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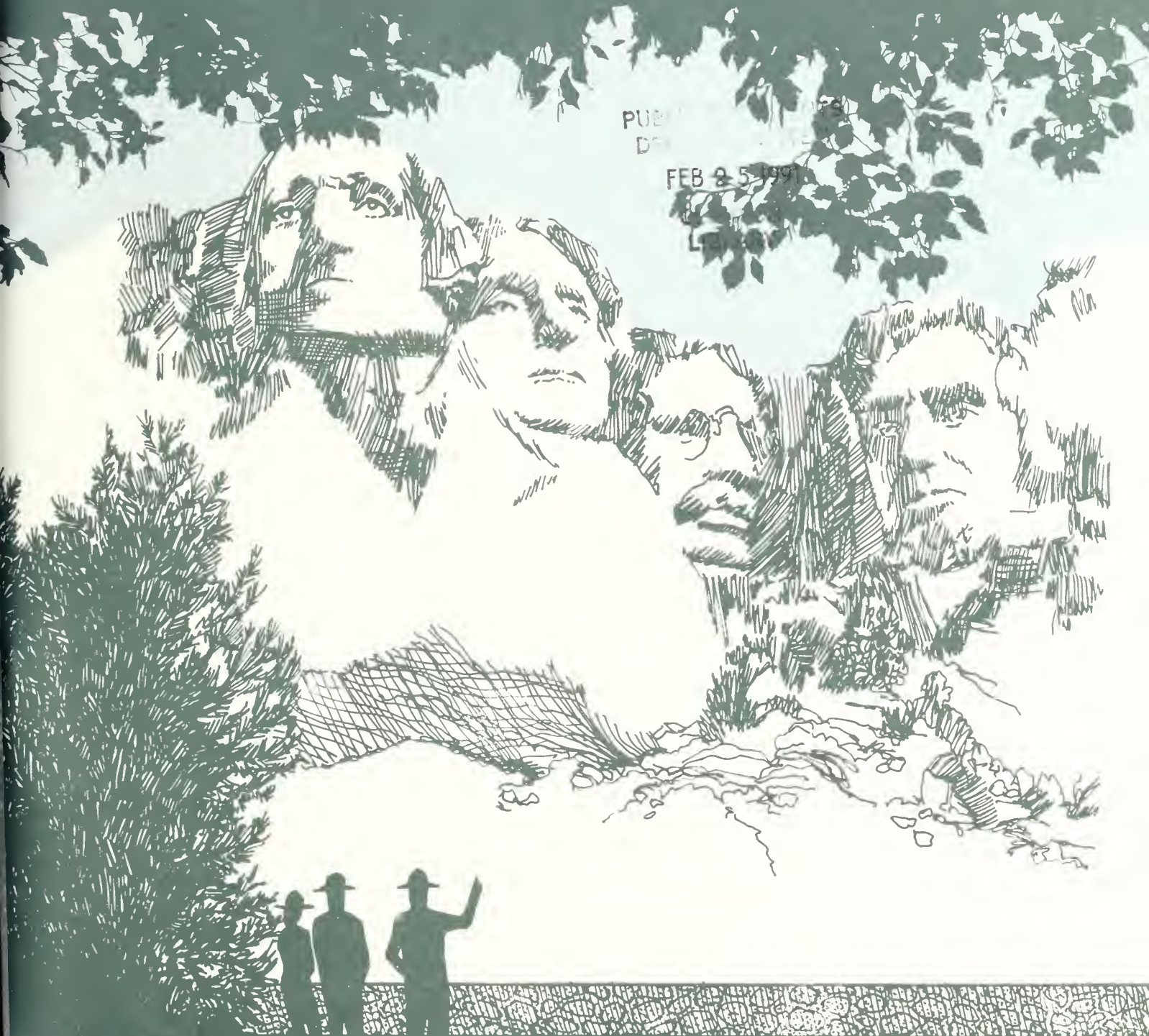
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# COURIER

## Special Employee Development Issue for 1991



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*To conserve the scenery and the natural and historic objects and the wildlife therein and to provide for the enjoyment of the same in such manner and by such means as will leave them unimpaired for the enjoyment of future generations.*



*Selection to developmental programs is made solely on the basis of merit, fitness and qualifications without regard to race, color, sex, age, marital status, political affiliation, national origin, non-disqualifying handicap conditions, or any other non-merit factors. The Employee Development Division is an affirmative action organization.*

*Sign language interpreters will be provided for all hearing impaired trainees. Handicapped individuals will be accommodated to the fullest extent possible.*

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*Front cover: Sculpted by Gutzon Borglum, Mount Rushmore National Memorial commemorates Presidents George Washington, Thomas Jefferson, Abraham Lincoln and Theodore Roosevelt. Authorized as a national memorial on March 3, 1925, Mount Rushmore was transferred to the care of the National Park Service on July 1, 1939.*



*This Special Edition of the Courier is dedicated to the 75th Anniversary of the founding of the National Park Service.*







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**L**ate on the evening of August 25, 1916, President Woodrow Wilson signed a bill to establish the National Park Service. The adroit footwork of Horace Albright in shepherding the bill from Congress to the White House on that hot day in August resulted in the creation of an agency which today is one of the most highly regarded bureaus in the Federal Government. Newly appointed Director Stephen Mather was offered a salary of \$4,500, a staff of four and as many more employees as he desired — so long as the total expenditures for the new organization did not exceed \$19,500. What began with Stephen Mather, an initial staff of four, and a small group of parks, has now grown to over 12,000 employees who manage more than 350 field areas.

Times have changed, but our essential mission has not. The Organic Act of 1916 still guides us during this 75th anniversary of the National Park Service. Largely written by noted landscape architect Frederick Law Olmstead, Jr., the enduring expression of national park purpose stated on the front cover of this Courier embodies a profound challenge to all of us in managing the magnificent resources of the Service. We are the custodians of many of this country's greatest treasures.

As we celebrate the accomplishments of the National Park Service let us educate the public to our mission while also examining our own personal role in fulfilling that mission. Clearly, one of the key areas for self-examination must be the skills and motivations we bring to our jobs. We cannot be complacent while the world changes rapidly around us and places increasing pressures on the resources we manage. Our personal development must incorporate new technologies while at the same time heightening our human relations skills.

I strongly support employee growth, not only for the positive effect it has on the organization, but for the increased motivation and satisfaction such development can bring to each employee. Be flexible and innovative in planning your development strategy. Continue your education at a local college, university, vocational school or through correspondence. Consider participating in the Washington Office Orientation Program which I feel is beneficial both to the participants and to me personally. Apply for grants from the Horace Albright Fund. Use details, shadow assignments and other alternative development strategies. An investment in your development during this year of celebration is an investment that will produce benefits in our future — your's, the Service's, and the System's!

James M. Ridenour  
Director  
National Park Service



The 75th anniversary of the founding of the National Park Service gives us an excellent opportunity to celebrate our accomplishments and to examine how we as individuals can better meet the goals of our mission statement. During 1991 the employee development community will be active in fostering programs to observe the anniversary while also preparing the Service for the upcoming decade. Starting on January 1, we are establishing a revised orientation program to ensure that new employees develop an appropriate understanding of the Park Service history and mission. In April the National Park Service will sponsor the Women's Conference for the first time in over a decade to recognize the accomplishments of women in the Service as well as to provide career learning opportunities. By this August each employee will also receive an updated Shaping the System handbook by our Bureau Historian, Barry Mackintosh, which summarizes the history of the Service. These and other activities are planned in order to recognize the contributions made by the employees of the National Park Service.

This special issue of the Courier announces the 1991 Servicewide employee development programs. It also provides you with information on many alternative development opportunities as well as key initiatives being taken at the Regions and Service Centers. These programs reflect the developmental needs which you collectively identified last year in your Employee Development Plans (EDP). Review this Courier carefully, discuss it with your supervisor, and use it to help create your 1991 EDP.

We continue to automate the employee development function by utilizing the new Servicewide Needs Assessment Process/Training Accomplished (SNAP/TRAC) software system. An improved EDP Catalog has been distributed and must be used when completing your 1991 EDP forms. We will also fully implement the TRaining ACcomplished portion of the system this year to better document your certified development activities. For assistance in completing your EDP or for other related questions on employee development, please feel free to work with the network of employee development professionals at the local, regional and Washington Office levels.

The 1990's will demand more from each of us in terms of educational attainment and specialized skills. During this year of celebration, also take the opportunity to reflect upon your developmental needs and the means by which they can be addressed. Complete an EDP to document your development strategy. Next, follow through on your plan by applying what you learn to the work you perform. Improved productivity, quality service, and the use of greater technological skills in protecting our resources is the best possible legacy we can give to the Service.

A handwritten signature in cursive script that reads "Reginald Hagood".

Reginald "Flip" Hagood  
Chief, Employee Development Division  
National Park Service





# The Employee Development Organization

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**T**he National Park Service provides employee development opportunities through programs administered at the national, regional and local level. The Employee Development Division, located in the Washington Office, provides overall development, review, and evaluation for Servicewide programs. The Albright, Mather and Law Enforcement Employee Development Centers implement these programs. In addition, two other centers exist to meet specific developmental needs on a Servicewide basis. These centers, the Boise Interagency Fire Center and Williamsport Preservation Training Center offer numerous programs in the areas of fire management and preservation skills. The Servicewide curriculum reflects needs prevalent throughout the National Park Service.

Regional and Service Center Employee Development Offices play an important role in assessing needs and implementing programs relevant to the requirements of their employees. These offices have been highly effective in a host of innovative approaches to training and development, particularly in the use of Regional Skills Teams.

A full listing of these Employee Development offices is located on the back cover of this Courier. Highlights of the Regional and Service Center 1991 programs are listed in this publication.

Local employee development opportunities are frequently sponsored by Park or Office Employee Development Coordinators, by managers and supervisors and by committees of employees designated by park managers. Local programs have also been sponsored in consort with other nearby parks or agencies. These programs frequently meet very specific development needs of the local organization or are ongoing programs such as first aid or defensive driving courses.

The National Park Service sponsors programs at the Servicewide, regional and local levels to address the greatest employee development needs. Cooperation and teamwork among all individuals involved with employee development has resulted in a Government-wide reputation of excellence in training and development for the National Park Service.

# The Employee Development Centers

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## ■ Horace M. Albright Employee Development Center

The Albright Center was established as a result of the evolving requirements of the Service. Until the 1950's, most training was sponsored at the park level with only rare and specialized programs offered by the regional or Washington offices. In September, 1957, a pilot training center was initiated at Yosemite National Park. For the following 5 years Yosemite offered a variety of programs which received excellent reviews, particularly the course which equates to today's Ranger Skills. In June, 1963, the Horace Albright Employee Development Center was established at Grand Canyon National Park to provide a centralized field training facility. Originally, the Center was established to provide new rangers with an introduction and orientation to the National Park Service but it has since substantially expanded its role. Now Albright offers a vast array of courses, particularly in maintenance training, while continuing to offer Ranger Skills classes.

## ■ Stephen T. Mather Employee Development Center

The Mather Center occupies buildings that once housed Storer College, an historic series of buildings from which for nearly a century Black students pursued their college education. Declining admissions forced the closing of the college in 1955 but the educational tradition begun at Storer continues today as the Mather Employee Development Center. The National Park Service adapted several of the college structures and reopened the facility in 1963 as a multipurpose employee development center. Mather now offers a broad array of programs, particularly in the areas of cultural resources and interpretation.

## ■ Law Enforcement Employee Development Center, FLETC

The Federal Law Enforcement Training Center (FLETC) is an interagency facility managed through the Department of the Treasury. This Center, whose buildings were once part of the Glymco Naval Air Station, now serves an ever increasing number of federal agencies. Highly specialized programs and the newest technologies are used to ensure that participants gain all the necessary law enforcement training necessary for their jobs. Programs relevant to National Park Service needs have been developed to ensure appropriate training. The NPS presence is represented by the Superintendent of the Law Enforcement Employee Development Center whose responsibilities include the management and development of Service courses and assistance to NPS employees enrolled at the Center. The NPS staff also provides the network of colleges and universities, approved to teach the Service's Seasonal Law Enforcement Training Program, with program direction and technical support.

## ■ Williamsport Preservation Training Center

The Williamsport Preservation Training Center (WPTC) was established in 1977 to meet a growing demand for specialists who could both perform and direct preservation work on the thousands of historic structures in the National Park System. Located in the historic Cushwa Warehouse building along the Chesapeake & Ohio Canal in Williamsport, Maryland, the Center serves as the only National Park Service facility devoted exclusively to the development of preservation specialists. The Center offers a 3-year internship program, crossover assignments and developmental opportunities for NPS units and other federal agencies. The WPTC is under the administration of the Harpers Ferry Center. Contact Tom McGrath, Chief of the Williamsport Preservation Training Center for further information.

## ■ Boise Interagency Fire Center

The Boise Interagency Fire Center (BIFC) consists of six agencies working together to provide support, fire training, and technology transfer services with the mission of more effectively managing wildfires on range and forested lands. The agencies involved at BIFC are the U.S. Forest Service from the Department of Agriculture; the National Weather Service from the Department of Commerce; and the Bureau of Indian Affairs, Fish and Wildlife Service, National Park Service, Bureau of Land Management, and the Office of Aircraft Services, all from the Department of the Interior. The Bureau of Land Management is the host agency at BIFC and manages the facility. The National Park Service has its own mission, projects and staff while sharing in the primary mission of the Center. National fire training schedules are available from Regional Fire Management Officers, Employee Development Officers or the resident NPS Fire Training & Safety Specialist at BIFC.

## ■ Employee Development Opportunity Information

Information on NPS employee development opportunities is available from several sources. First, the individual Employee Development Opportunity Announcement issued by the sponsoring office/center provides the most detailed and up-to-date information on a specific program. This announcement tells you what the course is about, who it is for and how and by when you must apply. Second, this Special Edition Courier lists all planned developmental programs for calendar year 1991. Third, the Mather, Albright and Law Enforcement Employee Development Centers create their own catalogs of courses. Fourth, Regional Offices/Service Centers sometimes publish catalogs on the programs they plan to sponsor. Fifth, a Servicewide Employee Development Opportunities Listing is placed on the CompuServe bulletin board and updated every three months. This information is available to you by simply asking for it. Sixth, the WASO Employee Development Division established in 1989 the issuance of one page bulletins on relevant employee development issues, programs and procedures. These bulletins are published periodically throughout the year and distributed in such a quantity to permit approximately one copy for every three employees. Finally, brochures and literature on development opportunities from other agencies or from private vendors are available from your park or office Employee Development Coordinator and Regional or Service Center Employee Development Office. And don't forget, you too can gather information directly from vendors or educational institutions.

## ■ Application

The best way to know how to apply for a program is to read the opportunity announcement carefully. For Servicewide courses, you will normally be required to submit a one-page nomination form which is attached to the announcement. This form saves time by not requiring non-selectees to submit the more lengthy SF-182 form. While the nomination form sometimes varies by Region and program, it gathers the information necessary to help the selecting officials choose the individuals in greatest need of the training. Therefore, it is to the applicant's advantage to carefully and thoroughly complete the nomination form. In all circumstances, an SF-182 training form must be submitted to the approving official before attending a training event. The 10-part form is used when a tuition fee is assessed, otherwise, the shorter 5-part form can normally be used.

## ■ Selection

Selections to Servicewide employee development programs are based on the priorities established by the Service Centers and Regions. While each Employee Development Officer may vary the procedures used in establishing the priorities, the concept of merit selection is always maintained. Frequently, panels of subject-matter-experts or a pre-established employee development committee perform this duty. Once completed, the priority lists are submitted to the sponsoring Employee Development Center which reviews the needs on a nationwide basis and allocates an appropriate number of positions to each Region/Service Center. After selections are made and reported to the Employee Development Officers, the sponsoring Employee Development Center corresponds with the selectee regarding travel information and other program details. Each trainee is responsible for the preparation and submission of necessary travel authorization, travel advance and travel vouchers. It is imperative that trainees submit a completed travel voucher through regular channels within 5 days return from the program. A copy of this voucher should also be sent to the sponsoring Employee Development Center. This copy is used to document the amount to reimburse Regions/Service Centers for Servicewide funded programs.

## ■ Cancellations and Replacements

Last minute cancellation from an employee development program should be avoided whenever possible because it can be costly and prevent another qualified employee from attending. If cancellation is necessary, notify your supervisor and Regional/Service Center Employee Development Officer immediately. The Employee Development Office will then contact the sponsoring Employee Development Center. In all circumstances, replacements are selected from a previously established list of Servicewide alternates.



# Employee Development Officer Activities for 1991

**E**mployee development opportunities are provided at various levels and locations of the National Park Service to best address development needs. Each of the ten Regions consists of Employee Development Offices which sponsor programs to meet regional requirements. The two Service Centers produce a curriculum similar to the Regions as well as some highly specialized courses. The Williamsport Preservation Training Center and Boise Interagency Fire Center provide Servicewide developmental programs in cultural resource preservation and fire management. The United States Park Police offer courses for its highly professional workforce located in many of the largest urban areas of the Service. Finally, the Washington Office Employee Development Branch coordinates programs for its employees located principally in the Washington, D.C., Virginia and Colorado areas. The names and addresses of all the Employee Development Officers are listed on the back cover of this Courier.

## Regional Activities

### ■ Alaska Region



With the input and assistance of the Equal Opportunity Advisory Committee, we plan to offer various short sessions on human relations topics such as stress management, career development, self-motivation and the Myers-Briggs process. Additionally, we will cover skill-specific topics such as WordPerfect, secretarial skills, FFS, FDE, and other cross-functional subjects. We will offer follow-up classes on the Alaska National Interest Lands Conservation Act (ANILCA). The involvement of conservationists, politicians and external users in this class has been very well received. Other scheduled classes include Hazardous Material Technician Certification, Orientation to the Management of NPS Resources (Cultural and Natural), and a Regional Workshop on Interpretation.

We plan to take team building sessions to many of our parks. The specific agendas will be adjusted to meet local needs with sessions to include the human relations topics listed above along with communications, facilitation, and problem solving.

### ■ Mid-Atlantic Region

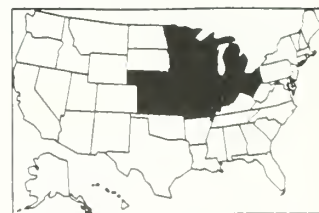


The Mid-Atlantic Region's 1991 training program will consist of new endeavors based on the knowledges, skills, and abilities identified from the Employee Development Plan (EDP) data along with input from managers and course coordinators. Programs in 1991 will include Contracting Officers Technical

Representative, Interpreting Slavery, initiating the new orientation policy, and refining our current Cooperative Education Program.

Our on-going programs will consist of Maintenance and Interpretive Skill Teams; basic supervision for new supervisors; training for supervisors and managers in the areas of equal opportunity, personnel management, and position management; another secretarial seminar; continuation of the Mid-Level Management Development Program; the special four-month detail to the Office of the Regional Director (which has been very successful); law enforcement refresher; and various fire courses.

### ■ Midwest Region



Using data from SNAP, the FY 91 training program has been developed to meet the needs that were of high priority. Supervisory and management development offerings include: performance management, situational leadership, budget formulation, safety, and equal opportunity. Orientation to NPS Operations, Structural Fire, SET training, and a painting workshop for historic structures will also be offered. A computer skills fund will be available for local training. Onsite administrative training and Regional Office orientation will be provided as needed. The MWR will be actively supporting development programs such as administrative intakes, management development, upward mobility and the Servicewide intake program. Special offerings will include pre-retirement counseling for employees and spouses. The multi-regional Maintenance Operations Workshop, co-sponsored by the MWR, is scheduled for the spring. The 1991 Superintendents' Conference will be a joint effort by the Midwest and Southwest Regions.



# Employee Development Officer Activities for 1991

## ■ National Capital Region



During FY 91, the NCR Employee Development Center will offer courses in supervisory and managerial development, with emphasis on managing and providing employee development experiences for a more diverse workforce. Included in the Regional curriculum is a Mid-Level Manager Practicum, emphasizing team problem solving, communications, learning theory, and training techniques for mid-level managers.

A wide variety of employee development opportunities will be provided in the areas of maintenance, interpretation, natural/cultural resource management, and safety. Orientation courses will also be emphasized. An Administration: Introduction course will be conducted featuring four modules, one offered per quarter, with each module emphasizing different areas of administration; i.e., personnel management; contracting, procurement, and small purchases; property management, internal control, and safety; and budget, finance, and travel. Several information management and computer training sessions will also be provided.

## ■ North Atlantic Region



The North Atlantic Region will focus on several new and exciting human resource development activities during FY 91. We have embarked on a comprehensive management development training program which will focus on three principle elements: a management feeder system, a leadership development program and a management excellence focus. This effort is a strategic plan designed to equip managers with the competencies needed to manage in the North Atlantic Region during the next decade. Recruitment and retention issues are problems facing everyone; they are most severe for parks in this region. A two year Gardener Intake Program has been implemented to develop trained, professional gardeners in the NAR. Faced with the challenges of automated environments, we will continue to meet the need for basic computer training in the areas of WordPerfect, MS/DOS and dBase.

