members as possible will help that group arrive at a plan that truly represents the will of the Association. I'd like to encourage each member to contribute at least one thought, issue or goal to the process. If you have any ideas, please send them either to the task group members (see "President's Report") or to your regional representative.

If you identify a problem area, contribute your suggested solution to the problem. It seems that over the years we have become more adept at stating problems than we have at reaching solutions. Let's concentrate on fixing those things that the Association can fix and on learning to adapt to those that it can't. I strongly encourage each of you to read or re-read Bill Halainen's thought-provoking article in the last issue of *Ranger*. If nothing else, stand up and be counted for or against what Bill has to say.

North Atlantic Regional Rep

Representative Jim Gorman, Saratoga. Address: 17 Forest Drive, Gansevoort, NY 12831. Phone: (518) 664-9821 (work) and (518) 793-3140 (home).

There's not much to report from North Atlantic this quarter. I've been working with the Mid-Atlantic and National Capital reps on the tri-regional rendezvous scheduled for March. I haven't heard much from regional members lately on issues or concerns about ANPR, and

again emphasize that members can call or write me at any time with ideas/concerns/suggestions for the organization and any other "ranger stuff."

Mid-Atlantic Regional Rep

Representative Roberta D'Amico, Colonial. Address: Highway Contract 1, Box 408 H, Gloucester Point, VA 23062. Phone: (804) 898-3400 (work) and (804) 642-9220 (home).

I've been busy with the arrangements for the mini-rendezvous — phone calls, letters, and a trip or two to Front Royal. There'll be a report on the mini-rendezvous in the next issue of *Ranger*.

Park reps in Mid-Atlantic now include Bev Albrecht, Phyllis Cremonini, Lee Boyle, Bill Fink, Dave Forney, Vidal Martinez, Herschel Schultz, Pat Toth and Meg Weesner. I've sent each of them bundles of information to route around to ANPR members and other interested individuals. If this information hasn't made it to you yet, ask them about it. These folks play a vital role in relaying information from the board to members and visa versa.

I'm still trying to recruit (or con) park reps in the following areas: Allegheny Portage, Gettysburg, Upper Delaware, Appomattox Courthouse, Booker T. Washington, Richmond and George Washington Birthplace. If you know of any likely prospects, please have them contact me. I can be reached at the address and phone numbers listed above, and would enjoy hearing from you on whatever concerns you.

National Capital Regional Rep

Representative Rick Erisman, C&O Canal. Address: P.O. Box 19, Oldtown, MD 21555. Phone: (301) 395-5742 (home) and (301) 722-8226 (work).

I congratulate Mike Hill on his election as Eastern vice president and look forward to working with him during my last year as regional representative.

The tri-regional mini-rendezvous is going ahead as planned. I have been working with Roberta D'Amico on the agenda and workshops, and have contacted a number of speakers and workshop leaders.

An ANPR-NCR picnic has been scheduled for Carderock pavilion on the C&O Canal on Thursday, May 12th, at 5 p.m. All NCR, WASO and USPP employees and members are invited to attend, and asked to bring their own food and beverages. A second picnic has been scheduled for Thursday, August 18th, at the same location.

I encourage you to seriously consider active and qualified members for nomination as NCR rep at Rendezvous XXII in Utah.

Southeast Regional Rep

Representative Jan Hill, Everglades. Address: P.O. Box 279, Homestead, FL 33030. Phone: (813) 695-2481 (home) and (305) 253-2241 ext. 181 (work).

Thanks to all of you for having the confidence to allow me to serve you for another term. I look forward to it and hope to hear from all of you on concerns/issues as they arise.

Martha Carter of Southeast Region's Employee Development Division contacted me recently with a request for information about the Association relating to seasonals in the Park Service. I passed on information about health insurance and about our work group on seasonal concerns, and will also be sending Martha a copy of *Ranger* each quarter and passing on any other information pertaining to seasonals.

I'm currently working with the business manager to develop a list of members by park, as this will help our park reps pass on information. Currently, all names are listed alphabetically.

Many thanks to Helen Fitting of Everglades for passing along information on the Association and copies of *Ranger* to attendees at a recent orientation to operations class held in Southeast Region.

Please feel free to drop a line or call with anything that I might be able to help you with.