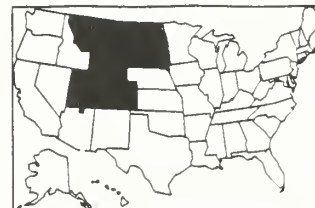
## ■ Pacific Northwest Region



The Region's FY 91 emphasis in employee development will be to continue our two-year Supervisory Excellence Program with a 40-hour Personnel Management Workshop for Supervisors and Managers and to conduct an interdisciplinary workshop titled, Serving the Visitor/Protecting the Resource.

We will conduct a series of Regional Office short courses covering communications, team building and career development and provide an FFS Workshop along with ongoing training.

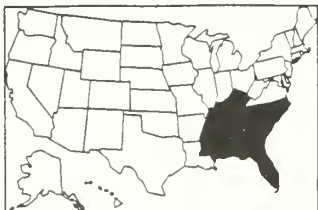
## ■ Rocky Mountain Region



Taking the not so subtle hint from the regional SNAP data, the Rocky Mountain Region has placed Supervisory/Managerial Development at the top of the training priorities for 1991. Intensive, introductory courses are planned for probationary supervisors, while those who need refresher training will be offered sessions designed in accordance with the new requirements for supervisory update training. Orientation to the National Park Service and training for those who serve the region in administrative positions round out the top three priorities for the year.

# Employee Development Officer Activities for 1991

## ■ Southeast Region



Emphasis on quality training for supervisors and managers in the Southeast Region will continue during 1991. The success of the NPS Advanced Supervision program conducted by Georgia Southern University supports our plans for further management training from this source. We will also continue to utilize the Center for Creative Leadership in Greensboro, N.C. for newly selected Park Superintendents.

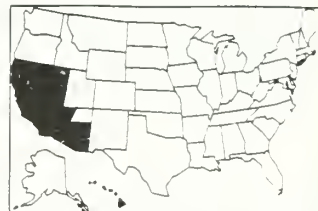
The Regional lending library maintained by the Training Office is being expanded and we encourage our employees to utilize this alternate method of learning. Information on the library as well as courses scheduled throughout the Region is available in the Regional Training Catalog which will be distributed in January. Our Regional Skills Teams (Supervision, Interpretation, Resources, etc.) will be offering courses in their areas of expertise. Training will be designed and presented as special needs arise. We will also continue traditional training such as Law Enforcement Refresher and Orientation to NPS Operations.

## ■ Southwest Region



We will focus in 1991 on providing a balance between "people skills" and technical training. Our program will consist of courses in the areas of equal opportunity, maintenance, interpretation, safety & supervision, and ruins preservation. A continued emphasis will be placed on the combined Orientation to National Park Service Operations and Orientation to the National Park Service Resources (Team Resources) courses along with the Maintenance Training for Navajo Speaking Employees program. This unique Navajo course consists of a curriculum which includes: (1) hands-on skills training, (2) maintenance supervisor's training, and (3) overview on administration. A supervisory pilot program will be offered for the first time in 1991. We also continue to pursue the development of a Strategies for Success training course.

## ■ Western Region

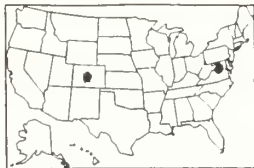


Our employees are our most important resource, enabling us to protect the cultural and natural resources of the Region. To better prepare our employees for the coming year, we will offer the "Orientation to NPS Operations" course and the "Career Development Workshop" to help employees discover their career paths. Skills teams will offer classes in the prevention of sexual harassment, interpretive skills, position management, and equal opportunity throughout the Region. The third year of the Regional Ranger Intake Program will be underway this summer. While fewer training dollars may be available, this Region is committed to finding ways to get meaningful training opportunities to our employees.

# Employee Development Officer Activities for 1991

## Service Centers

### ■ Denver Service Center



The DSC Employee Development Division continues to offer courses for the entire National Park Service. This fiscal year the NPS Design Workshop will be combined with the Project Supervisors Conference; the first time that design and construction employees will have a joint workshop. Emphasis will focus on the quality of park development over the last 75 years in commemoration of the NPS 75th anniversary. Other programs being planned for this year include a Servicewide Planning Workshop, Construction Workshop for Supervisors and Facility Managers and a Comprehensive Construction Supervision training program. A design training program is currently under development; similar programs have already been completed for planning and construction.

The Department of the Interior considers Value Analysis of Design and Construction to be important and we are responding with classes in Denver and Falls Church, Virginia. The Mid-Level Management Program is going great. Computer training is an on-going process.

### ■ Harpers Ferry Center



The Harpers Ferry Center offers several highly specialized training programs to meet the specific needs of its employees. These programs include: Cultural Bias in Museums (Just Who Do You Think You're Talking To?); Mapmaking for Parklands; Plastering Workshops; and a Masonry Workshop. The Center also offers general training in the following: Writing Performance Standards and Conducting Appraisals for Supervisors; Defensive Driving; EO Update; Employee Assistance/Drug Education; AIDS Awareness Seminar; CPR/First Aid; EMT; Project Management/COTR/Construction Management; Secretarial Workshop; Travel Tips; Communications-Writing Course; and Your Healthy Best.

### ■ Boise Interagency Fire Center (BIFC)



The training emphasis in 1991 for the national fire program will concentrate on presenting a proposal for a complete revision of the National Wildfire Coordinating Group's incident qualification and training curriculum. This revised curriculum will reduce redundancy in the current system, emphasize tactical basics, and reduce long-term training costs.

Training and skill requirements have been established for all fire overhead positions within the Incident Command System. The Incident Qualifications System within the Wildland Fire Management Computer System tracks training needs for 5,000 NPS personnel. Courses have been developed for park and regional managers and staffs to help fully understand the risks and benefits of prescribed fire and how to coordinate the advanced management techniques currently being utilized in both prescribed fire and wildfire suppression. Contact your Employee Development Officer, Regional Fire Management Officer, or the NPS-BIFC Training and Safety Specialist.

### ■ Williamsport Preservation Training Center (WPTC)



The 1991 Williamsport training schedule includes expanded opportunities for the NPS maintenance and cultural resource employee. Planned courses are designed to extend beyond the traditional 3-year Exhibit Specialist Internship program. Proposed for 1991 is a Williamsport Co-Operative Education Agreement with the Architectural Department at Tuskegee Institute, an internship program for intermediate craft level wage grade employees, participation in the Washington Office Intake Program, and summer student Architectural Technician positions.

At least ten short workshops in preservation maintenance topics shall be offered either directly by WPTC or in association with the Harpers Ferry Center. Crossover training opportunities will be available throughout the year for field employees who can work to improve technical or craft skills and increase preservation sensitivity.

By maintaining a flexible and customized approach to employee development and training in all aspects of historic preservation, Williamsport will continue a two decade tradition of specialized "hands-on" crafts training.



# Employee Development Officer Activities for 1991

## Other Development Offices

### ■ United States Park Police

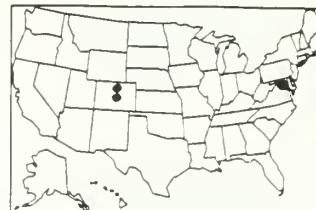


The United States Park Police Training Branch is in full swing with its annual training program for privates and sergeants. This year's curriculum includes topics such as hazardous materials, First-Aid, CPR, narcotics and PR-24 recertification. The Force is initiating its first in-house training program for newly promoted sergeants while continuing its management training for lieutenants and captains. A new curriculum is also being developed to provide training for candidates eligible to compete for promotion to the rank of sergeant and lieutenant.

Construction of the new indoor firearms range in Washington, D.C. has been completed. A two year 9mm pistol transition training program is commencing for all officers.

The Park Police will be providing training to other agencies on helicopter repelling, equestrian skills, motorcycle riding, sobriety testing and radar operation. The Force will also co-host with the International Association of Chiefs of Police an advanced hostage negotiations seminar.

### ■ Washington Office



The WASO Employee Development Branch will be emphasizing orientation training during this 75th anniversary year of the National Park Service. A revamped Orientation to NPS Operations program will be offered to ensure that all new employees are able to attend. Orientation to the Management of NPS Resources programs for new and current employees will also be sponsored.

Computer training will be provided in the WASO Employee Development Center. Courses at various levels of WordPerfect, dBase, Lotus and MS/DOS will be available. Specialized courses to meet the needs of individual offices will be presented. Clerical/secretarial and supervision programs will also be considered for fiscal year 1991.

In conjunction with the Department of the Interior Partnership in Schools program, the WASO Employee Development Branch is coordinating a volunteer instructor series for a nearby Washington, D.C. elementary school. Interested individuals should contact the WASO Employee Development Officer for more information.



**T**his special issue of the NPS Courier sets forth the schedule of developmental experiences offered at the Albright, Mather, and Law Enforcement Employee Development Centers, Williamsport Preservation Training Center and by the Employee Development Division for 1991. These are not, however, the only employee development opportunities available to employees of the National Park Service. Alternative training delivery mechanisms include audio-tapes, slide-tape programs, self-paced packages, programmed and classroom instruction, computer based training, seminars, video-tapes, workshops, correspondence, on-the-job training, learning resource centers, on-site courses and teleconferencing. Listed below are a few alternative resources employees may desire to consider in developing their knowledges and skills.

## ■ Advisory Council on Historic Preservation

The Council is jointly sponsoring with the General Services Administration a series of courses on "Federal Projects and Historic Preservation Law." This program focuses on the requirements of Section 106 of the National Historic Preservation Act. Programs are offered throughout the country on an on-going basis.

## ■ American Academy for Park and Recreation Administration (AAPRA)

The AAPRA was formed to advance knowledge related to the administration of recreation and parks, to encourage scholarly efforts by both practitioners and educators that would enhance the practice of park and recreation administration, to promote broader public understanding of the importance of parks and recreation to the public good, and to conduct research and publish scholarly papers related to the advancement of park and recreation administration. This non-profit organization periodically sponsors symposiums for NPS employees as well as for the general public.

## ■ Archeology Report

The Federal Archeology Report, a quarterly publication of the Archeological Assistance Division of the National Park Service, provides information on training opportunities in each issue. The fall quarter issuance is devoted to cultural resources developmental opportunities which relate to archeological preservation during the upcoming calendar year. For further information or copies of the newsletter, contact the Publication Specialist, Archeological Assistance Division, National Park Service, P.O. Box 37,27, Washington, D.C. 20013-7127 or call 202-343-4101, FTS 343-4101.

## ■ Association for Technology International

The Association for Preservation Technology International (APT) is a multi-disciplinary association whose membership extends internationally to include preservationists, architects, conservators, consultants,

contractors, engineers, historians, landscape architects, technicians and other persons directly involved in the maintenance, conservation and protection of our historic and world heritage buildings, sites and artifact resources. Organized in Canada in 1968, the headquarters of APT was located in Ottawa until 1988 when the organization moved to the United States.

APT provides the essential forum for the dissemination and distribution of today's developments in preservation technology. The Association offers training courses prior to the Annual Conference on such technical subjects as wood conservation, historic paints and decorative finishes, stained glass repair, historic concrete and high-rise structure maritime and landscape preservation. Other courses may be offered at varying times during the year, often in collaboration with other preservation organizations or educational institutions. Recent subjects have included masonry and masonry repair, terra cotta, plaster and stucco work. Further information may be obtained by writing: APT, P.O. Box 8178, Fredericksburg, VA 22404 or by calling: (703) 373-1621.

## ■ Campbell Center for Historic Preservation Studies

The Campbell Center offers a series of short term courses in architectural preservation and collections care, including a intensive four week program covering materials and causes of deterioration, environmental monitoring and control, storage and exhibition, and planning and fund raising. In 1990 the Center instituted a series of refresher courses for practicing conservators. Courses beyond the introductory level have prerequisites for admission.

The Campbell Center is a non-profit educational institution located in Mt. Carroll, Illinois and established in 1979 to provide educational opportunities to compliment higher education programs in architecture, museum studies and conservation, and to meet the needs of other professions for information on the preservation of historic resources. For further information about upcoming courses, contact the Campbell Center, P.O. Box 66, Mt. Carroll, Illinois 61053, telephone (815) 244-1173.

# Alternative Development Opportunities

## ■ Catalogs from Mather and Albright

The Mather and Albright Employee Development Centers have an extensive supply of learning resource materials available for reference or loan. The Albright Center creates videotapes on specific NPS topics; its most recent product being the revised, 1991 videotape "History and Mission of the National Park Service." Catalogs are available upon request.

## ■ College of the Air

Many colleges and universities offer programs via television channels or certain cable stations. These telecourses, academically equivalent to on-campus courses, allow busy students to earn college credit at home or during the work day. Students frequently have access to the same support services and campus privileges as on-campus students. Telecourses normally consist of weekly TV programs, a study guide, a textbook and an instructor . . . all working together to provide the student a learning experience at the convenience of the participant. These programs are available from individual schools or consortium of schools; check with you Employee Development Officer for more information.

## ■ Colleges/Universities

Local colleges, universities and trade schools should not be overlooked by employees seeking employee development opportunities.

## ■ Cultural Resources Management Directory

"A Directory of Training Opportunities in Cultural Resources Management," October 1990 - December 1991, was published this last September as a Special Issue of the CRM Bulletin of the National Park Service. This outstanding directory cites over 200 short courses offered by federal agencies, states, colleges and universities, and other sources. The directory lists programs for organizations such as: Preservation Institute for the Building Crafts, Society for the Preservation of New England Antiquities, Eastfield Village, John C. Campbell Folk School, Augusta Heritage Center and Brookfield Craft Center Workshops, among others. A reference copy is available from your Regional Employee Development Officer. To receive a copy, contact Amy Federman, National Register Branch, Interagency Resources Division, or Emogene Bevitt, Preservation Assistance Division, at National Park Service (413/424), P.O. Box 37127, Washington, D.C. 20013-7127, or telephone Ms. Federman at 202-343-9536, FTS 343-9536 or Ms. Bevitt at 202-343-9561, FTS 343-9561.

## ■ Departmental Learning Centers (DLC)

The Department of the Interior currently administers learning centers in Albuquerque, New Mexico, Denver, Colorado and Washington, D.C. The Department is attempting to open a fourth center in Anchorage, Alaska. These Centers provide training programs as well as on-site resource materials. Participating employees are not directly assessed a tuition charge for their attendance; funding for the programs is provided by the NPS Employee Development Division. Information on the DLC programs is available directly from the DLC's Employee Development Officers.

## ■ Development in Place: Enhancing the Developmental Challenge of Existing Jobs

The Center for Creative Leadership has published a resource guide to assist managers in adding developmental assignments to their current jobs. The focus of the instrument is to provide information on how an individual can systematically develop skills in the existing position. A matrix of 88 options and the likely developmental aspects of each are listed for the manager's reference. This publication is available from the Center for Creative Leadership, Greensboro, North Carolina 27402-1660.

## ■ Emergency Education NETWORK

EENET is the Emergency Education NETWORK. It is the Federal Emergency Management Agency's system for providing video training and education via satellite to fire service and emergency management personnel nationwide. EENET programs are in the public domain and have no rebroadcast or reproduction restrictions. To participate in EENET, you will need: 1) access to a downlink - C-band, TVRO antenna ("DISH"), often available through a college, cable company, hotel, or private owner; 2) a viewing room with a TV or other video projection system; 3) a telephone. The system provides the viewer with the opportunity to interact with the instructors directly via an "800" telephone number. If you would like further information, contact EENET at: Emergency Education Network, National Emergency Training Center, Emmitsburg, Maryland 21727, phone (301) 447-1068.

## ■ Employee & Alumni Association (E&AA)

The E&AA administers an Education Trust Fund for children of National Park Service employees. Refer to the section of this Courier titled "How About You? We Need Your Contributions!" for more information.



## ■ Environmental Fellowship Program

The German Marshall Fund, in cooperation with the Institute for European Environmental Policy, periodically announces short-term fellowships for American environmentalists interested in gaining firsthand knowledge of selected European environmental policies. Fellows spend two months on topics suited to the individual's interest. Applicants must have a good working knowledge of French, German, Italian or Spanish.

## ■ Federal Employee Education & Assistance Fund (FEEA)

Each year, FEEA awards tens of thousands of dollars in scholarships to federal employees and their families. Awards are based on merit and range from \$250 to \$1500 per student. Applications are evaluated on the basis of academic achievement, civic and extra-curricular activities, recommendations, and an essay. Scholarship applications are available from March through May each year. The applications are judged by FEEA regional committees composed of federal employee volunteers in each region. Winners are announced in late summer.

FEEA provides education loans for students as well as parents. A new improved loan program called FOCUS (Financial Options for College and University Students) has been instituted. FOCUS offers special discounts, as well as fast, simple access to a number of different low-cost, unsecured loans and other financing options designed to meet the increasing costs of education. The FEEA also offers emergency assistance to all civilian employees who have at least one year of service. No grant applications from the National Park Service were received in 1990 and the FEEA Director is eager to see greater participation from the NPS. For more information call 1-800-323-4140 or write FEEA, Suite 200, 8441 West Bowles, Littleton, CO 80123.

## ■ General Services Administration (GSA)

GSA offers training throughout the country in topics such as microcomputers, procurement management, property/supply/security management and travel/transportation/information management. GSA has expanded its course schedules significantly over the last several years and is now offering over 125 training events. Call GSA at FTS/(703) 557-0986 for a catalog.

## ■ Horace M. Albright Employee Development Fund

The Horace M. Albright Employee Development Fund is an endowment fund honoring former Director Horace M. Albright. The Horace Albright Fund's primary

purpose is to fund employee developmental experiences toward enhancing personal growth and organizational achievement. Expenses can include any opportunity to develop additional NPS park-related occupational knowledges, skills, or competencies. The Fund provides developmental opportunities beyond the reach of appropriated NPS funding; it does not replace employee development programs authorized through regular Congressional appropriations.

These endowment funds are managed by the National Park Foundation and are derived primarily from interest earned on the investment of monies privately contributed to the Horace Albright Fund.

Each year the Horace Albright Fund provides funding for permanent qualifying employees at all organization and grade levels, in any job series, and from any National Park Service unit or office. Employee applications for the fund are reviewed by an 8 member employee selection panel representing a cross-section of the Service workforce. Panel recommendations are sent to a management oversight committee who, in turn, send their recommendations to the Director for final review and approval.

Full or part-time NPS employees on a permanent appointment with five or more years of NPS experience (including seasonal appointments) who received at least a satisfactory rating on their most recent performance appraisal are eligible to apply for funding. This program is announced to eligible employees annually.

## ■ Internal Consultants

Within the National Park Service resides a wealth of experience and expertise in a vast array of subjects. Consider looking to your fellow employees in or outside of your specific organization to provide assistance.

## ■ National Academy of Public Administration

The National Academy of Public Administration is chartered by Congress to provide independent advice and counsel on the organization, processes, and programs of Government at all levels. Results of studies are shared with public managers and concerned constituent groups through the Academy's seminar program. The Academy also sponsors issue-oriented symposia and workshops to improve the quality of Government. For example, the recent workshop "Streamlining the Federal Internal Control Process," led by the Comptroller General, the President's Council on Management Improvement and the President's Council on Integrity and Efficiency was highly successful. Selected recent study reports and monographs on American Governance are also available. For further information, contact the Academy at 1120 G Street, N.W., Suite 540, Washington, D.C. 20005.

# Alternative Development Opportunities

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## ■ National Advanced Resource Technology Center (NARTC)

NARTC provides national-level training courses for wildland management agencies in subjects ranging from air quality, minerals, lands and pesticide management as well as fire and aviation management. Located in Marana, Arizona and administered under the auspices of the U.S. Forest Service, NARTC provides technologically advanced facilities. An average of eight courses are offered annually, some at the graduate and post-graduate level. Students must be nominated by their agencies in order to attend. NARTC, Pinal Air Park, Marana, AZ 85653, FTS 762-6414 or (602) 629-6414.

## ■ National Archives and Records Administration

The National Archives and Records Administration (NARA) helps federal employees understand and carry out their records management responsibilities. As part of this assistance, NARA's Office of Records Administration offers a variety of training courses. Contact NARA at Washington, D.C. 20408 or call FTS/ (202) 653-8450.

## ■ National Audio Visual Center

The National AudioVisual Center is the central information and distribution source for more than 8,000 films, video programs, filmstrips, audio/slide sets, and other media produced by or for the United States Government. Subject concentrations within the collection are varied and accessible at various prices. Write National AudioVisual Center, 8700 Edgeworth Drive, Capitol Heights, MD 20743-9990.

## ■ National Emergency Training Center (NETC)

The NETC encompasses the Emergency Management Institute, the National Fire Academy and the United States Fire Administration. The Emergency Management Institute provides training in the areas of national security, technological and natural hazards, and emergency processes. The National Fire Academy offers training in fire incident management, fire prevention and loss control, and fire service technology. The United States Fire Administration establishes mechanisms to ensure joint action by the public, Government, and fire service to reduce the nation's fire losses. The NETC offers training programs at its Emmitsburg, Maryland campus and will provide on-site training courses for requesting agencies. NETC may be reached by writing to 16825 S. Seton Avenue, Emmitsburg, MD 21727.