Midwest Regional Rep

Representative Tom Cherry, Cuyahoga. Address: 449 Wyoga Lake Boulevard, Stow, OH 44224. Phone: (216) 650-4414 ext. 233 (work) and (216) 929-4995 (home).

I've had good luck in the past taking issues directly to the membership and would like to try that technique once again.

ANPR By-laws, Article V, Section B 2, reads as follows: "Board members, officers and work group members will serve without pay, but, after approval by the president, *may* (emphasis added) be reimbursed for actual expenses incurred while attending to Association business."

Over the past three or four years, it has become accepted practice for the president to schedule board meetings for two days leading up to the Rendezvous, during the week of the Rendezvous (free time and evenings), and even a close-out session the morning after the Rendezvous ends.

Such a close-out session has never actually taken place, because a quorum (60%) of voting members has never felt the obligation to attend. Nonetheless, my transportation costs to Rendezvous X were based on the assumption that attendance was mandatory at such sessions, and, as a result, I ended up paying considerably more to get to and from Jackson Hole. Rendezvous costs for a person attending board sessions now run between \$400 and

\$900, depending on geographic area and other variables.

My point here is the same as the one I made at the last Rendezvous and hope to bring up again; that is, that the association should be willing to pay for the cost of doing business. Regional reps and other board members should be reimbursed for any expenses above those which would have normally been incurred while attending a Rendezvous during the regular announced program. This would work out to one or two nights' extra lodging and the cost of a working board dinner, or per diem for the same number of days and any difference in cost of transportation. All board members are expected to contribute time, effort and energy — as well as annual leave and dollars — to ANPR, and they do! But the time has come for the membership to voice its approval of such reimbursement.

In considering what I have just proposed, please think about how many of you can "afford" to serve the organization you belong to and believe in. You should know that several people at Rendezvous XI felt that such donations go along with board membership, and that they were in fact expected of the board! Where have we heard this before?

Rocky Mountain Regional Rep

Representative Dennis Ditmanson, Custer Battlefield. Address: Custer Battlefield NM, P.O. Box 39, Crow Agency, MT 59022. Phone: (406) 638-2621 (work).

In past letters, I've voiced my concern, shared by other regional representatives, about the lack of communication from the membership. A vital organization is dependent on an active membership, and, although that problem is far from solved, things are looking up. I've heard from a number of folks who have expressed a desire to "get more involved." In addition, I'm excited about the possibilities suggested by the Ad Hoc Committee for Restructuring the Business Meetings. See the winter *Ranger* if, like me, you were unable to attend Rendezvous XI. I also recommend Bill Halainen's letter in the same issue. As a "think piece", it offers a forum for continuing discussions.

On another issue, I've assisted in circulating a suggestion regarding a change in the handling of rehire eligibility at the park level. The proposal would allow the park to select returning seasonals across option lines, i.e. interpreters could be appointed as "general" or "law enforcement" rangers, assuming all special qualification requirements are met. Information on this suggestion has been sent to all park superintendents in this region and to all the other regional reps.

Ideas and suggestions of this type from the membership are welcome and en-

couraged. If I can help in preaching the word, let me know. Likewise, keep in touch on any point of concern.

With Rendezvous XII back in this region, now is the time to start making plans to attend.

Southwest Regional Rep

Representative Dale Thompson, Big Bend. Address: Chisos Basin, Big Bend National Park, TX 79834.

I would like to thank all of you for the vote of confidence in electing me to serve as your representative. One of my main goals is to increase membership within the region. To do this, I'll need the help and cooperation of every willing member. If you're interested in serving as a park rep, please contact me at home.

I would also like to second Mike Hill's challenge to contribute one percent of your 1987 fire money to the ranger museum. I'm sending my check for \$23. Let's hear from the rest of you!

West Regional Rep

Representative Frank Dean, Yosemite. Address: P.O. Box 577, Yosemite, CA 95389. Phone: (209) 372-0224 (work) and (209) 372-4242 (home).

I'd like to thank all the Western regional members for electing me as their representative for the next two years. Please continue your support by letting me know of your concerns, ideas and comments. In order to represent your interests, I need to know what issues are important to you.

A theme that came up repeatedly at Rendezvous XI was that we should concentrate on a few key issues or goals and set out to accomplish them. This would increase our benefits to members and our effectiveness as an organization. One area of increasing concern is employee liability. As recent litigation has borne out, all employees, regardless of duties or position, are subject to being sued in civil court for actual or perceived negligence. Under these circumstances, the settlement and court costs may be the sole responsibility of the employee, not the government. ANPR has formed a committee to investigate the possibility of providing liability insurance at reasonable rates as a membership benefit.

If you have any thoughts on this or any other issues, please contact me.

Pacific Northwest Regional Rep

Representative Jan Dick, Nez Perce. Address: P.O. Box 84, Spalding, ID 83551. Phone: (208) 843-2926 (home) and (208) 843-2261 (work).

Committee Reports

Rendezvous

Leader Dennis Burnett, Cape Cod. Address: Cape Cod National Seashore, South Wellfleet, MA 02663. Phone: (617) 349-3785 (work).

I met with Scott Isaacson and Noel Poe at Snowbird in February for a walk-through and get-acquainted session. The twelve-story Cliff Lodge, which will be the site of the Rendezvous this year, has been completed, and will suit our needs nicely.

Larry Adams of Executive Travel has reported back to me on his talks with the Holiday Inn on Biscayne Bay in Miami. It was thought that this property might be cheaper than the Sheraton Hotel in Fort Myers, which had been tentatively selected for Rendezvous XIV in 1990. The Miami hotel, however, was recently purchased by the Sheraton Corporation, and could not offer us a package compared with the one offered by the Sheraton in Fort Myers.

I have tentatively scheduled a trip in early spring to negotiate a contract with the Sheraton, and with the Arlington Resort Hotel and Spa in Hot Springs, the location of next year's Rendezvous.

At the request of the board, the Showboat Hotel in Las Vegas, site of Rendezvous VII, was contacted for a cost comparison with other possible future sites. The Showboat and Las Vegas still meet all the requirements necessary for hosting another Rendezvous, and the hotel official who handled our last gathering is still employed there and would handle our account — an additional plus.

The Alaska Marine Highway, which runs the state's ferry, was contacted to determine whether a Rendezvous cruise might be possible at some future date. Initial discussions revealed that the Marine Highway does not have any vessels that would be suitable for accomodating a Rendezvous. Information has also been solicited from two of the major cruise lines which service the Seattle to Alaska inside passage. A joint ANPR/E&AA cruise might be affordable, and therefore worth pursuing. It's worth pointing out, however, that the weather during late October, when Rendezvous are usually held, is the worst of the year for southern Alaska.

Informational requests have also gone out to "Y of the Rockies" in Estes Park, Colorado and to Grave's Mountain Lodge in Syria, Virginia, to determine their potential as Rendezvous locations.

Marketing

Leader Maureen Finnerty, Mid-Atlantic Regional Office. Address: 16 Crofton Commons, Cherry Hill, NJ 08034. Phone: (609) 482-1672 (home).

Ranger Museum

Leader Jim Tuck, Rocky Mountain Regional Office. Address: 7030 W. Colorado Drive, Lakewood, CO 80226. Phone: (303) 989-3008 (home) and (303) 236-8650 (work).

There's not a lot to report regarding progress toward completion of the museum, except that there's a continuing interest and continuing frustration over fundraising. Yellowstone has revised the projected opening date to the 1991 visitor season to celebrate the Service's 75th anniversary. The Director has asked Harpers Ferry Center to produce a brochure describing the project, which is to be ready by the May general superintendents' conference, and we hope that this piece will assist on-going fundraising efforts by the park, the Washington office and ANPR. Maureen Finnerty is pursuing funding sources as chair of the fundraising committee.

Dual Careers

Co-leader Lorrie Sprague, Yosemite. Address: Hodgdon Meadows, Yosemite NP, Groveland, CA 95321. Phone: (209) 379-2078 (home).

Co-leader Jan Hill, Everglades. Address: P.O. Box 279, Homestead, FL 33030. Phone: (304) 253-2241 ext. 181 (work) and (813) 695-2841 (home).