## ■ National Independent Study Center

NISC is an Office of Personnel Management organization which provides training by independent study to employees at all levels of Government. NISC courses are designed to be studied independently and completed by correspondence. Courses consist of sequential units of instruction, each of which can normally be completed within 1 or 2 hours, but which can be adapted to a participant's individual study pace. Most courses contain practical exercises to reinforce learning. All courses include one or more examinations to measure the participant's understanding of the course material. Employees who are self-motivated and have a need for the information in a course make ideal candidates for independent study. NISC offers nearly 30 different types of relevant courses including proofreading, programmed punctuation, computer security, and more. Call NISC for a catalog, (303) 236-4100 or FTS 776-4100.

## ■ National Institute of Standards and Technology

The Institute offers a variety of symposia on a broad range of techniques in building technology. Topics range from historic preservation to fire protection engineering. The Institute concentrates on offering programs which provide participants with the diagnostic tools necessary to fully implement the latest technological advancements. The Facility Diagnostics Symposia, normally offered each June, is particularly relevant for specialists interested in the operation, maintenance and repair of structures. For further information, contact Dr. Geoffrey Frohnsdorff, United States Department of Commerce, National Institute of Standards and Technology, Gaithersburg, Maryland 20899, 301-975-6706.

## ■ National Park Foundation

In cooperation with the National Park Service, the National Park Foundation is distributing copies of National Park Service Technical Training Videotapes (VHS only). Topics include natural resources management, concessions, special programs and populations, etc. New videotapes available as of 1990 include "Prescribed Fire in the National Park Service" and "Yellowstone: The Unfinished Song." Contact Al Werking, Employee Development Division, 202-523-5280 or FTS 523-5280 for brochures and ordering information.

## ■ National Preservation Institute

A 1991 series of short courses on basic techniques for documentation, restoration and rehabilitation of historic buildings will be offered. Supplementary courses in the



field are also sponsored by the Institute. This non-profit organization was formed in 1980 primarily to provide educational opportunities to complement higher education programs in historic preservation and to meet the needs of other professions for information on preservation of historic resources. Contact the Institute at Judiciary Square, NW, Washington, D.C. 20001 or call (202) 393-0038.

## ■ National Council on Preservation Education

The National Council on Preservation Education publishes an Education Supplement to the National Trust for Historic Preservation's Preservation News [newspaper] each October which lists historic preservation degree craft and trade programs.

## ■ Office of Personnel Management (OPM)

OPM provides a broad range of interagency courses designed to meet the job-related training needs of federal employees and will also provide agency specific courses when requested. Subject areas in OPM's course curriculum includes personnel management, supervision and management, special programs, Government affairs, management support and information technology. Contact the Atlanta, Chicago, Dallas, Philadelphia, Washington or San Francisco Training Centers closest to you for further information.

## ■ Other Federal Agencies

Employees are encouraged to consult the catalogs of other Department of the Interior bureaus, offices and agencies of the federal Government.

## ■ Private Vendors

Numerous private vendors are available to provide training when services are not otherwise available from Government sources.

## ■ Seasonal Law Enforcement Training Program

The Seasonal Law Enforcement Training Program was developed in 1979 to prepare the seasonal Ranger to perform law enforcement in areas administered by the National Park Service. A successful graduate becomes eligible to receive a Level II Law Enforcement Commission. This commission enables the bearer to carry firearms, make arrests, investigate violations of the Code of Federal Regulations and assist in the execution of warrants. It does not authorize the seasonal Ranger to investigate felonious crime. Listed below are the certified participating colleges and universities which offer the Seasonal Law Enforcement Program. For further information contact the Program Manager, Seasonal Law Enforcement Training Program (SLETP), Law Enforcement Employee Development Center at FLETC.

Colorado Northwestern Community College  
Rangely, Colorado 81648

\*Colorado State University  
Fort Collins, Colorado 80523

Cuyahoga Community College  
Parma, Ohio 44130

Hocking Technical College  
Nelsonville, Ohio 45764-9704

Memphis State University  
Memphis, Tennessee 38152

San Antonio College  
San Antonio, Texas 78284

Santa Rosa Junior College  
Santa Rosa, California 95405

\*Skagit Valley College  
Mount Vernon, Washington 98273

Slippery Rock University  
Slippery Rock, Pennsylvania 16057

Southeastern Community College  
Whiteville, North Carolina 28472

Southwestern Community College  
Sylva, North Carolina 28779

Texas Southmost College  
South Padre Island, Texas 78597

\* Provisional approval

# Alternative Development Opportunities

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Three Rivers Community College  
Poplar Bluff, Missouri 63901

University of Alaska-Sitka Campus  
Sitka, Alaska 99835

University of Arkansas at Pine Bluff  
Pine Bluff, Arkansas 71601

\*University of Maryland-Eastern Shore  
Princess Anne, Maryland 21853-1299

University of Massachusetts at Amherst  
Amherst, Massachusetts 01003

\*University of New Mexico-Gallup  
Gallup, New Mexico 87301

Vermillion Community College  
Ely, Minnesota 55731-1996

\*Walters State Community College  
Morristown, Tennessee 37813-6899

Winston-Salem State University  
Winston-Salem, North Carolina 27110

\* Provisional approval

## ■ State Historic Preservation Offices

State Historic Preservation Offices (SHPO) frequently hold courses on a wide range of cultural resources management topics. Contact Amy Federman, Interagency Resources Division, WASO (202-343-9536, FTS 343-9536) or Emogene Bevitt, Preservation Assistance Division, WASO (202-343-9561, FTS 343-9561), or specific SHPOs to obtain current course schedules.

## ■ United States Army Correspondence Schools

The Army Correspondence Schools offer a wide range of correspondence courses free of charge to federal Government employees. Subjects include maintenance, supervision and equipment repair. The Army Correspondence schools administer, test and certify completion of training. Participants require National Park Service approval before registration can be authorized by the Army. Write the Army Institute for Professional Development at U.S. Army Training Support Center, Newport News, VA 23628-0001.

## ■ U.S. Department of Agriculture, Soil Conservation Service

The National Soil Conservation Service Cultural Resources Training Program has developed an eight module slide-tape or videotape program. Modules 1-7 are self-paced or group study programs on identifying, evaluating and planning for the presence of cultural resources in the field. Module 8 is a 1-2 day field workshop identifying artifacts and other cultural resources while laying out projects. For further information, contact Michael Kaczor or Glen Alderton, P.O. Box 2890, Rm. 6140-S, Washington, D.C. 20013-2890, 202-447-6360.

## ■ Washington Office Orientation Program

The Employee Development Division sponsors an orientation program to the Washington Office for Regional Office and field employees. This program provides an opportunity to visit the top ranking officials of the National Park Service, learn the roles and responsibilities of different offices and to ask questions to resolve specific problems. This highly rated program attempts to meet the needs of a small cadre of participants while ensuring a broad based understanding of WASO operations. Trainees are periodically requested by the Employee Development Division. Individuals must be nominated by their Region or Service Center in order to attend.

# How About You? We Need Your Contributions!

## ■ Horace M. Albright Employee Development Fund

The Horace M. Albright Educational Development Fund, conceived by former Director William Penn Mott, Jr., and announced in June 1987, fosters creative ideas to help meet the challenges of the future. By funding a select number of individual proposals yearly, it spurs professional growth and encourages the development of new perspectives for managing the National Park System. Its goal is to provide qualifying employees from throughout the organization the opportunity to enhance their personal growth and their contributions to the National Park Service.

The Horace Albright Fund is supported entirely by private contributions. The Fund is retained by the National Park Foundation and administered by the U.S. Department of the Interior, National Park Service, Employee Development Division, P.O. Box 37127, Washington, D.C. 20013-7127.

HOW ABOUT YOU? Please support the Horace M. Albright Employee Development Fund. All contributions to the Fund are tax deductible. Make checks payable to the "National Park Foundation — Horace Albright Fund" and send to the National Park Foundation, P.O. Box 57473, Washington, D.C. 20037.

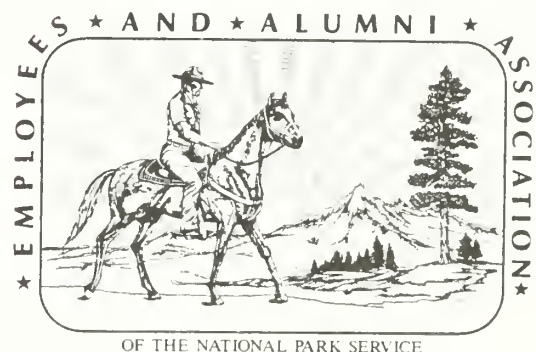
## ■ The Employees and Alumni Association of the National Park Service (E&AA)

The Employees and Alumni Association is a nonprofit organization open to any person interested in furthering the purposes of the Association. These purposes include helping to maintain and improve morale of Service employees; fostering continuing close ties between the Service and its alumni; encouraging qualified persons to enter careers in the Service and to assist those with high career potential to train for greater Service responsibilities; improving public understanding of the National Park System; and keeping members of the Association informed, particularly through the publication of *The Courier*.

One of the major and most popular projects of the E&AA is the administration and management of the Education Trust Fund. This program provides for interest-free loans to dependent children of Park Service families seeking higher education. The Trust Fund is completely supported by donations, largely raised by the National Park Women. The Kowski Memorial Golf Tournaments and various Superintendent Conferences also contribute generously to the Fund. Numerous memorial donations by individuals in the name of departed friends and loved ones provide a lasting tribute due to the revolving nature of the program. There are many benefits of membership including autographed hard-cover copies of books written by former Directors and former Secretary of the Interior Steward L. Udall, an E&AA Visa Card and travel arrangements through Travel Square One which will donate three percent of its profit from non-Government and leisure travel to the Education Trust Fund (the individual will be notified of the amount of the donation for income tax purposes). All donations to the Trust Fund are tax deductible. For further information write to the address below or call 202-208-4481.

HOW ABOUT YOU? Please support the Employees and Alumni Association of the National Park Service through your gifts and/or membership. Obtain an application form from the Association or make your contributions directly to:

Maureen M. Hoffman, Treasurer, E&AA  
P.O. Box 1490  
Falls Church, VA 22041





When it's time to complete an EDP

some parks

or offices

waste time and effort

filling out forms

and

processing paperwork...

Why?

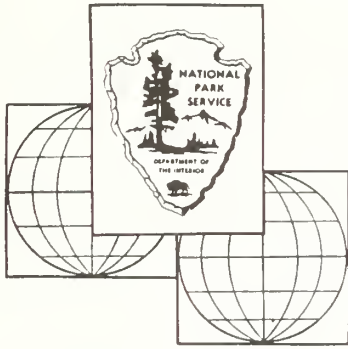


When they  
can do it  
automatically!



The Servicewide Needs Assessment Process (SNAP) requires that career employees complete an Employee Development Plan (EDP) each year. If an employee completed an EDP the prior year and there have been no major changes in development needs, then updating the EDP is simple. Get a 10-224P (computer generated copy of last year's EDP) from your Employee Development Coordinator if you don't already have one. Edit any portions of the form that need to be changed, including all of the KSA codes, sign it, and then submit the form for input into the computer. That's it! Its a real SNAP to update your EDP.





One of the current initiatives of the Office of International Affairs is a program entitled "Third International Coastal and Marine Parks Seminar." Based at the Rosenstiel School of Marine and Atmospheric Science, University of Miami, this international seminar is being cooperatively sponsored by the Costa Rica National Park Service, National Oceanographic and Atmospheric Administration and Florida Division of Marine Resources. With field activities scheduled for South Florida and Costa Rica, this seminar promises to keep participants wearing hip boots a good part of the time. If you are interested in attending, refer to the course description in the Natural Resources section of this Courier.

**W**hether flying to Zambia to sponsor an Interpretive Skills class in unusually primitive conditions or welcoming United Kingdom Rangers to National

Park Service courses in this country, Robert Milne and his staff play a unique role in offering training programs. In just the last two years, the Office of International Affairs (OIA) has provided training programs for 1,115 foreign park managers from 78 nations. Rob states that OIA has "trained the large majority of current national park system directors throughout the world."

Dale Ditmanson, a recent member of an instructor team who traveled to Thailand, discussed the challenges of teaching in a foreign country. "We had to adjust our teaching style to better relate to the Thai's," says Dale, "including how we emphasize student participation in the course." The Thai's are accustomed to a hierarchical structure in the classroom; the instructor is viewed as an authority figure. "It didn't take long," according to Dale, "before we learned to understand our cultural differences and how to accommodate those differences in a constructive way. The greatest success in the course . . . breaking cultural barriers."



Have you submitted an International Skills Roster Code Sheet? This form ensures the identification and selection of the most qualified employees for international assignments. Approximately 10 percent of the individuals currently on the roster are selected each year to assist in some phase of the work of the OIA. For further information on the International Skill Roster Code Sheet, call the Office of International Affairs at (202) 343-7063, FTS 343-7063. Apply, get involved, and learn more about the training programs sponsored by the Office of International Affairs.

## Administration

### ■ ADMINISTRATIVE TECHNICIAN'S WORKSHOP

Program Code:  
4107

Title Code:  
ADMIN TECH WKHP

This workshop will cover administrative procedures in personnel, property, procurement, finance and general office routines. The objective of this workshop is to improve administrative job efficiency. Emphasis will be on "hands-on" and group exercises with only short and infrequent lectures. The WASO Employee Development Division will provide "seed" funding to the Southeast and Midwest Regions to sponsor this training. The experience of these pilot programs will be shared Servicewide.

**Participants:** Administrative Technicians and others in the administrative function in the Midwest and Southeast Regions.

**Class size:** To be determined.

**Number of times conducted:** 2 (once each in the Southeast and Midwest Regions)

**Dates/Locations:** To be determined.

### ■ CIVIL RIGHTS COMPLIANCE WORKSHOP

Refer to program description under Recreation & Grants.

### ■ COMPUTER SECURITY TRAINING

Program Code:  
5134

Title Code:  
COMPUTER SECURITY

The Computer Security Act of 1987 requires training of all employees involved in the management or use of Federal computer systems that contain sensitive information. The training includes five basic areas of instruction: 1) Computer Security Basics, 2) Security Planning and Management, 3) Computer Security Policy and Procedures, 4) Contingency Planning; and, 5) Systems Lifecycle Management. There are several sources of training on computer security. The General Services Administration and Office of Personnel Management offer classroom courses. The National Independent Study Center has developed a correspondence course entitled "Computer Security Awareness." A Computer Security Awareness Computer Based Training (CBT) program is available from the National Audio-Visual Center. The CBT package is provided on four computer disks and only requires 256K of RAM and an IBM compatible computer. NPS Regions and Service Centers may also offer this training when it meets the National Institute of Standards and Technology training guidelines.

### ■ CONCESSIONS ADMINISTRATION FOR LINE MANAGERS

Refer to program description under Operations.

### ■ CONCESSIONS COLLEGE TUITION ASSISTANCE PROGRAM

Refer to program description under Operations.

### ■ CONCESSIONS EVALUATION AND PRICING

Refer to program description under Operations.

### ■ CONCESSIONS PROGRAM MANAGEMENT

Refer to program description under Operations.



### ■ EQUAL OPPORTUNITY FOR SUPERVISORS AND MANAGERS: A HUMAN RESOURCE MANAGEMENT APPROACH

Program Code:  
4317

Title Code:  
EQL OPP SUP MNGRS

This seminar provides an opportunity for supervisors and managers to get the required 24 hours of equal opportunity training (Department of Interior, EO Directive 89-1, October 13, 1989). It is designed to improve performance in affirmative employment program planning and implementation, prevention and early resolution of complaints, elimination of sexual harassment in the workplace, and reasonable accommodations for disabled employees. Discussions will also include the genesis of the Equal Opportunity Program as well as current laws and regulations affecting the management of a viable Equal Opportunity Program. Certification for this course is valid for five years. (24 Hours)

**Participants:** Supervisors and managers

**Class size:** 40

**Number of times conducted:** 3

**Dates/Location:** January 15-17, 1991  
January 29-31, 1991

**Note:** This course is to be funded by benefitting account.

### ■ LIBRARY MANAGEMENT WORKSHOP

Refer to program description under Interpretation.



## ■ ORIENTATION TO NPS OPERATIONS

Program Code:  
8106

Title Code:  
ORIENT NPS OPERS

This course familiarizes and acquaints new employees with the overall mission and operation of the National Park Service. Employees will be orientated to the entire spectrum of responsibilities, duties and tasks that make up the organization internally and impact it externally. (40 hours)

**Participants:** Any permanent employee with 2 years or less of NPS status.

**Class size:** To be announced

**Number of times conducted:** To be announced

**Dates/Locations:** To be announced by Regions and Service Centers

**Note:** Funds are being provided by the WASO Employee Development Division to offset the cost of the course. Refer to the Employee Development Announcement for details on cost requirements.

**Special Note:** The Albright Employee Development Center has produced a new version of the "History and Mission of the National Park Service" videotape. This videotape is available for loan from the Albright Center or your Regional/Center Employee Development Office.

## ■ ORIENTATION TO THE WASHINGTON OFFICE

Program Code:  
8108

Title Code:  
ORIENT TO WASO

The Orientation to the Washington Office is a week-long developmental opportunity that provides the participants with an in-depth view of the programs, activities and operations of the Washington Office; an opportunity for an exchange of ideas between field personnel and WASO officials; and a broader understanding and sensitivity to political and legislative issues.

**Participants:** Full-time permanent employees

**Class size:** 3

**Dates/Locations:** December 3-7, 1990  
January 7-11, 1991  
January 28 - February 1, 1991  
March 4-8, 1991  
March 18-22, 1991  
April 8-12, 1991  
April 22-26, 1991  
May 6-10, 1991  
May 20-24, 1991  
June 3-7, 1991  
June 17-21, 1991  
July 8-12, 1991  
July 22-26, 1991  
August 5-9, 1991  
August 19-23, 1991  
September 9-13, 1991  
Washington, D.C.

## ■ POSITION MANAGEMENT FOR SUPERVISORS

Program Code:  
4225

Title Code:  
POS MNGT FOR SUPV

Knowledge of proper position management will provide the skills for the establishment and effective design of positions to meet agency needs while ensuring for the equitable treatment of employees. In essence, position management entails the development of an organizational structure which provides an optimum balance among: mission needs, economy and efficiency, sound skill and knowledge utilization, factors geared toward the attraction and retention of competent employees, motivation of employees to achieve quantity and quality, and career development with opportunities for advancement. (16 hours)

**Participants:** All supervisors.

**Class size:** To be announced

**Number of times conducted:** To be announced

**Dates/Location:** To be announced by individual Regions and Service Centers.

**Note:** This course is paid by benefitting account.

## ■ WOMEN'S CONFERENCE (NPS)

Program Code:  
9499

Title Code:  
NPS WOMENS CONF

The NPS Women's Conference is one of the primary activities planned for 1991 to celebrate the 75th anniversary of the National Park Service. From general sessions to skills workshops, the conference will provide employee development opportunities for women in many occupational fields. The 1 & 1/2 to 3-hour workshops are divided into four tracks: National Park Service Organization, Career Management, The Personal Side of Career Planning, and Leadership Skills. Learn the Past, Seize the Present, Lead the Future is the conference theme. Throughout the three days, the focus will be on providing knowledge of our past, skills to enhance our potential, and abilities to direct the future. Nominees are also being accepted as session coordinators.

**Participants:** Permanent employees (participants will be required to present an overview of the Conference to unit employees).

**Class size:** 400 (separate tracks within the conference are provided)

**Number of times conducted:** 1

**Dates/Location:** April 2-4, 1991  
New Orleans, LA

**Note:** To be funded by benefitting account.



## Cultural Resources

The National Park Service received an additional \$500,000 in its FY 1991 budget to address cultural resource employee development and training needs pursuant to Section 101(h) of the National Historic Preservation Act. These funds were provided in response to the vital training need having been identified by the National Park Service, National Institute for the Conservation of Cultural Property and the General Accounting Office. The appropriation is not currently reflected in this Special Edition of the Courier. A needs assessment is being completed which will result in additional developmental experiences to be communicated in a Servicewide Employee Development Bulletin during the second quarter of FY 1991. A variety of employee development approaches will be utilized such as formal courses, workshops, seminars, videotapes, handbooks, computer-aided-instruction, technical publications and other alternative delivery methods. The primary target audience for these programs will be at the para-professional level. These Servicewide programs will allow the National Park Service to provide training opportunities for federal, state and local government agencies, the private sector, and NPS employees.

## ■ ARCHEOLOGICAL CURATION AND COLLECTIONS MANAGEMENT

Program Code:  
1857

Title Code:  
ARCH CUR COL MNGT

Issues in curation of archeological collections will be discussed. Regulations such as 36 CFR 79, curatorial methods and theory, elements of effective collections management, project costs and funding, professional curation standards and consultation will be reviewed.

**Participants:** Managers responsible for areas with diverse and abundant cultural resources, programs or projects with extensive construction impacts, or development programs that frequently encounter archeological resources.

**Class size:** 25

**Number of times conducted:** 1

**Dates/Location:** First Quarter, 1992  
TBA

**Note:** Funded by benefitting account.

## ■ ARCHEOLOGICAL PROTECTION TRAINING FOR CULTURAL RESOURCES AND LAW ENFORCEMENT MANAGERS AND SPECIALISTS

Program Code:  
3155

Title Code:  
AR PRO TRN CR LEM

The objective of this 12 hour training course is to provide an overview of archeological resource protection against looting and vandalism for cultural resources and law enforcement managers and specialists concerned with improving their programs. It will assist managers in evaluating the current status of their programs, particularly in regards to personnel training needs, and inform specialists about effective ways to implement archeological protection activities. It will also provide an opportunity for interagency cultural resources and law enforcement personnel to interact on improving cooperative efforts that may be necessary to protect significant archeological properties.