I spent most of December and January extending the deadline for the second dual career directory. It was worth it, as I now have 80 couples listed — more than double last year's participation. This edition will also contain the following appendices:

- a copy of the new NPS spouse placement assistance policy;
- information on the task force being led by Karen Wade (superintendent at Guadalupe) to survey child care facilities in NPS areas;
- a report by Mike Hill (chief ranger at Biscayne) on dual career policies in the private sector; and
- brief notes from participants on issues of concern.

The directory should be in the mail to participants by early March. Additional copies are available for \$10. Make checks payable to me at the above address.

Jan and I would like to hear from anyone interested in researching dual career issues for our annual workgroup meeting at the upcoming Rendezvous. We'd like to find someone to poll personnel officers in parks that have advertised dual career opportunities and find out what success they've had, and to compare housing bid systems to determine how "points" are handled when both spouses are permanent employees. These don't have to be exhaustive studies, as any information gathered will be of interest. If

you'd like to undertake this effort, please give one of us a call.

Seasonal Interests

Leader Kris Bardsley, Yosemite. Address: Hodgdon Meadow Ranger Station, Star Route, Groveland, CA 95321. Phone: (209) 379-2241 (home) and (209) 372-0354 (work).

Over the past several months, the new seasonal interest committee has been busy organizing and working on the goals established by the group during the Rendezvous. Several individuals have volunteered to head interest groups established to accomplish the committee's goals.

Barb Maynes is leading the seasonal hiring survey. This will be an on-going project which will continue to be beneficial to all seasonal employees. Chris Pergiel is coordinating the seasonal interest workshop for the next Rendezvous. Phyllis Cremonini has volunteered to work on the seasonal training directory. I will be leading the group writing the issue of *Ranger* which will deal largely with seasonal interests.

I'd like to thank each of these individuals for taking the lead on their respective projects. Please feel free to contact each of these individuals if you are interested in assisting this committee.

Employee Development

Co-leader Noel Poe, Capitol Reef. Address: Capitol Reef National Park, Torrey, UT 84775. Phone: (801) 425-3403 (home).

Co-leader Laurie Coughlan, Eisenhower. Address: P.O. Box 342, Gettysburg, PA 17325. Phone: (717) 334-0716 (home) and (717) 334-1124 (work).

Sales

Leader Kurt Topham, Herbert Hoover. Address: P.O. Box 239, West Branch, IA 52358. Phone: (319) 643-5594 (home) and (319) 643-2541 (work).

Housing

Leader Tom Cherry, Cuyahoga. Address: 449 Wyoga Lake Boulevard, Stow, OH 44224. Phone: (216) 929-4995 (home) and (216) 650-4414 ext. 232 (work).

By the time you read this you will have received the February or March edition of *Courier* and will have noted the articles by Rick Smith bringing you up to date on the activities of the Director's Housing Oversight Committee. I urge each of you to contact members of that committee with suggestions and concerns. (Note: Seasonal Laurie Shannon of Rocky Mountain has recently been added to the committee's membership. See "Letters").

In order to keep you up-to-date with development in the Yosemite Tenants' Association lawsuit, I asked that group to provide a report on the current status of the suit. That report appears to the right.

If you have lived or might live in government housing at some future time, I hope that some fellow employee in GFQ's shared his or her employee survey with you; if you didn't see it, you missed your chance to comment on what kind of storage space is needed, whether a formal dining room or extra bedroom is preferable, and other design considerations. It's interesting that the distribution on the surveys was so limited, considering this agency's inability to separate the house from the job.

I've recommended to our new president that ANPR remain guardedly optimistic as to the activities of the Oversight Committee. As of February 2nd, the Director's housing initiative had not yet been transmitted to Congress. As of today, no funding has come forth for either FY 88 or 89. Even if the initiative is slow in getting started, there are positive aspects that have already emerged. NPS housing will be added to the operations evaluation check list, and it will be recommended that housing be addressed in the performance standards of superintendents and chiefs of maintenance. I'm sure it's no surprise to many of you that there has been little or no accountability in many NPS areas, and that in others housing has been the "whipping boy" or "illegitimate child" or a necessary evil that is at best something that must be tolerated.

The proposed ANPR survey will go through a revamping prior to mailing in order to separate or better differentiate between housing concerns and supervisory problems in dealing with housing.

The Yosemite Tenants' Suit

The Yosemite Tenants Association lawsuit is alive and well. Judge Edward Price of the United States District Court, Eastern District of California, is in the process of writing an order which will bring the case closer to its conclusion. The main issues of the case are these:

- The withholding of rent from paychecks is not only without basis in law but also amounts to an "unlawful taking" of that part of an employee's income to which a spouse is legally entitled in California. The government continues to claim that pay and rent are two separate issues, but those issues come together in the government's practice of withholding. The government would have us believe that it withholds by consent, but the government has threatened Yosemite tenants with eviction for not signing rental agreements on one hand, and says it can withhold with or without a signed agreement on the other. Eliminating withholding would put the landlord-tenant relationship on grounds comparable to the same relationship in the private sector: employees would pay rent each period rather than having it automatically withheld from paychecks. Establishing a normal relationship would enable employees to negotiate quarters maintenance problems and probably some rental charges.

- Judge Price told the government long ago that the 1981 California Regional Survey was invalid and that the government could not use it. Instead, the government has used that survey, implementing it in full in Yosemite on June 2, 1986, despite the judge's conclusion.

- The 1985 Regional Survey, far from being a new and proper survey as ordered by the judge, was a modified 1981 survey. The methodology of the 1985 survey, like that of its predecessor, was never verified or properly tested. The Yosemite Tenants' Association maintains the most recent survey is therefore also improper and invalid.

- The 1981 survey was also implemented during the period of the injunction, despite the judge's finding it invalid, by applying survey rates to newly purchased quarters. Seasonal rates were increased during the injunction period, the government claiming that the court's order specifically listed all quarters covered, including those for seasonals. The government also raised rental rates during the injunction period by redefining quarters into higher rent categories, especially for seasonals. The Yosemite Tenants' Association has charged that these increases in rental rates during the 1981 survey and use of it in the 1985 survey, amount to contempt of court.

- The government has not followed its own regulations and procedures. The U.S. Attorney has stated several times that the government does not have to follow its own regulations:

"The Department of Interior, acting through the Office of Hearings and Appeals, has determined the overriding purposes of the controlling statute (5 U.S.C. 5911) is the establishment of fair market values and that purpose is not served by strict adherence to regulations that would frustrate that purpose."

This idea — that regulations are applicable only to employees and not to the government — is especially apparent in the establishment of consumer price index rates for Yosemite quarters. Contrary to regulation, CPI charges were applied in Yosemite cumulatively and retroactively, outside the time frame provided by regulation. Computation of CPI charges over the period 1980-1988 is also in considerable question, if only because the CPI was calculated on the basis of invalid and potentially invalid regional surveys. CPI calculations were also juggled to increase rents during the injunction period in Yosemite.

Yosemite Tenants' Association is a tenant organization created to achieve fair and equitable treatment of employees for the benefit of the park when their redress inside the Service and Department was clearly cut off in favor of overriding policies and practices. Employees living in an employer's houses are there for the benefit of that employer, in this case for the benefit of Yosemite National Park. To suggest that rents must be devised by comparison to a free market which does not exist in the Yosemite community, while ignoring the nearest actual comparables of the Yosemite Park & Curry Company and other housing, is to ignore the reality of the company town situation of life and work in this and other national parks. Rent is tied to work and to pay by the employer-employee relationship. To forget or to ignore that, or even to regulate that relationship out of existence, is to deny the reality of employer-employee relationships in many national parks and monuments. Ultimately, that greatly hampers the management of national parks and challenges even the purposes for which they were set aside.

Each side in the case submitted its motion for summary judgement in September, 1987. In November, each side submitted pretrial statements to Judge Price in preparation for a December trial. At that point, the judge notified each side that the trial would be postponed to give him time to issue an order. That means the judge will issue a decision on those issues for which he feels there is enough evidence to do so. Any issues he feels require more evidence for a decision will go on to trial. The judge's action will at most bring the case to an end or at least define the next step in this dispute.

James B. Synder
Secretary,
Yosemite Tenants' Association

In Print continued

Views of the Green: Presentations from New Directions for the Conservation of Parks, An International Working Conference, Paul C. Pritchard, ed. 1985. \$9.95. 154 pages. National Parks and Conservation Association, Washington, D.C.