This course is not designed to be a substitute for the 40 hour course offered by LEEDC/FLETC titled, "Archeological Resources Protection."

**Participants:** Cultural resources and law enforcement managers and specialists

**Class size:** Not to exceed 50

**Number of times conducted:** To be announced

**Dates/Location:** To be announced

**Note:** This course to be funded by benefitting account.

## ■ ARCHEOLOGICAL RESOURCES PROTECTION

Refer to program description under Law Enforcement & Visitor Protection.



## ■ ARCHEOLOGY FOR MANAGERS

Program Code:  
1849

Title Code:  
ARCHEO FOR MANAGERS

Land managers and program managers whose job functions involve impacts to archeological resources seldom have the background or training to evaluate alternatives. This training will familiarize them with archeology and archeological resources so they can identify problems early and choose effectively among alternatives for solutions. The legal requirements, policies, guidelines, and regulations concerning archeological preservation will be covered. Appropriate management approaches for resource management, development, and operations will be considered.

**Participants:** Federal, state and local program managers who do not have any background in archeology, but must deal with archeological resources as part of their job.

**Class size:** 25

**Number of times conducted:** 1

**Dates/Location:** July 15-19, 1991  
TBA

**Note:** This course is to be funded by benefitting account and will be open on a tuition basis (\$250.00) to non-NPS participants.

## ■ CONSERVATION IN FIELD ARCHEOLOGY

Program Code:  
1852

Title Code:  
CONS IN FLD ARCHE

The National Park Service and The Getty Conservation Institute will jointly sponsor this workshop. The course examines a variety of field archaeological environments and considerations in appropriate treatment of artifacts and other archaeological environments and considerations in appropriate treatment of artifacts and other archaeological materials. Additional topics covered will be handling and lifting, storage, data recovery, recovering botanical and faunal remains, federal archaeological procedures, and archaeological collections management. (40 Hours)

**Participants:** Archaeologists GS 9-12, from parks, regions, and service centers. Archaeological experience is required.

**Class size:** 15

**Dates/Location:** First Quarter, 1992  
TBA

**Note:** This course is open to Non-NPS participants and is to be funded by benefitting account.



## ■ CRITICAL ISSUES WORKSHOP IN PARK ARCHEOLOGY

Program Code:  
9999

Title Code:  
CRI IS PK ARCHE

This course will provide Park Archeological program staff with authoritative knowledge and understanding of critical and priority archeological resources management issues associated with units of the National Park System. Using a workshop approach, it is structured around two principal critical issues in park archeology: (1) meeting the requirements of Section 14 of the Archaeological Resources Protection Act of 1979 (as amended) to develop and implement a Servicewide plan to survey the archeological resources of the National Park System; and (2) conducting a systematic analysis and evaluation of NPS-28 (Cultural Resources Management Guideline) and developing an approach for revisions to the archeological component. In addition, short sessions will provide current knowledge and understanding of Secretarial initiatives in archeology, Internal Control Review requirements, provisions of the Native American Grave Protection and Repatriation act of 1990, development of an integrated regional and national strategic plan for the park archeology program, status of the development of the Cultural Sites Inventory, and park-State responsibilities under the Abandoned Shipwreck Act of 1987. Participants will be expected to complete pre- and post-course assignments that involve one of the critical or priority issues presented or a closely related topic relevant to their current work assignments. All participants must have studied and evaluated NPS-28 prior to the course.

**Participants:** Regional Archeologists (park programs), Park Archaeologists, and other park, regional and center staff with specific responsibilities for managing park archeological resources.

**Class size:** 30

**Number of times conducted:** 1

**Dates/Location:** April 8-12, 1991  
Location to be announced





## ■ CRITICAL ISSUES: WORKSHOP IN CURATORIAL MANAGEMENT - MUSEUM SECURITY AND FIRE PROTECTION

Program Code:  
9945

Title Code:  
CRI ISU WK CUR MG

Participants will develop skills necessary to identify and assess risks to museum collections, update procedural measures, and identify technical specifications necessary to install appropriate intrusion and fire detection and suppression systems. Specifically, they will integrate the existing NPS physical security and structural fire protection programs with specific museum practices to improve the security, fire protection, and emergency planning and management of park museum collections; conduct a survey to identify the threats to a park's museum collection and develop an action program to eliminate or reduce the threats; identify and use sources of assistance for developing technical specifications and costs for security and fire protection systems for museum collections; and develop a museum collections component for the park's Emergency Operation Plan.

**Participants:** Regional Curator/Law Enforcement Specialist, Park Museum Curator, Park Ranger or Cultural Resource Specialist who have the responsibility of protection of museum collections.

**Class size:** 30

**Number of times conducted:** 1

**Dates/Location:** January 14-18, 1991  
Washington, D.C.

**Note:** This course is to be funded by benefitting account.

## ■ "CROSSOVER" SKILLS WORKSHOPS IN HISTORIC PRESERVATION

These workshops offer intensive, structured on-the-job experience in the preservation and restoration of historic structures. Each participant will be assigned to a historic preservation project selected to meet his or her developmental needs. Subject areas include: stabilization of masonry structures or structural components; repair, preservation, or installation of porches, windows, stairway components, flooring, roofs and roof framing, siding, etc.; project design and supervision (day labor or contract); project documentation and reporting; non-destructive investigation and removal of historic fabric; fabrication of custom millwork building components. Length of assignment to be determined by developmental needs of employee and complexity/duration of project.

**Participants:** Carpenters, Painters, Masons, Maintenance Mechanics, Plasterers, Architects, Exhibits Specialists, and others who seek to apply existing skills to historic preservation work.

**Class size:** 8-10 per year

**Number of times conducted:** Ongoing

**Dates/Location:** Year-round at Williamsport Preservation Training Center or project sites throughout the National Park System.

**Funding:** Varies; usually benefitting account.



## ■ CURATORIAL METHODS

Program Code:  
1929

Title Code:  
CURAT METHODS PH I

This course is designed to provide field personnel with the basic knowledge and skills essential to field-level curatorial care of museum collections. Course topics include: Scope of Collections; Museum Records (e.g., accessioning, cataloging, photographing, and inventorying museum objects); Preventive Conservation (e.g., environmental monitoring and control; storage equipment, supplies, and techniques); Museum Object Security and Fire Protection; Emergency Planning; Programming and Funding Curatorial Program; Use of Museum Collections. Emphasis will be on practical exercises and the development of a working knowledge of basic references such as the NPS Museum Handbook.

Prior to receiving certification for this course, each participant is required to complete a post-course assignment that involves establishing an ongoing program for monitoring the environment of park collections in storage and exhibit areas. Participants must, therefore, have advance commitments from their supervisors that they will be allowed up to 40-hours of work time over the three months following the course in which to complete the assignment.

**Participants:** Permanent, full or part-time museum technicians, museum aids, park technicians, museum curators, interpreters and resource management specialists (cultural and natural), and other park staff who have curatorial responsibilities, but have not previously attended an NPS Curatorial Methods course. (80 hours)

**Class size:** 25

**Number of times conducted:** 1

**Dates/Location:** February 4-15, 1991  
Mather Employee Development Center

**Note:** This course is open to outside agencies. \$500.00 tuition

## ■ HISTORIC LANDSCAPE PRESERVATION SYMPOSIUM

Program Code:  
1853

Title Code:  
HIST LAN PRES SYM

The Historic Landscape Preservation Symposium is intended to provide guidance and training related to the preservation of historic landscapes. The Symposium is jointly sponsored by the American Society of Landscape Architects (ASLA) and the National Park Service. The focus of the 1990 symposium is the treatment of historic landscapes (protection, stabilization, preservation, rehabilitation, restoration, and reconstruction). The workshop will feature plenary sessions as well as innovative case studies. (16 hours)

**Participants:** NPS employees dealing with historic landscapes, including historic sites, historic scenes, historic designed landscapes, and rural historic landscapes. This will include cultural landscape specialists, historic landscape architects, landscape architects, architects, architectural historians, maintenance staff, horticulturists, geographers, historians, and planners.

**Class size:** 20

**Number of times conducted:** 1

**Dates/Location:** October 28-29, 1990  
San Diego, California

**Note:** This course is to be funded by benefitting account.

## ■ HISTORIC PRESERVATION MAINTENANCE SKILLS WORKSHOP

Refer to program description under Maintenance.

## ■ LIST OF CLASSIFIED STRUCTURES (LCS) AND CULTURAL RESOURCES MANAGEMENT BIBLIOGRAPHY (CRBIB) WORKSHOP

Program Code:  
1840

Title Code:  
LCS CRBIB WKSP

This course is designed for Regional LCS/CRBIB Coordinators; regional/park/center historical architects, historians, historical and cultural landscape architects, and cultural resources specialists who manage or routinely work with the LCS and CRBIB data bases. Participants will become comfortable with using microcomputers to access and work with LCS/CRBIB databases, will be informed of the current function and latest developments in the programs, and will be able to produce documentation necessary for management decision-making. (40 hours)

**Participants:** Regional LCS/CRBIB Coordinators; regional/park/center historians; historical architects, historical and cultural landscape architects, and cultural resources managers in regions/parks/centers who manage or work with LCS/CRBIB data bases.

**Class size:** 24

**Number of times conducted:** 1

**Dates/Location:** TBA  
Mather Employee Development Center

**Note:** This course is open to outside agencies. \$250.00 tuition



### ■ MANAGING NPS MUSEUM COLLECTIONS USING ANCS AND DBASE III PLUS

Program Code:  
1854

Title Code:  
MAN MUS COLL ANCS

Collections are growing at a rapid rate and are being cataloged into the Automated National Catalog System (ANCS), resulting in large automated databases being managed by people with limited database management expertise. Increased skill in using ANCS and dBase III Plus will facilitate accelerated data entry, manipulation and retrieval of data necessary to manage large databases.

**Participants:** NPS first time and intermediate ANCS users, curatorial staff, archeologists, cultural and natural resource managers.

**Class size:** 25

**Number of times conducted:** 1

**Dates/Location:** April 22-26, 1991  
Mather Employee Development Center

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### ■ MEETING THE STANDARDS WORKSHOP

Program Code:  
1855

Title Code:  
MTNG STAND WKSHOP

This workshop will provide training to NPS reviewers on applying the revised Secretary of the Interior's Standards for Rehabilitation; to present new information relating to the appropriate treatment of cultural resources, particularly those being rehabilitated using federal tax credits. Workshop participants will come away with a clearer understanding about what treatments and techniques will/will not meet the Secretary's Standards and will better understand newly revised NPS regulations for certifying historic properties. (20 Hours)

**Participants:** Architects, historians, historic landscape architects, and program analysts involved in applying the Secretary's "Standards for Rehabilitation."

**Class size:** 24

**Number of times conducted:** 1

**Dates/Location:** Summer, 1991  
To be announced

### ■ NATIONAL HISTORIC LANDMARK WORKSHOP

Program Code:  
1856

Title Code:  
NAT HIS LAND WKSP

This workshop will provide information to regional and Washington NPS staff on NPS responsibilities for National Historic Landmarks; to share innovative techniques for providing assistance to endangered National Historic Landmarks; and provide training for newly developed NHL software.

Participants will be able to describe the NPS's NHL activities, and administer program responsibilities such as designation ceremonies, ordering plaques, documentation, identification of endangered NHLs, preparation of accurate submissions for the mandated Section 8 report to Congress, selection of appropriate NHLs for technical assistance, and understand NPS policies regarding fund-raising. (16 Hours)

**Participants:** Regional staff involved in Landmark responsibilities, WASO staff that interact with regions regarding Landmarks; historical architects, historians, archeologists, and program assistants.

**Class size:** 20

**Number of times conducted:** 1

**Dates/Location:** Spring, 1991  
TBA

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### ■ ORIENTATION TO THE MANAGEMENT OF NPS RESOURCES (CULTURAL AND NATURAL)

Program Code:  
8108

Title Code:  
OR TO NPS RES MGT

It is important that ALL members of ALL divisions have a basic knowledge and understanding of their role in the protection and management of park resources, both cultural and natural. With this knowledge, an employee's ability to actively contribute to resource protection will be enhanced. Topics covered in the course include: 1.) history, philosophy and legal framework for managing park resources; 2.) cultural and ecological principles; 3.) processes of protecting resources; 4.) employee involvement in managing resources. Participants will gain a renewed awareness of the mission of the National Park Service and recognize that a team approach is required of all employees to carry out this mission. This is a Servicewide training course sponsored by the Mather Employee Development Center and taught by Regional teams.

**Participants:** To be announced by Regions

**Number of times conducted:** To be announced by Regions

**Dates/Location:** To be announced by Regions

**Note:** This course is to be funded by Regional and/or benefitting accounts. The WASO Employee Development Division has provided funding to defray a portion of the cost of these courses.



## OVERVIEW OF ARCHEOLOGICAL PROTECTION PROGRAMS

Program Code:  
1858

Title Code:  
OV ARCH PROT PROG

This course is designed to provide an overview of archeological resource protection programs. It will assist managers in evaluating the current status of their programs regarding personnel training needs and effective ways to implement archeological resources protection activities. Participants will gain an understanding of how the protection problem developed and its current magnitude. Familiarity with the existing legal solutions to the problem will be provided by an introduction to the Archaeological Resources Protection Act (ARPA) and other applicable laws and regulations. The required elements for a team approach to cases will be summarized, and the structure of effective archeological protection programs will be described. The final portion of the training will identify ways to improve existing protection efforts and develop innovative strategies for preventing and detecting archeological resource crime in the future. This course is not designed to be a substitute for the enforcement skills development course "Archeological Resources Protection Program."

**Participants:** Federal, state, tribal, and local agency officials with a demonstrated concern for improving the protection of archeological resources.

**Class size:** 50

**Number of times conducted:** 10

**Dates/Location:** TBA

**Note:** Funded by benefitting account.

## SECTION 106 COMPLIANCE REGIONAL COORDINATOR WORKSHOP

Program Code:  
4318

Title Code:  
SEC 106 CO WORKSHOP

Staff involved in resource management and planning, Denver Service Center, Regional Offices, and parks, are all in need of current information about NPS guidelines and practices for meeting legal and regulatory responsibilities. This workshop is designed to ensure Servicewide compliance with Section 106 of the National Historic Preservation Act, the regulations for implementing Section 106 (36 CFR 800), NPS Management Policies on cultural resources management, and NPS-28. To this end, teams will be formed to conduct Regional Section 106 Compliance Workshops. This workshop will train team members and address curriculum development. (80 hours)

**Participants:** Regional cultural resources specialists with specific and significant responsibilities for Section 106 compliance, such as review of XXX forms. Participants must have commitment from their supervisor to conduct at least 24 hours of training during the year.

**Class size:** 24

**Number of times conducted:** 1

**Dates/Location:** May 6-17, 1991  
Mather Employee Development Center

## SERVICEWIDE WORKSHOP FOR HISTORIANS

Program Code:  
1824

Title Code:  
SERV WKP HISTORNS

This workshop will provide participants with information, and allow input from field personnel, on the new Section 106 Programmatic Agreement and the pending revision of NPS 28. The workshop will emphasize the importance of cooperation between interpreters and historians to enhance the NPS history program. At the conclusion of the workshop, participants will be able to outline new approaches to each of these problems, and will have an improved understanding of service practices, policies, and guidelines related to the interpretation and management of cultural resources in the NPS. (40 Hours)

**Participants:** Park and regional historians.

**Class size:** 40

**Number of times conducted:** 1

**Dates/Location:** February 25 - March 3, 1991  
Lyndon B. Johnson NHP

## SKILLS DEVELOPMENT PLAN FOR NPS PERSONNEL WITH HISTORIC PRESERVATION RESPONSIBILITIES

Program Code:  
1846

Title Code:  
SK DEV HIST PRES

The Skills Development Plan, a project-oriented program to foster learning, career growth and shareable knowledge, is a self-directed learning program intended to develop knowledge and expertise that is not otherwise available. The Skills Development Plan is designed to enable participants to create a self-initiated approach to improve their skills in a topic related to the preservation of historic structures. A key ingredient to participation in this Plan is the development of an end product that can be shared with others. The participant develops a study plan, discusses it with his/her supervisor, identifies the amount of job time and personal time that will be devoted to this endeavor, and determines the format of the end product that may be shared by others at its conclusion. The end product could be any one of the following: a talk, article, videotape, audio cassette, a model, or graphic presentation such as annotated sketches, drawings or photographs. As a condition of enrollment, both the study plan and the completed end product are reviewed prior to sharing with others. Possible topics could include learning about early building technology or techniques for preserving historic structures and could encompass building materials, historic building systems, early construction techniques or craft practices.

The Skills Development Plan is useful to both the beginner and the established preservationist as a way to learn more about individual preservation skills. Participants may combine participation in the Skills Development Plan with an application for funding from the Horace M. Albright Employee Development Fund.



The sourcebook for the program is The Skills Development Plan for Historical Architects and Others With Historic Preservation Responsibilities by Hugh C. Miller, FAIA, Lee H. Nelson, FAIA, and Emogene A. Bevitt. It serves as a reference and source of ideas, describes participation more fully and provides enrollment forms. Copies may be obtained by writing or calling Ms. Bevitt, National Park Service (424), P.O. Box 37127, Washington, D.C. 20013-7127, telephone 202-343-9561, FTS 343-9561.

**Participants:** Employees who work with historic structures, including but not limited to: historical architects, architectural conservators, architectural technicians, craftsmen, preservation specialists, maintenance personnel, and architectural historians.

**Dates/Location:** Applications for enrollment will be accepted at any time. Location will be participant's duty station.

**Note:** This program is funded by benefitting account (an application to the Albright Fund may also be considered).

### ■ THE SPANISH SOCIAL, POLITICAL AND ECONOMIC EMPIRE

Program Code:  
1859

Title Code:  
SP SC POT ECO EMP

This nationwide symposium is the second of a series of three annual symposia in commemoration of the Christopher Columbus Quincentennial of 1992. This event is being sponsored by San Antonio Missions National Historical Park and Los Compadres de San Antonio Missions National Historical Park. The objectives of this series is to educate the general public, academia and the National Park Service employees of the significance of Spain in the New World. This symposium will serve the National Park Service as a training course for quincentenary planning and implementation in interpretation and cultural resources management of Spanish Colonial Heritage sites. This program has been designated an Official Quincentennial Symposia of the National Park Service.

**Participants:** Participants are welcome from the general public, academia and all Government employees.

**Number of times conducted:** 1

**Dates/Location:** November 7-9, 1991  
San Antonio, Texas

**Note:** This program is to be funded by benefitting accounts.

### ■ THE WHITE HOUSE HISTORY SYMPOSIUM: THE FIRST TWO HUNDRED YEARS

Program Code:  
1860

Title Code:  
WHITE HOU HIST SYM

This symposium will examine the history of the White House in terms of its role as a mirror of the American experience, the evolution of the facility itself and to assess the complex and often conflicting roles today of the White House as the Chief Executive Office, national museum, First Family residence, principal place for state ceremonies, and a symbol of the United States. The symposium will consist of presentations, panel discussions and a sharing of expertise among the most eminent scholars in the field.

**Participants:** Historians, political scientists and other educators, scholars and students from the general public as well as Government agencies.

**Class size:** 300

**Number of times conducted:** 1

**Dates/Location:** October 13-15, 1992  
Washington, D.C.

## Interpretation

### ■ DEVELOPING NPS EDUCATION PROGRAMS

Program Code:  
9970

Title Code:  
DEV NPS EDUC PROG

Education is a Presidential and Secretarial Initiative which the National Park Service is taking a lead among resource agencies. Most park interpreters have not been trained in primary and secondary teaching methods and curriculum development. This course will introduce NPS employees to general education practices and encourage them to work with local schools in program development. (64 Hours)

**Participants:** Park education specialists; chief of interpretation responsible for education programs; park interpreters involved in education programs.

**Class size:** 30

**Number of times conducted:** 2

**Dates/Location:** January 23 - February 1, 1991  
December 9-18, 1991  
Mather Employee Development Center

## ■ EVALUATION OF INTERPRETIVE PROGRAMS

Program Code:  
9971

Title Code:  
EVAL OF INT PROGS

The National Park Service has committed itself to develop inexpensive, efficient, valid, and reliable methods to evaluate overall park interpretive programs in terms of effectiveness in achieving park management goals, in enhancing visitor understanding and appreciation of park resources, and in promoting visitor inspiration. This course is designed so participants can study a number of techniques that can be utilized to evaluate various aspects of an interpretive program. They will then choose two or three that most closely fit their needs and will go back to their parks to implement them. (40 Hours)

**Participants:** Supervisory interpreters and/or chiefs of interpretation.

**Class size:** 30

**Number of times conducted:** 1

**Dates/Location:** December 16-20, 1991  
Mather Employee Development Center

## ■ HISTORIC WEAPONS FIRING SAFETY CERTIFICATION

Program Code:  
9942

Title Code:  
HIST WEAPNS FIRNG

Individuals successfully completing this course will be certified to assume primary and direct responsibility for the interpretive demonstrations and other activities involving the handling and storage of black powder and the firing of reproduction historic weapons in their respective parks. They will be qualified to supervise the handling and storage of black powder, train both employees and volunteers in the safe handling and use of historic weapons, ensure visitor and employee safety during historic weapons firing activities in the park, and maintain all weapons relating to these activities in a completely safe condition. They will also be qualified to inspect and supervise outside groups that come into the park to participate in historic weapons firing activities to ensure that all safety regulations and practices are being rigidly adhered to. The certification received at this course is good for four years. (80 hours)

**Participants:** Permanent supervisory NPS employees who have primary responsibility for historic weapons firing programs in their parks and for those whose certification expires in FY91.

**Class size:** 30

**Number of times conducted:** 1

**Dates/Location:** April 8-19, 1991  
Mather Employee Development Center

**Note:** Funded by benefitting accounts. This course is open to outside agencies, \$250.00 tuition.

## ■ INTERPRETATION PROGRAM MANAGEMENT

Program Code:  
9927

Title Code:  
INTERP MANAGEMENT

Participants should be prepared to develop and manage programs designed to be successful tools for dealing with resource management problems, safety and protection of resources, public involvement, service to special populations and international visitors. In short, the development, operation, and evaluation of a balanced, integrated program designed to meet the current needs of park areas and Servicewide goals and objectives will be emphasized. Participants should anticipate a course assignment. Upon completion of this course, participants will be knowledgeable of advanced personnel management and human resources development in interpretive operations. They will also become familiar with the concept of "Marketing," enabling them to participate fully in the planning and development of an aggressive interpretive marketing program. (64 Hours)

**Participants:** Interpretive program managers, chiefs and assistant chiefs of interpretation or interpretation and resources management, area managers, superintendents and other managers responsible for interpretation in their park areas, with particular preference given to those in new interpretive positions. Grades 9-13.

**Class size:** 24

**Number of times conducted:** 1

**Dates/Location:** November 27 - December 6, 1991  
Mather Employee Development Center





# 75 Years of Employee Development in the National Park Service

**W**hile employees entering the National Park Service frequently share many of the ideals of Stephen Mather (the first Director of the Service), the skills required in visitor services, law enforcement, maintenance and other specialty areas are sometimes lacking. Changes in technology or management emphasis can also result in a need to provide training. Stephen Mather recognized this soon after the founding of the Service. In 1919 Mather visited the Lake Tahoe area where he witnessed the interpretive work of Harold C. Bryant. Director Mather was so impressed with this work that he arranged for Bryant to bring it to Yosemite National Park the next summer. In 1925 Bryant established the Yosemite Field School of Natural History, the first institutionalized training effort in the National Park Service. Consisting of 20 trainees each year, only a small number of which were Park Service employees, this NPS sponsored program continued successfully—with a short break during the Second World War—until 1953.

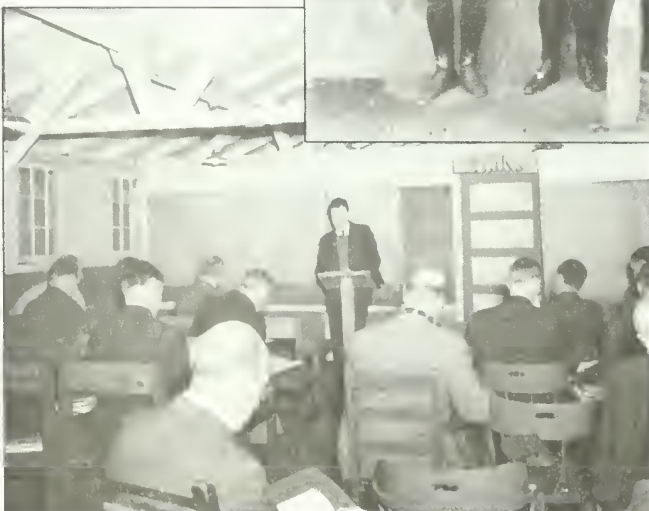
Despite the success of the Yosemite Field School, the preponderance of training during the 1920-30s occurred at the regional and field level. According to the Service's first training officer, Frank Kowski, "the parks were the only place a young employee could get trained." Kowski went on to say that periodically regional conferences would be offered to bring "everybody up to date and get them ready for the summer season."

The early years of employee development in the Service were typified by a lack of uniformity. In 1948 Assistant Director Hillory Tolson instituted a program for Servicewide use to rectify this inconsistency. Quickly dubbed "Tolson Tech," the curriculum offered training for mid-level managers who had potential for advancement and was generally found on the road in all parts of the country. Museum administrator and curator Ralph Lewis also commenced Servicewide courses in the 1950s. Lewis gathered scores of park interpreters on the Mall in Washington, D.C.—in temporary buildings constructed during World War I—to learn how to care for artifact collections and exhibit materials for the fledgling system of park museums.

By 1951 the administration of "Tolson Tech" and other activities had become sufficiently large enough to require the appointment of the first Servicewide Training Officer. To fill this position, Director Conrad Wirth tapped Frank Kowski. Wirth directed Kowski (in the latter's words) to "Write your own ticket on training. Nothing much has been done in the area, so come up with some good workable ideas for programs to train



*The first Chief Rangers Conference, Sequoia National Park, January 15, 1926.*



*Fire School at C.C.C. Camp in Rock Creek Park, Washington, D.C., March 16, 1942.*



# 75 Years of Employee Development in the National Park Service

Park Service people." A commitment to a Servicewide training program had been established.

In 1957 Kowski and a staff of two relocated to Yosemite to devise and implement a Servicewide training curriculum. An expanded course was established and consisted of a three month curriculum on all aspects of ranger duties. Offered twice annually to a class of 25, the small group of participants at "Kowski College" came to be called "backlogs" by the rest of the Service. The continuing difficulty in finding adequate housing for the trainees—at times requiring the use of trailers or tents—and limited classroom space quickly prompted calls for a suitable training facility. The Mission 66 initiative generated the opportunity to meet this need. The result was the construction and eventual dedication in June, 1963, of the Horace M. Albright Training Center at Grand Canyon National Park.

Shortly after construction of Albright Training Center had begun, the National Park Service acquired the properties of Storer College at Harpers Ferry, West

Virginia. Director Wirth designated Storer College as the new Stephen T. Mather Training Center. Therefore, within a few months after opening the Albright Training Center, Mather was also opened resulting in two fully operational facilities for Servicewide training programs. Albright Training Center continued emphasizing its "Kowski" courses, later to be called Orientation to Park Operations, while Mather Training Center concentrated on shorter but more frequent interpretive programs.

Starting in the early 1970s, the employee development organization was extended to include training officers at each Region. Mandated to devise and execute training programs calculated on the basis of Regional and local needs, these individuals quickly consolidated gains already achieved at the Servicewide level.

The early 1970s also demonstrated the responsiveness of the training community to the need for more law enforcement training. Largely precipitated by the disturbances at Yosemite National Park in the summer of 1970, funding for law enforcement was increased from \$23,400 to nearly a half-million dollars two years later. The Consolidated National Park Service Law Enforcement Academy in Washington, D.C., was soon incorporated by the Department of the Treasury facility in Brunswick, Georgia. This interagency Federal Law Enforcement Training Center (FLETC) now accommodates and facilitates Servicewide law enforcement training for the National Park Service. As the largest law enforcement training center in the world, FLETC provides cost-effective training using state-of-the-art techniques to meet the Service's specific training needs.



*The most current technologies are used at the Training Centers, in this case, photography in the late 1950s.*

*Yosemite National Park was selected as the trial site for the national Training Center in 1957. A small room in the Yosemite Museum served the trainees as a classroom.*





# 75 Years of Employee Development in the National Park Service

As the Service's needs expanded during the 1970s, new training programs were launched. Servicewide facilities such as the Chicago Field Institute, the Park and Recreation Management Institute (for State and local personnel), Indian Training Institute (located at the Albright Training Center), and Williamsport Preservation Training Center all offered programs to meet specialized needs. The Williamsport Center, along with the Boise Interagency Fire Center, continue today as testaments to the value of sponsoring high quality, specialized training.

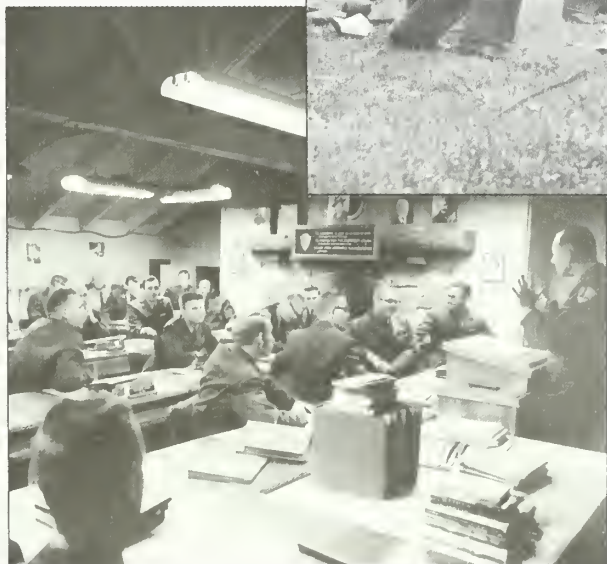
The 1980s saw the broadening of the NPS training function to include alternative development strategies. Innovative adult-centered-learner approaches were used to improve program relevancy to the job. Curricula were revised in order to use increasingly more sophisticated technologies. Computer laboratories were established both at the Mather Training Center and Washington Office to foster increased computer literacy. A TV Production Specialist was hired at the Albright Center to produce videotapes for Servicewide use.

The decade of the 1980s also saw curriculum development for specific disciplines within the Service. Cultural Resources, Natural Resources, Operations, and other Divisions worked in consort with the Employee Development Division in program

design and funding assistance. The Skills Team approach, whereby cadres of trainers for each Region were designated, continues to offer a tremendous amount of training at low cost in such fields as supervision, position management, interpretation, and natural/cultural resources. Director William Penn Mott's emphasis on interpretation resulted in an extraordinarily successful creation of interpretive skills classes consisting of five different fully developed and validated course curricula. An eleven week Maintenance Management Development Program was started at the Albright Employee Development Center as a part of a renewed emphasis on nationwide maintenance training. Congress' funding of and commitment to multiple Natural Resources Management Trainee Programs has improved the skills of many of the Service's resource managers. Eighty-six participants have thus far successfully graduated and are now located in NPS parks and offices.



*Law enforcement training at the Yosemite Training School in the late 1950s.*



*Up to 25 participants crowd into the Yosemite Training School in 1960.*

# 75 Years of Employee Development in the National Park Service

The paradigm for the 1980s was the redesignation of the names for the Mather and Albright Training Centers and the NPS facility at FLETC to "Employee Development" Centers. Reginald "Flip" Hagood, Chief Employee Development Officer for the National Park Service, stated that this change represented "the transformation of the training function to a new and more rewarding experience for the learner by expanding the available learning methodologies."

Forces outside the National Park Service currently indicate the growing and changing role of employee development in the United States. As of 1991, the largest "industry" in the United States is education and training. The Office of Personnel Management, at the urging of the General Accounting Office and others, has established a new Human Resources Development Group to place greater Governmentwide emphasis on its policy, leadership and oversight functions. The Department of the Interior, with the full support of the Secretary, is currently examining the role it should

perform during the upcoming decade; the chairperson of the Development and Advancement Work Group is the Service's own Chief Employee Development Officer. The American Society for Training and Development reports an increasing need for entry level training as the available labor pool becomes scarcer while many school districts of this country graduate less than half of their students from high school.

The 1990s offers the National Park Service continuing challenges in updating worker skills at a time of increasing changes in the forces impacting the Service. Uplinking data from the tundras of Alaska to a geocentric satellite which downloads to a plotter for Geographic Information System analysis is already a reality in the National Park Service. The Service recognizes that it must foster this kind of technological innovation. It also recognizes that data from the Office of Personnel Management's Workforce 2,000 study dictates that increased technological skills must coincide with an improved understanding of each other as human beings. The Park Service is now placing a major emphasis on succession planning through a new Intake Program, maintenance skills training, orientation programs, and supervisory and management development in order to address the needs of the Service.

The history of training in the National Park Service demonstrates that planned and coordinated developmental activities significantly assist in achieving organizational goals. Offering development programs also shows that the Service cares about the contributions of its employees. The National Park Service knows that its greatest resource is its employees.



*Frank Kowski at dedication of new Horace M. Albright Training Center at Grand Canyon National Park in 1963. Frank Kowski is considered by many to be the "father" of training in the National Park Service.*

*Conrad L. Wirth, George B. Hartzog, Jr., and Bertha Mather McPherson, daughter of Stephen T. Mather, cut ribbon at Wirth Hall on April 17, 1964 to dedicate the new Stephen T. Mather Training Center in Harpers Ferry, West Virginia.*





### ■ INTERPRETING MILITARY RESOURCES WITHIN A BROADER PERSPECTIVE "THE BIG PICTURE"

Program Code:  
9963

Title Code:  
INTERP MILITAR RES

The interpretation of many NPS battlefields, national cemeteries, fortifications, and other military sites can more properly be termed "description" rather than true interpretation. Many interpreters concentrate on describing the chronological events of a battle or the appearance of the landscape at the time of the significant action. This course is designed to provide subject matter instruction in the "big picture;" the broader historic or prehistoric contexts, perspectives, or themes within which a park's interpretive approach must rest. It will demonstrate successful interpretive techniques which encourage and stimulate visitors to examine the "role" and "significance" of a particular battle or military site in our country's history, and to their strong emotional/cultural attachments some groups and individuals feel regarding the presentation of what they consider the "correct" story of the site, and provide recommendations on how to handle these situations without resorting to rote or essentially empty descriptions of our past. (40 Hours)

**Participants:** : Field level personnel involved in interpretation at National Military Parks, National Battlefields, or areas with significant military resources; Chief Interpreters, Park Ranger/Interp., Historians and Curators.

**Class size:** 40

**Number of times conducted:** 1

**Dates/Location:** October 21-25, 1991  
Mather Employee Development Center

### ■ INTERPRETING NATIVE AMERICAN CULTURES

Program Code:  
9960

Title Code:  
INTERP NAT AM CULT

This course focuses on policies, programs and issues in the management, interpretation and curation of Native American cultural and natural resources. It will serve to raise awareness, inform park staff of new policy and program directives and discuss issues in the implementation of new approaches. This course is co-sponsored by the Division of Cultural Services, Anthropology and Interpretation. (40 Hours)

**Participants:** Park managers, curators, and interpretive managers and specialists, GS 7-13.

**Class size:** 24

**Number of times conducted:** 1

**Dates/Location:** TBA  
Billings, Montana

**Note:** This course is open to outside agencies, \$250.00 tuition.

### ■ INTERPRETIVE OPERATIONS FOR FIRST- LINE SUPERVISORS

Program Code:  
9947

Title Code:  
INT OP FIR LI SUP

This course promotes a practical approach to interpretive operations for first-line interpreters in a variety of techniques; to apply the "nuts and bolts" of interpretive activities and determine their appropriateness in the parks; and to analyze the park's interpretive documents and demonstrate their applicability and importance to interpretive operations. Participants will develop basic skills as instructors in interpretive operations. Prior to receiving certification for this course, each participant is required to conduct one training course at their park for employees of their park and/or neighboring areas. Supervisory skills in interpretive operations will be emphasized throughout the course. Certification of 40 hours of supervisory training is obtained through this course. Participants should anticipate several pre- and post-course assignments. (80 hours)

**Participants:** First-line supervisors. Grades GS 5-9.

**Class size:** 30

**Number of times conducted:** 1

**Dates/Location:** March 11-22, 1991  
Mather Employee Development Center

**Note:** This course is open to outside agencies, \$500.00 tuition.

### ■ INTERPRETIVE PLANNING

Program Code:  
9918

Title Code:  
INTERPRET PLANNIN

This course introduces interpretive planning for interpretive personnel who are actively involved, or will be involved within the next two years, in interpretive projects with HFC. It will focus on the content and purpose of the different plans effecting interpretation (GMPs, DCPs, and IPs). The strengths, weaknesses, and uses of different media, and the efficient use of HFC and Regional resources in tying concepts to reality will receive emphasis. Structured field trips involving case studies will be employed throughout the course, as well as practical exercises. (64 hours).

**Participants:** Chiefs of interpretation or other interpretive employees actively engaged in an interpretive project with Harpers Ferry Center or anticipating a HFC project before FY93.

**Class size :** 24

**Number of times conducted:** 1

**Dates/Location:** TBA  
Mather Employee Development Center

**Note:** Funded by benefitting accounts. This course is open to outside agencies, \$450.00 tuition.

## ■ INTERPRETIVE SKILLS I (PERSONAL SERVICES INTERPRETATION)

Program Code:  
9948

Title Code:  
INTERP SKILLS I

This course develops participant skills necessary to prepare, present, and evaluate interpretive talks, walks, and illustrated programs; serve the public at the visitor center desk; and make spontaneous public contacts in the park setting. A pre-course assignment may be a part of this course. This is a Servicewide training course sponsored by the Mather Employee Development Center and taught by the Regional Interpretive Skills Team. (This course meets 80 hours of the recommended minimum core competencies training program for interpreters.)

**Participants:** Interpreters and others who present interpretive talks, walks, or illustrated programs; others who have public contact or who may be called upon from time to time to present interpretive programs.

**Class size:** 20

**Number of times conducted:** To be announced

**Dates/Locations:** Dates and locations to be announced by specific Region.

## ■ INTERPRETIVE SKILLS II (NON-PERSONAL SERVICES INTERPRETATION)

Program Code:  
9949

Title Code:  
INTERP SKILLS II

This course increases the skills of field interpreters in non-personal interpretation. The course concentrates on interpretive writing, exhibit preparation, publications preparation, audiovisual applications, and media relations. This is a Servicewide training course sponsored by the Mather Employee Development Center and taught by the Regional Interpretive Skills Team. (This course meets 40 hours of the recommended minimum core competencies training program for interpreters.)

**Participants:** Interpreters and others involved in interpretive writing, exhibit preparation, publications preparation, audiovisual applications, and media relations.

**Class size:** 20

**Number of times conducted:** To be announced

**Dates/Locations:** Dates and locations to be announced by specific Region.

## ■ INTERPRETIVE SKILLS IIIA (SPECIAL POPULATIONS AND AUDIENCES)

Program Code:  
9950

Title Code:  
INTERP SKILLS III

This course prepares interpreters to serve a wide variety of visitor groups. Subjects covered will include interpreting for special populations, senior citizens, general program accessibility, cross-cultural considerations (including international and American cultures), special events, and off-site presentations. This is a Servicewide training course sponsored by the Mather Employee Development Center and taught by the Regional Interpretive Skills Team. (This course meets 40 hours of the recommended minimum core competencies training program for interpreters.)

**Participants:** Interpreters and others involved with visitor services who need to increase their interpretive skills to serve the full spectrum of visitors to our parks.

**Class size:** 20

**Number of times conducted:** To be announced

**Dates/Locations:** Dates and locations to be announced by specific Region

## ■ INTERPRETIVE SKILLS III-B (SPECIAL INTERPRETIVE METHODS AND TECHNIQUES)

Program Code:  
9956

Title Code:  
INTE SKILLS IIIB

This course prepares intermediate level interpreters to cover a wide variety of interpretive situations requiring specialized techniques. The course explores interpreting controversial issues, extending the park's influence, living history, demonstrations, children's interpretation, environmental education techniques, and storytelling. This is a Servicewide training course sponsored by the Mather Employee Development Center and taught by the Regional Interpretive Skills Team. (This course meets 40 hours of the recommended minimum core competencies training program for interpreters.)

**Participants:** Interpreters and others involved with visitor services who need to increase their interpretive skills to handle many of the specialized programs being used in the NPS.

**Class size:** 20

**Number of times conducted:** To be announced

**Dates/Location:** Dates and locations to be announced by specific Region.

### ■ INTERPRETIVE SKILLS IV (WRITING/SITE BULLETIN WORKSHOP)

Program Code:  
9954

Title Code:  
INTERP SKILLS IV I

Interpretive Skills IV will help insure both quality and cost effectiveness in the production of locally-produced information materials. Upon completion of the course, participants will be able to write, edit, design, and produce such publications as site bulletins, press releases, trail booklets, park newspapers or park brochures. Basic writing/production skills, as well as computer-aided publishing techniques will be emphasized. (This course meets 80 hours of the recommended minimum core training program for interpreters).

**Participants:** Target group is park interpreters at grades GS-5 through GS-9 and other employees with the responsibility for producing site bulletins, park brochures, interpretive labels, trail booklets, press releases, or park newspapers in their parks.

**Class size:** 20

**Number of times conducted:** 1

**Dates/Location** February 25 - March 8, 1991  
Mather Employee Development Center

### ■ LIBRARY MANAGEMENT WORKSHOP

Program Code:  
3701

Title Code:  
LIBRARY MGMT WKP

This workshop will provide trainees with operational guidelines in setting up new libraries and increasing the usefulness of existing libraries. Library automation, increased accountability and sources of assistance and free and inexpensive reference materials will also be addressed. (32 hours)

**Participants:** Park staff with responsibility for park libraries.

**Class size:** 24

**Number of times conducted:** 1

**Dates/Location:** April 30 - May 3, 1991  
Mather Employee Development Center

**Note:** This course is to be funded by benefitting account.

### ■ MAINTENANCE TRAINING FOR INTERPRETIVE MEDIA

Refer to program description under Maintenance.