This slim volume presents selections from the papers and discussions heard during a ten-day conference at Germany's Luneberger Heide Nature Reserve. Organized by the National Parks and Conservation Association together with the Federation of Nature and National Parks of Europe, the conference drew participants from Scandinavia and the Eastern Bloc countries, as well as Germany, the Netherlands, France, Switzerland, England, Ireland, Canada and the U.S.

Readers will know some contributors, including Joseph Sax, author of *Mountains Without Handrails*, and Roland Wauer of the National Park Service. Sax's discussion of problems notes that although some threats derive from beyond park boundaries, they also can come from within the Department. Although the Service's location in the Department of Interior had been effective in protecting parks, ironically, new threats have arisen because another Interior bureau, whose holdings adjoin parklands, has considered accepting nuclear waste storage with ecologically destructive capabilities. He notes too that external problems come from private commercial activities that Congress does not control and local authorities are unwilling or unable to control. Actions by private voluntary groups and the judicial system might help reduce these threats.

Wauer points out that the ranger's time is devoted increasingly to managing visitors rather than monitoring resources. To better protect resources, the Service's 1980 report to Congress proposed several strategies, including improved natural resource training and planning, and systems to track the state of natural resources (RITS).

In discussing Canadian parks and wilderness areas, Nelson notes that establishment of parks were delayed and negotiations with native peoples are still ongoing because, although some people mistakenly believed otherwise, the native's northern homelands were not at all untrammelled "wilderness areas." Instead, they are territories that have been used, and occupied, however sparsely, for a very long time, and the culture of such northern peoples must be considered in park management. Other problems come from the sometimes prolonged planning process and the lack of evaluation studies of past park actions.

Although national park systems are relatively recent introductions to many

European countries, the tradition of the regional park is long established. As Nowicki mentions for France, the regional park system requires close coordination between national offices and local people in order to maintain the character of small local areas and the unique cultural landscapes that result from continuing economic and other activities. Henke points out that the Luneberger Heide (heath) itself, which is one of the few remaining protected heaths in Europe, is in predominantly private ownership and protected fairly effectively through joint public and private funds and monitoring arrangements.

This book's little smorgasbord of ideas and problems will give readers a glimpse of diverse European issues, points of departure from the U.S. and some areas of shared concerns.

Muriel Crespi
WASO

Performance Appraisal continued

for rehire" category has been eliminated. Now, a supervisor who might have felt pressure to raise a score slightly to assure being able to rehire a particular seasonal won't have to resort to those tactics. It makes sense. After all, the "recommended for rehire with competition" seasonals had performed at the fully satisfactory level. Why shouldn't it be possible to rehire them as easily as the exceptional seasonals?

A solution for permanent employee performance appraisals is not so readily apparent. A change in attitude whereby Level III (fully satisfactory) ratings are accepted as the reflection of a job well done, not as having "just gotten a C," would help shift scores to please the statistics watchers. Whether it would lead to "more realistic" appraisals, I very much doubt.

The scores are a numbers game, and a numbers game only. They have utility for the bureaucracy, but the only way to make performance appraisals truly more realistic is to do them right and to do them well. Well-written standards, improved supervisor-employee communication, and a hands-off attitude from management are the things that will improve performance appraisals. That improvement will result in greater productivity, higher quality work, and more satisfied employees. Such improvements may or may not be reflected in the statistics.

The NPS Performance Appraisal System is a good one. It can be a useful tool for developing employees, for improving supervisor-employee communications, and for improving the quality of work. It takes time and energy to use this tool, but the benefit of doing it right is a happier and more productive work force.

Managing Performance continued

the unwanted behavior, but *your* issue is to clarify unwanted behavior and redefine desired behavior (performance). His or her responsibility is to determine the cause and make the change — or face the consequences.

Summary

It is said that to be an effective leader, a person must become a master of perception — not a master of deception, as is true with so many who call themselves leaders — and an effective manager of outcomes that really contribute. These things take work, but they aren't that hard to do.

The real question is this: Do you supervise to meet administrative requirements, or to maximize performance and results? The answer should be *both*. You should meet the administrative requirements, but you can (should, must) go *beyond* them.

Board Reports continued**Alaska Regional Rep**

Representative Hal Grovert, Katmai. Address: Box 401, King Salmon, AK 99613. Phone: (907) 246-3305 (work).

I attended the Rendezvous in New Jersey in October. It was a good Rendezvous, and I was excited about the enthusiasm that was shown during the regional and business meetings.

I recently updated the membership lists for the Alaskan park reps. We also have three new park reps — Dave Spirtes (Glacier Bay), Bryan Swift (Denali) and Kate Roney (Northwest Areas). I'm planning on having a general meeting the second week of March in Anchorage, and will be sending out seasonal insurance information to park reps at the end of March.



A Call For Comments On ANPR's Future



**Karen Wade
Guadalupe Mountains**

The president has established a task force to work with the membership of ANPR to develop five-year goals for our organization. This is our chance to make ANPR a vital, aggressive and fully professional organization capable of improving the lot of rangers and affecting the future of the National Park System.

Are you one of the people who feels that, while our intentions have been good, we are still weak in planning, action and follow-through? Now is your chance to provide meaningful input to those who are consolidating the ideas of our active members into a blueprint for the future. Drop a card or letter to a task force member *now*. Write at least one task you would like to see accomplished during the next five years under any of the following categories (or others that might occur to you — these are presented to stimulate thought):

- I. Advocacy
 - A. Issues
 - B. Processes
 - 1. Member Input
 - 2. Position Formulation
 - C. Presentation of Positions
 - 1. Intra-NPS
 - 2. Media
 - 3. Elected Representatives
 - 4. Public/Private Agencies
- II. Professionalism
 - A. Standards
 - B. Training

- C. Field Programs
- D. Organizational Liaison
 - 1. National
 - 2. International
- III. Social Action
 - A. Rendezvous
 - B. Mini-Rendezvous
 - C. Regional Activities
 - D. Park Activities
- IV. Support
 - A. Benefits
 - B. Career Assistance
 - C. Counseling
- V. ANPR Organizational Matters
 - A. Finances
 - B. Administration
 - C. Meetings
 - D. Structure
- VI. Communications
 - A. *Ranger*
 - B. Professional Publications
 - C. Regional/Park Newsletters

You don't even need to fully flesh out your ideas; just get them in writing and send them to one of the task force members *no later than May 30th*. The task force members are:

- Karen Wade, HC 60, Box 400, Salt Flat, TX 79847. Home: (915) 828-3358. Work: (915) 828-3251.
- Bill Dwyer, 2517 Flowering Tree, Memphis, TN 38134. Home: (901) 372-7163. Work: (901) 454-2149.

- Brion Fitzgerald, Assateague Island NS, Route 2, Box 294, Berlin, MD 21811. Work: (301) 641-1443.
- Bill Halainen, Apt. D-422, 3004 Lee Highway, Arlington, VA 22201. Home: (703) 522-4756. Work: (202) 343-2981.
- Debbie Liggett, Route 8, Box 227, International Falls, MN 56649. Work: (218) 286-5658. Home: (218) 286-5780.
- Tessa Shirakawa, Route 4, Box 357, Luray, VA 22835. Home: (703) 999-2243 ext. 281.
- Bill Supernaugh, Apt. 8D, 1006 Commercial Drive South, Brunswick, GA 31520. Home: (912) 265-2494. Work: (912) 267-2246.
- Bryan Swift, Box 9, Denali National Park, AK 99755. Home: (907) 683-2610. Work: (907) 683-2295 ext. 19.
- Joe Zarki, P.O. Box 566, Yellowstone NP, WY 82190. Home: (307) 344-7972. Work: (307) 344-7381.

A draft action plan incorporating your comments will be prepared in time for the fall issue of *Ranger*. The quality of that draft and how well it reflects the desires of the membership depends on *you*. Act now!

Association of National Park Rangers

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Box or street: _____ Division: _____

City: _____ State: _____ Zip: _____

NPS employees: Park four-letter code (i.e., YELL) _____

Region (i.e., RMR; WASO use NCR) _____

• Voluntary contribution to Ranger Museum _____

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- Sustaining — individuals and organizations \$ 50.00
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- Subscription — 2 copies of each issue available only to organizations \$ 20.00

*Life membership may be paid in four installments of \$50.00 each within 12 months.

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