### ■ METHODS AND TECHNIQUES FOR MAKING INTERPRETATION ACCESSIBLE: A PROGRAM FOR MANAGERS, DESIGNERS, AND PLANNERS

Refer to program description under Operations, Project Access.

### ■ PERSONAL TRAINING PROGRAM FOR INTERPRETERS: SELF-STUDY PROGRAM

Program Code:  
9917

Title Code:  
INTERP TRNG PACKG

This is a reissuance of the 1976 training package designed for use by any employee in the National Park Service. It is designed as a self-study program using a 1/2" VHS tape and workbook. The program is designed to improve interpretive skills in questioning, structuring, and response techniques with park visitors. Materials for the training package may be obtained through the Regional Employee Development Offices. Employees' supervisors will verify the completion of the program to the Regional Employee Development Office and Regional Chief Interpreter. They will verify the satisfactory completion of the program to the Mather Employee Development Center, which will certify the individual for the course. Those satisfactorily completing the course will receive 24 hours of credit. At the discretion of the Region, an assigned follow-up activity utilizing the training package principles will be offered. Those satisfactorily completing the follow-up activity will receive an additional 16 hours of credit, for a total of 40 hours. (This training counts as part of the Recommended Minimum Core Competency Training Program for Interpreters.)

**Participants:** All NPS personnel wishing to improve their communicative skills with the public. (Seasonal employees permitted)

**Class size:** Unlimited, Correspondence Course

**Number of times conducted:** As course materials are available

**Dates/Location:** On-going at trainee's duty station





## ■ VOLUNTEER PROGRAM MANAGEMENT

Program Code:  
9965

Title Code:  
VOL PRG MNGT TRNG

This training, conducted by professionals, will train park employees in the techniques of volunteer program management. They will then be able to better manage the park VIP programs that they are responsible for. (24 Hours)

**Participants:** Employees in the Southeast and North Atlantic Regions responsible for park VIP programs.

**Class size:** 150

**Number of times conducted:** 1

**Dates/Location:** December, 1990  
Nashville, TN

**Note:** This course is funded by the Servicewide VIP account.

### Law Enforcement & Visitor Protection

## ■ ADVANCED PHYSICAL SECURITY TRAINING

Program Code:  
3158

Title Code:  
ADV PHYSIC SECUR

This program is a comprehensive physical security training program which includes conceptual frameworks, vulnerability assessments and familiarization with hardware and procedures. Subject matter includes, threat analysis, risk assessment, intrusion detection systems, access control, security lighting, locks and locking devices, closed circuit TV and physical security surveys. (64 hours)

**Participants:** Fully commissioned park rangers having significant responsibility for the development, implementation or monitoring of physical security programs; non-law enforcement employees who are designated as physical security specialists for their unit, e.g. museum technical staff.

**Class size:** 24

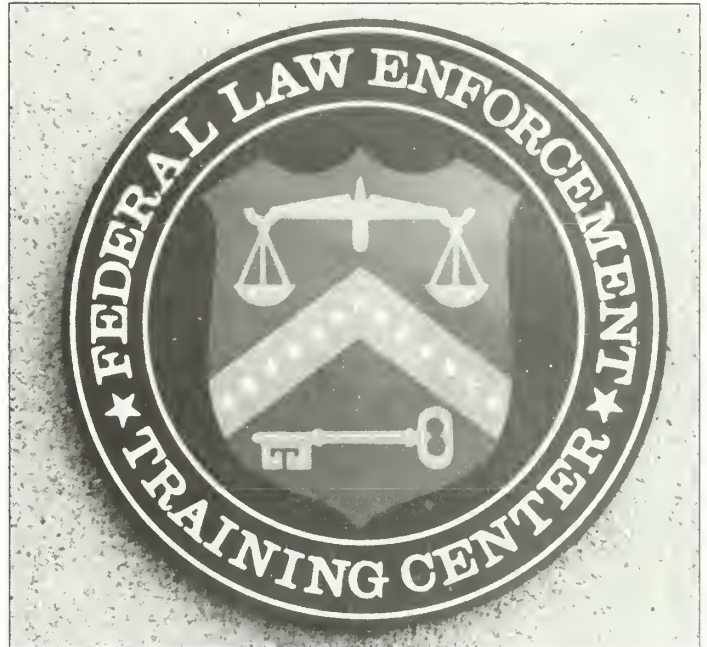
**Number of times conducted:** 2

**Dates/Location:** January 29-February 7, 1991  
April 16-25, 1991  
Law Enforcement Employee  
Development Center, FLETC  
Glynco, GA

**Note:** This program is usually funded by benefitting account.

## ■ ARCHEOLOGICAL PROTECTION TRAINING FOR CULTURAL RESOURCES AND LAW ENFORCEMENT MANAGERS AND SPECIALIST

Refer to program description under Cultural Resources.



## ■ ARCHEOLOGICAL RESOURCES PROTECTION

Program Code:  
3141

Title Code:  
ARCHEO RES PROTEC

This course is designed to provide a one-week comprehensive program of study in investigative techniques for law enforcement officers and archeologists. Through a series of classroom lectures, discussion and practical exercises, the student will achieve a level of proficiency sufficient to successfully complete most archeological resource theft investigations. The program has been designed to meet the unique needs of the archeological and law enforcement officer. Specific courses will be presented to each group as well as combined classes. (40 hours)

**Participants:** Fully commissioned (level one) law enforcement officers or archeologists with responsibilities for the protection of archeological resources.

**Class size:** 24

**Number of times conducted:** To be announced

**Dates/Location:** Dates and location to be announced by Superintendent, Law Enforcement Employee Development Center at FLETC, Glynco, GA.

**Note:** While the course is usually funded by benefitting account, funding is available from LEEDC for 1991.

## ■ BASIC LAW ENFORCEMENT FOR LAND MANAGEMENT AGENCIES

Program Code:  
3134

Title Code:  
BASIC LE LAND MGT

This intensive basic training has been especially developed for land management agencies and is designed to meet the basic training required of park rangers in order to qualify for a level one law enforcement commission. (389 hours)

**Participants:** Permanent park rangers not presently commissioned, with law enforcement as a critical element of their performance standards.

**Class size:** 24

**Number of times conducted:** 9

**Dates/Location:** January 10 - March 25, 1991  
February 4 - April 16, 1991  
February 27 - May 8, 1991  
March 25 - June 4, 1991  
April 15 - June 25, 1991  
May 30 - August 9, 1991  
June 25 - September 5, 1991  
July 22 - October 1, 1991  
August 12 - October 23, 1991  
Fall courses to be announced by Superintendent, Law Enforcement Employee Development Center, at FLETC, Glynco, Georgia

## ■ DRIVER INSTRUCTOR

Program Code:  
3608

Title Code:  
DRIVER INSTRUCTOR

The participating instructor/trainee, upon completion of this course, will be able to develop and present a viable, effective driver training program and instruct both in the classroom and on the driving range. Each participant will gain experience through practical application. (80 hours)

**Participants:** Fully commissioned park rangers.

**Class size:** To be announced

**Number of times conducted:** 3

**Dates/Location:** January 7-18, 1991  
May 6-17, 1991  
August 5-16, 1991  
Law Enforcement Employee Development Center at FLETC, Glynco, Georgia.

**Note:** This course is usually funded by benefitting account.

## ■ DRUG ABUSE RESISTANCE EDUCATION WORKSHOP FOR INSTRUCTORS

Refer to program description under Operations.

## ■ FIREARMS INSTRUCTOR

Program Code:  
3607

Title Code:  
FIREARMS INSTRUC

The participating instructor/trainee will be expected to develop lesson plans and courses relevant to the participant's organization. Each participant will benefit from lectures, demonstrations and active participation in FLETC firearms courses. He/she will also gain experience through "on-line" instruction. The instructor trainee will be taught the proper methods of range management, which will include range officer duties and responsibilities. (80 hours)

**Participants:** For acceptance into this program, the instructor/trainee must be fully commissioned and: (1) experienced in or possess potential for presenting instructional material to law enforcement personnel, (2) qualified in the parent organization's course of fire, (3) actively engaged in or expected to be detailed as a firearms instructor for the parent organization and (4) in good physical condition, because participant will perform in stress courses of fire.

**Class size:** 24

**Number of times conducted:** To be announced

**Dates/Locations:** Dates to be announced by Superintendent Law Enforcement Employee Development Center at FLETC, Glynco, GA

**Note:** This course is usually funded by benefitting account.

## ■ LAND MANAGEMENT INVESTIGATOR TRAINING

Program Code:  
3149

Title Code:  
LA MGT INVES TRNG

This course is designed as an "advanced" program in the latest techniques in criminal investigation as applied to the land management environment. The curriculum stresses federal law, interviewing, surveillance and special areas of resource investigation including wildlife law enforcement, wildfire cause investigation and implementation of the Archeological Resources Protection Act. A level one law enforcement commission and an updated NACIC (within 5 years) are prerequisites for attending the program. (360 hours)

**Participants:** "Fully commissioned" park rangers with no less than 3 years law enforcement experience who are graduates of the Federal Law Enforcement Training Center's Basic Police Program since September 1975. Nominees must have permanent status and a demonstrated ability in law enforcement.

**Class size:** 24

**Number of times conducted:** 1

**Dates/Location:** February 4 - April 1, 1991  
Federal Law Enforcement Training Center  
Law Enforcement Employee Development Center at FLETC, Glynco, GA





## ■ LAW ENFORCEMENT FOR MANAGERS

Program Code:  
3125

Title Code:  
LAW ENFO FOR MGRS

This course is targeted at the management level. It is intended to familiarize participants with recent changes in federal law including NPS authority and jurisdiction. In addition, participants will be provided with current information on law enforcement training, civil liability, NPS guidelines and USDI policies. (40 hours)

**Participants:** Field and regional managers with overall responsibility for law enforcement operations in their area who have little formal training in law enforcement. A limited number of applications with a specific need to become more familiar with the Service's law enforcement program will also be accepted.

**Class size:** 24

**Number of times conducted:** 1

**Dates/Location:** Fall, 1991  
Specific dates to be announced by  
Superintendent, Law Enforcement Employee  
Development Center at FLETC, Glynco, GA

## ■ MARINE LAW ENFORCEMENT

Program Code:  
3145

Title Code:  
MARINE LAW ENFOR

This program is designed to develop the basic skills essential to a water-oriented law enforcement program. The curriculum emphasizes navigation, boat operations, boarding and searching procedures, safety and maintenance. (144 hours)

**Participants:** Fully commissioned park rangers assigned to an area with significant marine law enforcement responsibilities.

**Class size:** 24

**Number of times conducted:** 4

**Dates/Location:** March 11-April 4, 1991  
April 29-May 23, 1991  
June 17-July 12, 1991  
August 5-29, 1991  
Law Enforcement Employee Development  
Center at FLETC, Glynco, GA

## ■ NATIONAL WILDFIRE INVESTIGATION

Program Code:  
3142

Title Code:  
NAT WILDFIRE INVES

This is a specialized course designed for those who have been previously trained in investigation and will bring their associated list of "transferable skills" to fire investigation. This course involves original cause determination, liability and subsequent case preparation for prosecution as it relates to fire investigation for structures, vehicles, timber, underbrush or grass. (80 hours)

**Participants:** Fully commissioned park rangers

**Class size:** 24

**Number of times conducted:** 2

**Dates/Location:** January 28-February 28, 1991  
Law Enforcement Employee Development  
Center, Glynco, GA  
June 10-21, 1991  
Boise, Idaho

## ■ PHYSICAL FITNESS COORDINATOR

Program Code:  
3153

Title Code:  
PHYSIC FITN COORD

This program prepares the student to coordinate an on-site physical fitness and wellness program. Subject matter includes principles of exercise, nutrition, injury management, physical assessments, testing protocol, exercise alternatives, and lifestyle management. Upon completion of this training, participants will be able to conduct the FLETC five-part Physical Efficiency Battery (PEB) as well as additional assessment modes, and provide individualized exercise improvement recommendations. (80 hours)

**Participants:** Emergency Service personnel with responsibility for coordinating their area's physical fitness program.

**Class size:** 30

**Number of times conducted:** 5

**Dates/Locations:** February 4-15, 1991  
February 11-22, 1991  
April 15-26, 1991  
May 6-17, 1991  
July 8-19, 1991  
Law Enforcement Employee Development  
Center, Glynco, GA & Artesia, NM



## ■ WILDLIFE LAW ENFORCEMENT

Program Code:  
3147

Title Code:  
WILDLIFE LAW ENFO

This course is intended to provide current knowledge and skills in the area of wildlife law enforcement. It is targeted at those "fully commissioned" employees assigned to areas where protection of wildlife is a primary concern. This course will include both legal and forensic subjects applicable to the enforcement of laws and regulations concerned with wildlife protection. (40 hours)

**Participants:** Fully commissioned rangers assigned to an area with wildlife law enforcement programs.

**Class size:** 24

**Number of times conducted:** 1

**Dates/Location:** Dates and location to be announced by Superintendent, Law Enforcement Employee Development Center at FLETC, Glynco, GA

**Note:** This course is usually funded by benefitting account.

## Maintenance

## ■ ABANDONED EXPLOSIVES DISPOSAL TRAINING

Refer to program description under Operations.

## ■ BLUEPRINT READING

Program Code:  
7262

Title Code:  
BLUEPRINT READING

The purpose of this course is to provide participants with the ability to effectively read blueprints. Standard symbols used in the preparation of blueprints and interpretation of plans will be covered. Course is directed towards improving blueprint proficiency in order to supervise the work of contractors and day labor crews in which plans and specifications are used.

**Participants:** Exhibit Specialists, Maintenance Foreman, Tradespeople, and employees responsible for overseeing construction projects.

**Class size:** 20

**Dates/Location:** Dates to be announced.  
Williamsport Preservation Training Center

## ■ CONSTRUCTION MANAGEMENT

Program Code:  
7263

Title Code:  
CONSTRUCT MANAGE

The goal of this course is to provide employees who supervise construction/preservation projects with a framework for project execution. Topics include project planning, estimating, on-site time management, supervision, project documentation, project closeout, and completion reports with emphasis on managing projects in a efficient and cost-effective manner.

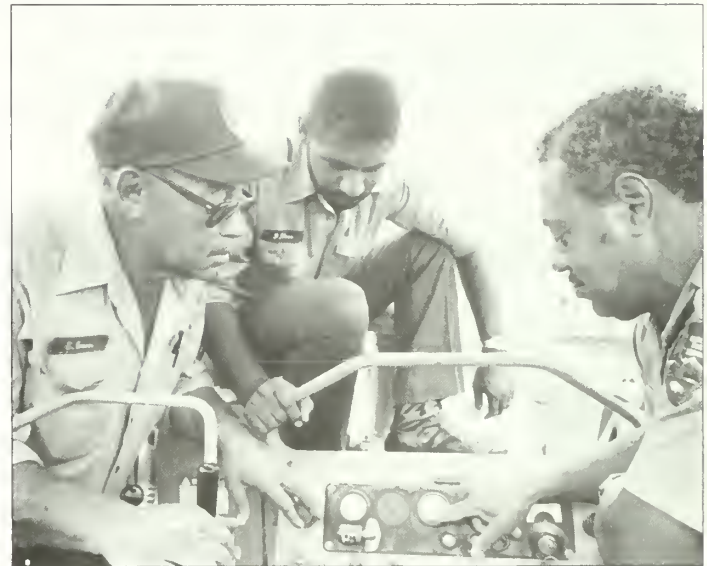
**Participants:** Supervisors and managers responsible for construction/preservation projects, Architects, Exhibit Specialists and Maintenance Foremen.

**Class size:** 20

**Dates/Location:** Dates to be announced.  
Williamsport Preservation Training Center

## ■ "CROSSOVER" SKILLS WORKSHOPS IN HISTORIC PRESERVATION

Refer to program description under Cultural Resources.



## ■ FACILITY MANAGERS DEVELOPMENT PROGRAM

Program Code:  
7248

Title Code:  
FAC MANG DEV PROG

This developmental opportunity is designed to prepare the participant for maintenance supervisory and management positions and to provide the skills and knowledge for advancement toward full level Facility Manager responsibilities. Two hundred forty hours will be devoted to classroom exploration of Maintenance Management Systems application, data systems, concessioner agreements, budgets, contracting, housing management, special programs administration, cultural resource programs, interpretation and safety responsibilities, environmental compliance, team building, decision making, problem solving, communications, archeological compliance and sensitivity, Equal Opportunity, and personnel procedures. The last week will be devoted to Natural Resource concerns. For four weeks, participants will be detailed to parks with advanced and effective maintenance programs for on-site hands-on experience. Completion of this program does not guarantee placement in a maintenance or supervisory position, but is intended to prepare the employee for competitive consideration when a vacancy occurs. Participants in the program are expected to apply for future promotions or reassignments to maintenance and supervisory and management positions. (240 hours, plus four weeks on a park detail)

**Participants:** New Facility Managers, all foremen and others with potential to become Facility Managers. Applications will also be accepted from other employees interested in Facility Manager positions.

**Class size:** 25

**Number of times conducted:** 1

**Dates/Location:** March 19 - April 26, 1991  
Albright Center

**Note:** \$600 tuition for non-NPS participants

## ■ HISTORIC PRESERVATION MAINTENANCE SKILLS WORKSHOP

Program Code:  
7259

Title Code:  
HIS PRE MNT SK WK

This course is designed to increase the ability of park maintenance staffs to appropriately maintain and preserve historic structures in accordance with the "Management Policies" and "Cultural Resources Management Guideline, NPS-28." The course places its primary emphasis on the development of "hands-on" skills. Participants who have previous experience in a trade such as masonry, carpentry, or painting will work as team members on actual projects under the direction of qualified Preservation Specialists from the Williamsport Preservation Training Center. In addition to closely supervised project work, participants will spend 8-16 hours in a formal classroom environment learning cultural resources management principles related to historic structure preservation.

**Participants:** Maintenance Mechanics, Maintenance Workers, Maintenance Foremen, and others who are responsible for preserving and maintaining historic structures.

**Class size:** 24

**Number of times conducted:** 1

**Dates/Location:** May 20-24, 1991  
Williamsport Preservation Training Center





### ■ MAINTENANCE: THE FIRST LINE MANAGER

Program Code:  
1149

Title Code:  
MAIN FIRST LN MGR

This developmental opportunity is designed to provide the participants with skills and knowledge needed for first line maintenance supervisory and management positions. One hundred twenty hours will be devoted to classroom exploration of the duties and responsibilities of the first line maintenance foreman, including management of maintenance crews and projects, Maintenance Management Systems applications, communication skills, team building, decision making and problem solving, administrative techniques, contracting officer's technical representative duties, procurement and property control, budgeting and program management, interdivisional concerns (involving interpretation, visitor protection, cultural and natural resources), career counseling, interactions with public utilities, working with state and local agencies, and stress management. (120 hours)

**Participants:** Wage grade employees WG-07 and above, all WL employees, and new WS employees having less than one year of supervisory and management experience.

**Class size:** 25

**Number of times conducted:** 1

**Dates/Location:** January 28 - February 15, 1991  
Albright Center

**Note:** \$500 tuition for non-NPS participants

### ■ MAINTENANCE SKILLS WORKERS FUND

Program Code:  
7247

Title Code:  
MAIN SKI TRG FUND

This fund is available to provide local opportunities for training in all the maintenance worker skills fields. It is designed for individuals with current, on-the-job deficiencies or needs that relate to updating current skills, branching out into new skill areas required by the job, or learning how to work with new materials, techniques, environments, or regulations. It is not to be used to satisfy supervision, administration, or management responsibilities. The training is to be accomplished through VOTEC instruction, correspondence courses, "apprentice" details to nearby parks or commercial establishments, or purchase and study of manuals, packaged training (slide-tape programs and video tapes), etc. Failure to satisfactorily complete a funded training opportunity (unless major uncontrolled circumstances occur) will result in payment for the course by the individual concerned. This program is not to be used to satisfy mandatory training needs.

**Participants:** Permanent and 180-day or more temporary employees currently doing hands-on park maintenance work.

**Dates:** On-going

### ■ MAINTENANCE TRAINING FOR INTERPRETIVE MEDIA

Program Code:  
7755

Title Code:  
MAIN TRG INTE MED

This course will provide maintenance training for park staff to become familiar with all aspects of maintenance for interpretive media including audio-visuals, exhibits and exhibitry, and historic furnishings. (40 Hours)

**Participants:** NPS employees with major responsibilities for the maintenance of interpretive media in parks (AV, exhibits, historic furnishings) - interpretive personnel, maintenance, museum aids, and others.

**Class size** 24

**Number of times conducted:** 1

**Dates/Location:** TBA  
Mather Employee Development Center

**Note:** This course is to be funded by benefitting account and is open to outside agencies, \$250.00 tuition.





## ■ MANAGERIAL UPDATE FOR CHIEFS OF MAINTENANCE

Program Code:  
7260

Title Code:  
UPDATE MAIN CHIEF

This is a refresher course designed to provide the current Facility Manager or Chief of Maintenance with growth experiences and an update in team building, time and stress management, leadership, communication skills, MMS, budget and finance, property and procurement, accountability, personnel, environmental compliance, construction concerns, DSC interface, cultural and natural resource management issues, and current initiatives as they affect maintenance.

**Participants:** Current Facility Managers or Chiefs of Maintenance, GS-9 through 13 and WS Chiefs of Maintenance in the same job and park for 2 years and longer.

**Class size:** 30

**Number of times conducted:** 1

**Dates/Location:** December 3 - 14, 1991  
Albright Center

**Note:** \$400 tuition for non-NPS participants.

## ■ MASONRY WORKSHOP

Program Code:  
7264

Title Code:  
MASONRY WORKSHOP

The objective of this course is to provide wage grade employees, exhibits specialists, and historical architects with a hands-on working knowledge of the basics of laying stone and brick. Topics include mixing and matching mortar, selection and proper use of tools, pointing and repointing of stone and brick, selection of stone and brick appropriate to the job, and cleaning techniques.

**Participants:** Architects, Exhibit Specialists, wage grade employees.

**Class size:** 16

**Dates/Location:** Dates to be announced  
Williamsport Preservation Training Center

## ■ PLASTERING WORKSHOP

Program Code:  
7265

Title Code:  
PLASTER WORKSHOP

This course will provide both a classroom overview and history of historic plaster and a hands-on approach to the techniques of plastering. The focus is on plastering interior walls of historic buildings and developing skills at a minimal level, so that re-plastering and plaster repairs can be made in-house.

**Participants:** Exhibit Specialists, Architects, Maintenance Mechanics, Maintenance Workers, and others responsible for maintaining historic structures.

**Class size:** 15

**Dates/Location:** Dates to be announced  
Williamsport Preservation Training Center

## ■ RETROFITTING FOR ACCESSIBILITY: A COURSE FOR MAINTENANCE PERSONNEL

Refer to program description under Operations, Project Access.

## ■ SKILLS DEVELOPMENT PLAN FOR NPS PERSONNEL WITH HISTORIC PRESERVATION RESPONSIBILITIES

Refer to program description under Cultural Resources.



## Management

There are numerous programs available to managers other than those listed below. Refer to other parts of this Courier for specific topics relevant to management needs.

### ■ BEVINETTO CONGRESSIONAL FELLOWSHIP

The Bevinetto Congressional Fellowship is a two-year developmental program which provides the participant with experience in the area of legislation. The first year of the program is spent on Capitol Hill working on the staff of a member of Congress or a Congressional Committee. The trainee is assigned to the Division of Legislation, WASO, for the second year. The program is open to permanent, full-time employees in grades GS/GM 11-13, with a minimum of five years experience with the National Park Service. The program is announced in the fall of the year.

### ■ BROOKINGS INSTITUTION

The Brookings Institution, Washington, D.C. offers several one and two-week seminars designed to (1) increase the federal executive's awareness of the national and international environment in which public policy issues are defined and resolved, (2) broaden their knowledge of domestic and international policy issues, (3) contribute to problem solving in the public policy area. Participation is limited to SES members and senior GM-15s.

### ■ DEPARTMENTAL MANAGER DEVELOPMENT PROGRAM (DMDP)

The Departmental Manager Development Program is being revised. The new DMDP will focus on basic supervision, leadership and management skills. Seminars and detail/special project assignments will form the core of the program. Participation will be open to GS 12-13 occupational specialists who will remain in their current positions while in the program.

### ■ EXECUTIVE POTENTIAL PROGRAM

The Executive Potential Program, sponsored by OPM, is designed to prepare occupational specialists for the transition into management positions. Participants are required to attend a program orientation as well as three one-week training courses. In addition, each participant is required to have a minimum of four months of developmental work assignments. The program is limited to full-time permanent employees in grades GS/GM 13-14. The program is announced in the fall of the year. Funding is by benefitting account.

### ■ EXECUTIVE SEMINAR CENTER PROGRAMS

OPM's Executive Seminar Centers offer several two-week residential seminars designed to meet the varied needs of Government managers. The National Park Service reserves spaces in the following seminars: Administration of Public Policy Seminar; Seminar for New Managers; Management Development Seminar; Management of Natural Resources Seminar. Employees in grades GS/GM 13-15 are eligible to apply. The seminars are announced in the fall of each year.

### ■ FEDERAL EXECUTIVE INSTITUTE (FEI)

The goals of the FEI program, Leadership for a Democratic Society, are (1) to develop a more complete understanding of the Constitutional basis for American governance, (2) to identify the foundations of the public service culture and the values inherent in it, and (3) to develop increased awareness of the dynamics surrounding contemporary policy issues and problems. SES members and GS/GM-15s are eligible to participate in this program which is announced in the fall.

### ■ GIS FOR MANAGERS

Program Code	Title Code
5132	GIS MANAGERS

This course will inform park superintendents, assistant superintendents, and regional and WASO program managers on effective use of their Geographic Information Systems (GIS) for park resource and other management decisions. In addition, participants will learn about the "care and feeding" requirements of a GIS to maintain a "healthy" and effective management tool. Topics will include: 1) a GIS refresher — what is a GIS?; 2) data base maintenance and enhancement considerations; 3) personnel and training requirements; 4) hardware and software status and trends; 5) opportunities for cooperative efforts with other land managers; 6) practical uses; 7) NPS GIS policy, standards and procedures; 8) GIS and land information systems trends. The emphasis in each of these topics will be on the use of GIS for park resource and other management decision-making. The course will be based on field experience and will use managers from the Service and other agencies as instructors to provide pragmatic information. (24 hours)

**Participants:** Superintendents, Assistant Superintendents, Regional and WASO program managers, CPSU Support Centers.

**Class size:** 25

**Number of times conducted:** 1

**Dates/Location:** December 4 - 6, 1991  
Denver, Colorado

**Note:** \$50/day tuition for non-NPS participants.



## ■ MANAGER'S INSTITUTE ON PUBLIC POLICY

Program Code:  
1137

Title Code:  
MGRS IN PUB PLCY

This course is designed to give the participants a better understanding of the Legislative Branch of the federal Government and how it impacts on the Executive agencies. Some of the topics that will be covered are: The Constitutional Basis of Congressional Authority; Leadership and the Organization of the Congress; The Role of Personal Staff; and the Congressional Budget and Appropriations Processes. Portions of the course will be conducted on Capitol Hill. Presentations by members of Congress, Congressional staff, agency officials, Administration spokespersons and scholars will be an integral part of the course. NPS-specific topics will include NPS and Departmental policies regarding channels of communication on legislative matters; interactions of park managers and legislators and their staffs; park managers and constituency groups and NPS managers and the media. (80 hours)

**Participants:** Managers in grades GS/GM 12-14

**Class size:** 24

**Number of times conducted:** 1

**Dates/Location:** February 4-16, 1991  
Washington, D.C.

**Note:** Funding by WASO Employee Development Division and benefitting account.

## ■ NPS 75TH ANNIVERSARY SYMPOSIUM

The centerpiece of 1991's National Park Service 75th anniversary celebration is a 3 day symposium, "Protecting Our National Parks: Challenges and Strategies for the 21st Century" which will be held October 7-10, 1991 in Vail, Colorado. The symposium is being developed in partnership with the World Wildlife Fund/Conservation Foundation, Harvard University's Kennedy School of Government and the National Park Foundation. The symposium process is actually a year long program which will bring together leading authorities from the private and public sectors who will meet in work groups early in 1991 and provide symposium participants with initial findings and recommendations for the four key issues that will be addressed in October. These issues are Organization Renewal-Human Resources Management and Funding; Resources Stewardship-Natural and Cultural; Visitor Use and Enjoyment; and Environmental Leadership. Symposium participants will develop comprehensive recommendations for current and future Park Service management. As Director Ridenour has said, "In my view, there is no more meaningful way to commemorate the 75th anniversary of the NPS than with this symposium."

## ■ SENIOR EXECUTIVE SERVICE CANDIDATE DEVELOPMENT PROGRAM (SESCDP)

The main objective of the SESCO is to assist the SES candidates in developing the executive competencies necessary to carry out the responsibilities and duties of an SES position. The executive competencies include: integration of internal and external program/policy issues; organizational representation and liaison; direction and guidance of programs, projects, or policy development; acquisition and administration of financial and material resources; utilization of human resources; review of implementation and results. Employees in GS/GM 14-15 positions are eligible to compete for this 15-month program which is announced every two years.

## ■ SOCIAL SCIENCE FOR MANAGERS

Program Code:  
1861

Title Code:  
SOC SCIE FOR MGRS

This course will deal with major people-related issues facing park managers with some of the techniques being used to respond to issues both within and outside the National Park Service. Areas to be covered include park-specific case studies coupled with topics of Servicewide interest, such as: future trends, sociological carrying capacity and crowding, economic impacts, visitor surveys, special populations, remote area living, social science research needs, human resource management plans, and interpretation.

**Participants:** Designed primarily for Superintendents, the program is also applicable to Chief Rangers, Chiefs of Interpretation and others.

**Class size:** To be determined.

**Number of times conducted:** To be determined.

**Dates/Location:** To be determined.

## ■ THE SUPERINTENDENCY

Program Code:  
1123

Title Code:  
THE SUPERINTENDEN

The course is designed for newly assigned superintendents and will address elements of their positions and the decision-making and problem-solving processes in their day-to-day operations. Included will be sessions dealing with the competencies essential to their successful performance, including leadership, authorities, responsibilities, current issues and challenges to the NPS, budget and program formulation, and the NPS organization. This course will include several senior "seasoned" superintendents and managers to take advantage of informal learning and sharing of experiences. In addition, the course will be conducted in the "outdoor classroom" of an NPS area that will allow opportunities for learning while maintaining a close relationship with the resources.

**Participants:** New superintendents and deputy and assistant superintendents in their first superintendency assignment.

**Class size:** 24

**Number of times conducted:** 1

**Dates/Location:** To be announced.

**Note:** To be paid by benefitting account.

## ■ WOMEN'S EXECUTIVE LEADERSHIP PROGRAM (WEL)

The Women's Executive Leadership Program (WEL) is a year-long developmental program sponsored by OPM to help high potential women and men prepare for future opportunities in management positions. Women and men in grades GS 11-12 are eligible to apply for the program. The participants remain in their current positions and participate in a number of required activities, some of which are tailored to their individual needs. The developmental activities require the individual to be away from the job for approximately 18 weeks. The WEL program is announced in the fall.

## Natural Resources

### ■ CRITICAL NATURAL RESOURCE ISSUES FOR SUPERINTENDENTS

Program Code:  
1993

Title Code:  
CRIT NAT ISS SUPT

The major objective of the course is to make Superintendents more aware of critical natural resource issues and to increase their skills in managing these issues. The course will focus on natural resources law and on air quality and water rights issues. Generally, the course will teach Superintendents: 1) basic NPS mandates; 2) what activities within and outside park boundaries affect park resources and how; 3) what opportunities federal, state and local laws offer park managers for protecting park resources from these effects and how park managers can take advantage of these opportunities. (40 hours)

**Participants:** Superintendents, Assistant Superintendents and appropriate Regional and WASO managers.

**Class size:** 25

**Number of times conducted:** 1

**Dates/Location:** April 22 - 26, 1991  
Location to be announced.

**Note:** \$50/day tuition for non-NPS participants.

### ■ ENVIRONMENTAL COMPLIANCE WORKSHOP

Program Code:  
1942

Title Code:  
ENVIR COMPLI WKHP

This workshop will improve the ability of Park Superintendents and Regional Natural Resource Management staff in utilizing a variety of environmental laws and regulations in protecting National Park resources from external threats and impacts. The workshop will focus on the National Environmental Policy Act, but will include other legislation that can be used to influence federal, federally licensed, or private undertakings that potentially impact NPS resources. Participants will learn skills in defining impacts and threats, expressing the character of the potential resource loss; resolving related conflicts that arise from differences in mandates and goals among agencies; and resolving field level conflicts between NPS, the public and other interests. (40 hours)

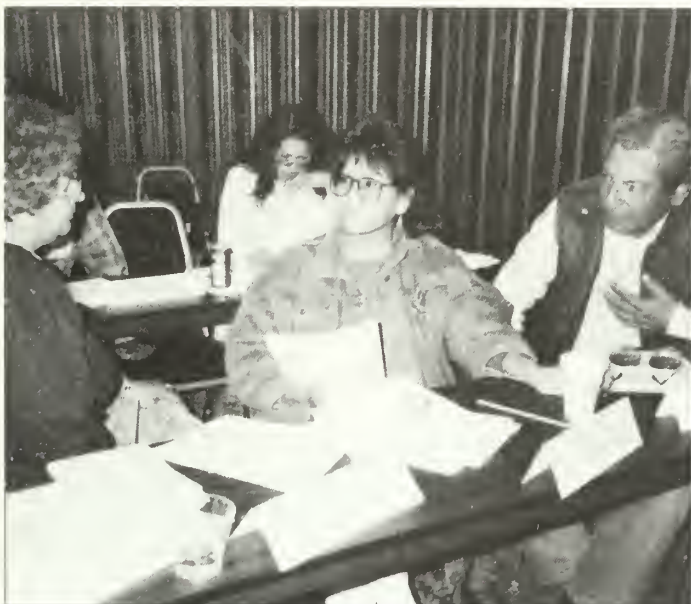
**Participants:** Park Superintendents, Regional and WASO Natural Resource Management coordinators, and other Park/Region/WASO staff responsible for natural resource management programs.

**Class size:** 30

**Dates/Location:** May 6 - 10, 1991  
Denver, Colorado

**Note:** \$50/day tuition for non-NPS participants.





## ■ GASEOUS POLLUTANT MONITORING

Program Code:  
1961

Title Code:  
GAS POLL MONITOR

This course is designed to introduce NPS personnel to the concepts of monitoring both gaseous and particulate matter pollutants. These concepts include a selection of sampling sites, sampling methods, calibration techniques, quality assurance, documentation and preventative maintenance. (40 hours)

**Participants:** Resource Management Specialists who are assigned to areas where the NPS has developed an ambient air quality monitoring program and who are responsible for data collection, quality assurance, documentation and maintenance of monitoring equipment.

**Class size:** 30

**Number of times conducted:** 1

**Dates/Location:** March 4-8, 1991  
Albright Center

**Note:** \$50/day tuition for non-NPS participants

## ■ INTEGRATED PEST MANAGEMENT

Program Code:  
1938

Title Code:  
INTEGRA PEST MGMT

Integrated Pest Management (IPM) will emphasize the principles and techniques involved in this activity. Considerable attention will be given to Executive Orders, Departmental Directives and Service policies in terms of problem identification, monitoring, treatment and evaluation strategies. Upon completion of this course, participants will be able to develop an action plan for IPM for their respective parks. This course will partially fulfill requirements for the NPS Certified Pest Applicator Program. (40 hours)

**Participants:** Employees directly responsible for pest management activities in their parks. GS-7 - 12.

**Class size:** 1st course - 9 NPS; 27 - BOR, BLM, F&WS, BIA  
2nd course - 30

**Number of times conducted:** 2

**Dates/Location:** December 10-14, 1990  
Alameda, CA  
March 11-15, 1991  
FEMA, Emmitsburg, Maryland

**Note:** 1st course, \$400 tuition for non-NPS participants; 2nd course, benefitting account, \$50/day for non-NPS participants.

## ■ MONITORING NATURAL RESOURCE MANAGEMENT ISSUES

Program Code:  
1994

Title Code:  
MONT NATU RES MAN

This course will provide an understanding of, and practical experience with: 1) the use of standard and specialized inventorying and monitoring techniques and their appropriate uses in natural resource management; 2) the various inventorying and monitoring strategies, sampling techniques and procedures used for inventorying and monitoring, and how to identify what conditions need to be monitored and when they need to be monitored; 3) selecting the appropriate inventorying and monitoring strategies for given circumstances; 4) new technologies such as remote sensing and computers for gathering and analyzing data generated by inventorying and monitoring; and 5) procedures used to analyze inventorying and monitoring data and to apply that analysis to management decision-making. (32 hours)

**Participants:** Chiefs of Natural Resource Management and Natural Resource Management Specialists who are responsible for setting up inventorying and monitoring programs in their parks; Regional Office and WASO staff responsible for program management.

**Class size:** 25

**Number of times conducted:** 1

**Dates/Location:** August 19-23, 1991  
TBA

**Note:** \$50/day tuition for non-NPS participants.

## ■ NATURAL RESOURCES MANAGEMENT TRAINEE PROGRAM

The goal of the Natural Resources Management Trainee Program is to increase the number of professional natural resources managers in the National Park Service and to equip them with the knowledge and skills essential for the effective management of diverse park resources and environments. Trainees selected for this rigorous program participate in required training activities spread over an 18 month period. Included are a core series of approximately 25 weeks of formal courses in natural resources law and policy, wildlife and vegetation management, air and water quality, integrated pest management, fisheries and aquatic ecosystems management, mining and minerals issues, fire management, geographic information systems, cultural resources management, the use of microcomputers and statistics, and a number of other topics such as aspects of planning and administration. Courses are taught at selected universities and Service locations. In addition, each trainee is encouraged to design an individualized program to include experiences such as projects, on-the-job assignments, visits to other parks to participate in field exercises, or short details to appropriate Service offices to both complement the academic portion of the training and also reflect personal interests or urgent needs in his or her present job. Upon successful completion of the program, trainees will be prepared to function as fully qualified natural resources managers. This program is administered by the WASO Division of Employee Development in consultation with the Associate Director, Natural Resources. Each new class is announced Servicewide but applications are screened and participants selected by each Region, the Denver Service Center, and WASO to fill training positions allocated to each of those offices. The next class of the Natural Resources Management Trainee Program is scheduled tentatively to begin in the Spring of 1992 and every 2 years thereafter.

## ■ ORIENTATION TO THE MANAGEMENT OF NPS RESOURCES (CULTURAL AND NATURAL)

Refer to program description under Cultural Resources.

## ■ THIRD INTERNATIONAL COASTAL AND MARINE PARKS SEMINAR

Program Code:  
1992

Title Code:  
INT SEM C&M PRKS

The seminar will provide an opportunity for participants to expand and update their knowledge of current methods used most successfully to plan and manage coastal and marine parks in relation to use loading (carrying capacity). Emphasis will be on an exchange of practical knowledge and fostering a high level of group interaction.

**Participants:** International coastal and marine park administrators/managers.

**Class size:** 32

**Number of times conducted:** 1

**Dates/Location:** May 11 - June 5, 1991  
Florida and Costa Rica



## Operations

## ■ ABANDONED EXPLOSIVES DISPOSAL TRAINING

Program Code:  
5329

Title Code:  
ABAN EXP DIS TRNG

This is a technical course designed for currently licensed NPS blasters who are now, or may become, involved in the handling and disposal of abandoned and deteriorated commercial explosives on NPS lands. Chemical and physical characteristics of explosives and detonators, causes and results of deterioration, on-site risk assessment, methods of handling, disposal operations planning, resources protection measures, and legal and ethical responsibilities will be covered. Prior knowledge and experience with commercial explosives is a prerequisite.

**Participants:** Currently licensed blasters

**Class size:** 10 NPS; 10-14 from other Bureaus/Agencies

**Number of times conducted:** 1

**Dates/Location:** November 26 - 30, 1990  
Albright Center

**Note:** \$250 tuition for non-NPS participants



## ■ ACHIEVING A DRUG-FREE WORKPLACE

Program Code:  
4272

Title Code:  
DRUG FREE WORKPL

The Department of the Interior has developed a Drug-Free Workplace program for implementation throughout the Department. This program is based on Executive Order 12564 issued by former President Reagan on September 15, 1986. The implementing guidelines were provided by the Department of Health and Human Services and by an interagency coordinating group which consisted of the Department of Justice, Department of Health and Human Services, Office of Personnel Management, and the Office of Management and Budget. In this program participants will be appraised of the following areas: the drug testing program and procedures; administrative and disciplinary actions dealing with findings of illegal drug use; employee rights and protection; recognizing and addressing performance problems; and, the Employee Assistance Program and its relationship to the Drug-Free Workplace plan.

**Participants:** Managers, supervisors and employees.

**Class size:** To be determined by sponsoring office.

**Number of times conducted:** To be determined

**Dates/Location:** To be determined

**Note:** Funding to be provided by benefitting account.

## ■ AVIATION MANAGEMENT WORKSHOP

Program Code:  
5326

Title Code:  
AVIATION  
MANAGEMENT

This workshop will cover: 1) the Aviation Management Guidelines (NPS-60); 2) refinement of area Aviation Management Plans; 3) working relationships between OAS and NPS; 4) aviation safety; 5) procurement and contracting for aviation related activities; 6) aviation communications and other topics. Also, for those participants in areas without an Aviation Management Plan, one will be started during the workshop. (40 hours)

**Participants:** Park and Regional Aviation Coordinators with responsibility for implementing NPS-60 who have larger and/or more complicated flying work loads.

**Class size:** 30

**Number of times conducted:** 1

**Dates/Location:** March 18-22, 1991  
Boise Interagency Fire Center

**Note:** Funding by benefitting account and FIREPRO.



### ■ CAVE RADIATION MONITORING

Program Code:  
1995

Title Code:  
CAVE RADI MONITOR

This course is intended for those National Park Service field employees that perform monitoring of cave radiation for radon gas and the dangers of radon. Training will focus on instrumentation of equipment, monitoring techniques and procedures. (24 hours)

**Participants:** Field employees who perform monitoring of cave radiation.

**Class size:** 10

**Number of times conducted:** 1

**Dates/Location:** April 23-25, 1991  
Mammoth Cave, Kentucky



### ■ CONCESSIONS ADMINISTRATION FOR LINE MANAGERS

Program Code:  
4823

Title Code:  
CONCE ADM LI MGRS

Park Managers must have an understanding of the broad-based philosophies and processes, and the rationale to support such, in managing the contracting function and the day-to-day administration of concessions. This course is designed to help managers gain this understanding as it relates to concession contracting and financial management. Line managers, after completion of this course, will be able to direct development of fact sheets and/or prospectuses for concession authorities. They will be better able to develop long range plans for improvement of services to the visitor and to fit their concessions planning into the overall NPS planning process. They will also be able to read, understand and address problems concerning financial statements and be able to work effectively with key concessioner's staff members. (40 hours)

**Participants:** Park Managers, Superintendents and Line Managers who have significant concessioner related responsibilities.

**Class size:** 24

**Number of times conducted:** 1

**Dates/Location:** January 14 - 18, 1991  
Phoenix, Arizona

**Note:** Funding by benefitting account.

### ■ CONCESSIONS COLLEGE TUITION ASSISTANCE PROGRAM

As a result of the Secretary of Interior's Concessions Initiative Task Force a Concessions College Tuition Assistance Program is being developed. The program will be designed to assist NPS concessions personnel who need further academic training in accounting, contract law, negotiation skills and other general business subjects.

Procedures for applying will be announced.

### ■ CONCESSIONS EVALUATION AND PRICING

Program Code:  
4818

Title Code:  
CONCES EVAL PRICG

This course will enable participants to complete the most frequently required portion of the concessions management process in accordance with policy and current administrative procedures. The changes in both the Rate Approval and Concessioner Review Programs will be covered in sufficient depth to enable participants to complete both rate studies and evaluation reports. Actual on-site inspections will be conducted under supervision and critiqued to ensure uniformity of response. (40 hours)

**Participants:** Superintendents, Concession Specialists, Concession Assistants, Administrative Officers, Assistant Superintendents and/or other employees with concessions responsibilities.

**Class size:** 20

**Number of times conducted:** 1

**Dates/Location:** February 11 - 15, 1991  
Yellowstone National Park, Wyoming



## ■ CONCESSIONS PROGRAM MANAGEMENT

Program Code:  
4900

Title Code:  
CONCESS PROG MGMT

This course is intended for senior NPS Concessions personnel. The program will provide an advanced level of training in the recent changes and new concepts that have occurred in the areas of concessions contract administration and financial management. The program will provide senior concessions specialists the knowledge and skills needed to better manage their programs and be able to work more effectively with key concessioner's staff members. (40 hours)

**Participants:** Concessions Specialists (Park, Region and WASO)

**Class size:** 30

**Number of times conducted:** 1

**Dates/Location:** March 11 - 15, 1991  
Washington, D.C.

## ■ COOPERATING ASSOCIATION MANAGEMENT FOR PARK SERVICE COORDINATORS

Program Code:  
9928

Title Code:  
COOPER ASSOC MNGT

This course is designed to introduce new park coordinators to all aspects of Cooperating Association management including Park Service policy, dealing with a board of directors, fiscal management, tax laws, merchandising, park/association relationships and park/trade publication programs.

**Participants:** Park employees who have recently assumed the role of Park Cooperating Association Coordinator.

**Class size:** 30

**Number of times conducted:** 1

**Dates/Location:** To be announced.

## ■ DRUG ABUSE RESISTANCE EDUCATION WORKSHOP FOR INSTRUCTORS

Program Code:  
3154

Title Code:  
DARE WKSHOP INSTR

This workshop will train Visitor Protection rangers to present the D.A.R.E. program in selected local schools. Highly effective and nationally recognized, the D.A.R.E. is presented in elementary schools by law enforcement officers. The primary emphasis is teaching good decision-making skills which enable kids to resist drugs. The result has been reduced crime in the parks, improved rapport between kids, the community and the officers, and healthier kids. Descriptive material will be sent to parks upon request. If possible, approval for implementation should be obtained from a local school district and attached to the one-page nomination form. Classroom materials will be provided at the workshop for use in the schools. A commitment of a minimum of 4 hours/week in the school year is required, plus preparation time. (80 hours)

**Participants:** Visitor Protection Rangers

**Class size:** 30

**Number of times conducted:** 1

**Dates/Location:** TBA  
Albright Center

**Note:** \$400 tuition for non-NPS participants

## ■ FIRE MANAGEMENT FOR MANAGERS

Program Code:  
1982

Title Code:  
FIRE MNT FOR MGRS

This course is directed towards park managers who have significant responsibility for fire management in regions and parks. The course will provide an overview of regulations, policies and guidelines that direct National Park Service and interagency fire management programs. Current issues in fire management, recent changes in agency and Interior policy, and new FIREPRO III implementation procedures are among the topics included in the session. Appropriate interactions and responsibilities with Incident Management Teams will be emphasized. This course addresses the requirements identified in Section 8 (a) of the joint Secretaries' Fire Management Policy Review, approved and transmitted by Interior Secretary Lujan June 1, 1989. (40 hours)

**Participants:** Associate Regional Directors (Operations), Regional Chief Rangers, Park Superintendents and area managers involved with daily fire management concerns and responsibilities.

**Class size:** 40

**Number of times conducted:** 1

**Dates/Location:** April 15 - 19, 1991  
Boise, Idaho

### ■ FIRE TRAINING (WILDLAND)

NPS-18 Fire Management Guidelines describes fire management training courses available for Service employees. Service sponsored courses will be announced by Employee Development Officers. Most fire training is open to all agencies and published in regional and national fire training schedules that are available from Regional Fire Management Officers. FIREPRO parks have been authorized training funds. Non-FIREPRO area training needs are funded by FIREPRO funds in Regional Offices. You may contact your Regional Fire Management Officer or Regional Employee Development Officer for further information

### ■ FOOD SERVICE INTENSIVE TRAINING (CULINARY INSTITUTE)

Program Code:  
4899

Title Code:  
CUL INST OF AMER

This course is designed for those NPS personnel with concessions responsibility who do not have experience or education in the food service industry. The course will provide professional insights into new developments that affect NPS concession food operations. Participants will be able to learn from experts about the food service industry in such areas as controlling food and labor costs and managing and evaluating food service facilities and business laws. Participants will be given the opportunity to actually work in a kitchen with a master chef in which all aspects of cooking - cooking temperature, preparation and serving - are performed. This hands-on training experience will provide participants with a better understanding of how a kitchen functions and the knowledge to perform evaluations of food service operations as required by their positions. (32 hours)

**Participants:** Field personnel who actually inspect concession food service operations and have little or no training or experience in food service management.

**Class size:** 16

**Number of times conducted:** 1

**Dates/Location:** TBA  
Hyde Park, New York

**Note:** Funding by Division of Concessions, WASO

### HAZARDOUS WASTE MANAGEMENT

Program Code:  
1996

Title Code:  
HAZ WAST MANAGENT

This course is designed to train National Park Service personnel in the requirements for: 1) collecting, handling, and storing hazardous wastes as defined under the Resource Conservation and Recovery Act; 2) Underground Storage Tank regulations of the EPA; 3) Natural Resource Damage Assessments under the Superfund Amendment and Reauthorization Act of 1986; and 4) response to spills and cleanup of hazardous wastes under Superfund. This course is not for the handling of solid waste that is not hazardous. (32 hours)

**Participants:** Park Managers, Chiefs of Maintenance, Resource Management or Protection staff and regional staff with program responsibilities.

**Class size:** 20

**Number of times conducted:** 1

**Dates/Location:** February 25 - 28, 1991  
Denver, CO

**Note:** \$50/day tuition for non-NPS participants.

### ■ HISTORIC WEAPONS FIRING SAFETY CERTIFICATION

Refer to program description under Interpretation.

### ■ LOSS CONTROL FOR MANAGERS

Program Code:  
4414

Title Code:  
MGT ROL LOSS CONT

This course will enable managers to develop and implement programs that preserve the resources, protect visitors and employees and mitigate future safety related incidents from recurring. This course will be centered around the state-of-the-art techniques of leadership and how they are applied to the field of loss control. Topics that will be covered include the legal aspects of safety management, general principles of loss control management and the manager's responsibility and accountability. Overview of subjects such as the NPS Hazardous Materials and NPS Safety and Occupational Health Programs will also be presented. This course meets the minimum requirements of 29 CFR 1960 and 485 DM. (40 hours)

**Participants:** Superintendents, Assistant Superintendents, and Site Managers responsible for managing a loss control program.

**Class size:** 25

**Number of times conducted:** 1

**Dates/Location:** July 15 - 19, 1991  
Albright Center

**Note:** Funding by benefitting account; \$50/day tuition for non-NPS participants

### ■ NATIONAL WILDFIRE INVESTIGATION

Refer to program description under Law Enforcement & Visitor Protection.





## ■ OIL SPILL RESPONSE AND CONTINGENCY PLANNING

Program Code:  
1997

Title Code:  
OIL SPIL RES CONT

This course is intended for National Park Service personnel who direct the development of park or regional oil/hazardous substances spill contingency plans. Such personnel will learn the role of the National Contingency Plan, the National Response System and the role of the On-Site Commander. The course will provide a basic foundation for those NPS personnel involved in planning NPS response activities in the event of oil or hazardous substance spills under the Clean Water Act and other statutes. The course is aimed at Associate Regional Directors for Operations, or their representatives, Superintendents or lead staff in coastal parks, and parks on major river systems or where the transport of oil or hazardous substances is common. (40 hours)

**Participants:** Associate Regional Directors for Operations, Superintendents or lead staff.

**Class size:** 30

**Number of times conducted:** 1

**Dates/Location:** June 10 - 14, 1991  
TBA

## ■ PARK MEDIC

Program Code:  
5500

Title Code:  
PARK MEDIC

This course is targeted for those Park Service employees most directly involved in providing emergency medical services within the National Park Service. The course objective is to provide the classroom portion of the Park Medic certification procedure, covering in-depth review of patient assessment, also skills involving airway management, fluid therapy, and pharmacology,

medical emergencies encountered by park EMS personnel, and the role of the Park Medic in the EMS system. Upon completion, the participant will be able to initiate clinical training at the base hospital and be eligible for National Registry Testing/Certification at the EMT level. The course complies with NPS EMS standards. (120 hours)

**Participants:** Field personnel directly involved with providing emergency medical care to park visitors. Should be from areas with existing advance life support programs or about to initiate one.

**Class size:** 20

**Number of times conducted:** 1

**Dates/Location:** January 7-25, 1991  
Fresno, California

**Note:** Funding by benefitting account (will also be a tuition fee to cover books). This program is being sponsored by the Valley Medical Center in Fresno, California in cooperation with the National Park Service.

## ■ PHYSICAL FITNESS COORDINATOR

Refer to program description under Law Enforcement & Visitor Protection.

## ■ PRESCRIBED FIRE FOR BURN BOSSES

Program Code:  
5457

Title Code:  
PRES FIR BURN BOS

This program emphasizes the management of prescribed burns to meet land management and operational objectives. Participants learn how to identify factors impacting fire intensity, develop operational burning plans, identify burning techniques that need to be applied to meet burn requirements, create a burn prescription and a given fuel model behavior history, etc. In the second week, given an acceptable prescription window, a 2-3 day exercise implementing the plan in applicable fuel models will be conducted and evaluated.

**Participants:** This course is designed for personnel having primary responsibility for planning and implementing prescribed fire as a management tool.

**Class size:** 30

**Number of times conducted:** 1

**Dates/Location:** March 18-22, 1991  
Baumont, Texas and Big Thicket National Preserve

## ■ PROJECT ACCESS: A COOPERATIVE IN-SERVICE EDUCATION PROGRAM OF THE NATIONAL PARK SERVICE AND INDIANA UNIVERSITY

PROJECT ACCESS is a nationwide continuing education program focusing on accessibility for persons with disabilities to park and recreation facilities, programs and services. It is operated under a cooperative agreement between the National Park Service and Indiana University, and is funded by tuition fees. PROJECT ACCESS consists of a series of week long training courses concerned with methods and techniques to make park and recreation facilities and programs accessible to and usable by all people, including those who happen to be mobility, hearing, visually or learning impaired. Emphasis is placed on understanding the needs and characteristics of the disabled population, the laws and regulations requiring access, and on comprehensive planning and design to achieve accessibility in an appropriate and cost effective way. PROJECT ACCESS courses are open to any individuals interested in accessibility in the park and recreation environment. Most courses are structured to include a mixture of National Park Service employees and employees from other agencies at the national, state, local, and private levels. PROJECT ACCESS currently consists of four different courses targeted for specific audiences. Tuition costs are \$250 for NPS employees and \$500 for non-NPS participants. Some courses will be offered more than once depending upon the expressed interest. Further information may be obtained by writing to the National Park Service, Special Programs and Populations Branch, P.O. Box 37127, Washington, D.C. 20013-7127, (202) 343-3674 or Bradford Woods, Indiana University, 5040 State Road 67 North, Martinsville, Indiana 46151, (812) 855-0227.

### ■ METHODS AND TECHNIQUES FOR MAKING INTERPRETATION ACCESSIBLE: A PROGRAM FOR MANAGERS, DESIGNERS AND PLANNERS

Program Code:  
9968

Title Code:  
ME TH MAK INT ACC

This course is designed to present state-of-the-art methods and techniques for making interpretive programs and media accessible to disabled persons, including captioning techniques, audio description, and exhibit planning and design. This course will focus on laws, rules and regulations regarding program access, and on new techniques and technology available to bring programs into compliance.

**Participants:** Targeted for interpreters, museum personnel and other persons responsible for program delivery.

**Dates/Location:** December 3-7, 1990  
National 4-H Center, Chevy Chase, MD  
Fall, 1991  
Location to be announced

### ■ PLANNING FOR ACCESSIBILITY COORDINATORS

Program Code:  
5317

Title Code:  
PLAN ACCESS COORD

Emphasis in this program is on understanding the requirements of federal laws, regulations, and standards, requiring accessibility for disabled persons; and, on methods and techniques for complying with them. Emphasis is also placed on comprehensive assessment of facilities and programs and the development of action plans in order to achieve accessibility compliance.

**Participants:** This course is designed for personnel who have overall coordination responsibilities for accessibility at the region, park, state, or agency levels.

**Dates/Location:** May and September, 1991  
Bradford Woods; Martinsville, Indiana



## ■ RETROFITTING FOR ACCESSIBILITY: A COURSE FOR MAINTENANCE PERSONNEL

Program Code:  
7266

Title Code:  
RET ACC MAINT PER

Many accessibility problems can effectively be remedied by on-going cyclic maintenance programs and by repair and rehabilitation programs conducted by existing maintenance personnel. Emphasis will be placed on application of the Uniform Federal Accessibility Standard (UFAS), safety issues in accessibility, and on continued maintenance of facilities to assure optimum access.

**Participants:** Targeted for maintenance personnel to understand the needs of persons with disabilities, to be able to identify accessibility barriers, and to be able to make renovations of facilities in an appropriate and cost-effective way.

**Dates/Location:** February 11-15, 1991  
San Diego, California (tentative)

## ■ UNIVERSAL DESIGN: DESIGNING TO INCLUDE DISABLED PERSONS IN PARK AND RECREATION AREAS AND FACILITIES

Program Code:  
5330

Title Code:  
UNI DES TN PK REC

This course is designed to present state-of-the-art methods and techniques for designing buildings and facilities that are accessible to and usable by all people, in compliance with the Architectural Barriers Act, Section 504 of the Rehabilitation Act, and the Americans With Disabilities Act. This course will focus on an in-depth understanding of the Uniform Federal Accessibility Standards (UFAS) and its application to buildings and facilities in the park and recreation environment.

**Participants:** Targeted for designers, architects, and engineers.

**Dates/Location:** March 25-29, 1991  
Raleigh, North Carolina

## ■ PUBLIC HEALTH WORKSHOP

Program Code:  
5327

Title Code:  
PUB HEAL WKSHOP

This workshop will cover public health program activities in the coming year in such areas as water system, sewage disposal, food service sanitation, radon testing and lyme disease. (48 hours)

**Participants:** Public health officers, sanitarians, and other persons directly associated with operational aspects of public health activities in the parks.

**Class size:** 25

**Number of times conducted:** 1

**Dates/Location:** To be announced

**Note:** This program to be funded by benefitting account.

## ■ RANGER SKILLS

Program Code:  
3140

Title Code:  
RANGER SKILLS

This course is designed for new employees in 025 and other GS series which require the Class A uniform. These employees must be involved in preservation, protection, resource management, recreation or interpretation with public contact work on a continuing basis. This course will provide a perspective of ranger skills and concepts in the fields of interpretation, protection, resource management, communications, supervision and administration. Individuals with substantial experience in the majority of these fields should not apply. Through a systems approach to park management, an understanding of NPS operations and interactions will be formed. Material will be presented through lectures, group discussions and practical exercises, including a field study project. (280 hours)

**Participants:** Uniformed employees in the following series with less than five (5) years permanent experience: GS-025, 170, 188, 193, 401, 404, 462, 1010, 1015, 1016, 1810, 1811. Those in series 170 through 1811 must be involved in preservation, protection, resource management, recreation or interpretation with public contact work on a continuing basis.

**Class size:** 35

**Number of times conducted:** 3

**Dates/Location:** January 8 - February 22, 1991  
March 20 - May 2, 1991  
Fall, 1991 (TBA)  
Albright Center

**Note:** \$600 tuition for non-NPS participants

## ■ SEMINAR ON SAFETY EXAMINATION OF EXISTING DAMS

Program Code:  
7267

Title Code:  
SEM ON DAM SAFETY

This seminar is designed and given by the U.S. Bureau of Reclamation to provide NPS personnel with the basic knowledge of how to examine dams and appurtenant works for defects in accordance with Departmental Manual Part 753-Dam Safety and NPS Special Directive 87-4. Emphasis is given on small embankment dams. One day is spent at a nearby small embankment dam performing an examination. Persons interested in this course should reference the Servicewide training memorandum A7615(610) dated May 17, 1990, subject, "Training and Seminars for the National Park Service (NPS) Dams Program, Related Flood Plain Management, and Emergency Operations Management" for additional information. Questions should be directed to Ms. Linda Graham at FTS 776-9333 or 303-236-9333. (32 hours)

**Participants:** Regional and park Chiefs of Maintenance, resource management and/or rangers, their staff, and Dams Program Coordinators who are responsible for managing NPS dams or monitoring non-NPS dams.

**Class size:** 100

**Dates/Location:** April, 1991  
Denver, Colorado

**Note:** This course may be funded by Regionwide Dams program account.

## ■ TRAINING AIDS FOR DAM SAFETY

Program Code:  
7268

Title Code:  
TRNG AIDS DAM SAF

TADS are self-paced training modules with workbooks and videotapes (standard VHS format) about the management of dams and can be used at the work location. Currently 14 modules have been distributed to Regional Employee Development Officers and Dams Program Coordinators and are now available for loan. A detailed list of these modules are available in the Servicewide training memorandum A7615(610) dated May 17, 1990, subject, "Training and Seminars for the National Park Service Dams Program, Related Flood Plain Management, and Emergency Operations Management." (Approximately 8 hours per module)

**Participants:** Regional and park Chiefs of Maintenance, resource management, and/or rangers, their staff, and Dams Program Coordinators who are responsible for managing NPS dams or monitoring non-NPS dams.

**Class size:** 1-5

**Number of times conducted:** Unlimited

**Dates/Location:** Available at any time at trainees work location.

**Note:** TADS expenses may be funded by Regionwide Dams program account.

## ■ VOLUNTEER PROGRAM MANAGEMENT

Refer to program description under Interpretation.

### Planning

## ■ DESIGN FOR PARKS

Program Code:  
5133

Title Code:  
DESIGN FOR PARKS

If properly used, park design can be a key component in a park's effort to protect resources and provide a quality visitor experience. Design considerations should be addressed in ongoing park management and maintenance activities as well as during the course of specific design and construction projects. However, because many park managers and maintenance staff have had little exposure to park design concepts and philosophies, design problems often remain unresolved. This can result in a deterioration of the visitor experience and a compromising of resource protection. To make better use of park design as a resource protection mechanism and to improve the visual quality of the parks a better understanding of design in parks is needed by park management and maintenance staff. This course will: 1) discuss NPS design policy and process; 2) discuss specific ways that design can be used to protect resources and to manage the impacts of visitor use; 3) discuss the NPS design mission; 4) identify typical design problems that are being faced by park units; 5) evaluate different approaches to resolving typical park design problems. (40 hours)

**Participants:** Superintendents, Assistant Superintendents, Chiefs of Maintenance, entry level design professionals (Architect, Landscape Architect, Engineer), Facility Managers and Maintenance Supervisors.

**Class size:** 30

**Number of times conducted:** 1

**Dates/Location:** August 12 - 16, 1991  
TBA

**Note:** \$50/day tuition for non-NPS participants

## ■ GIS FOR MANAGERS

Refer to program description under Management.

## ■ INTERPRETIVE PLANNING

Refer to program description under Interpretation.



## ■ METHODS AND TECHNIQUES FOR MAKING INTERPRETATION ACCESSIBLE: A PROGRAM FOR MANAGERS, DESIGNERS, AND PLANNERS

Refer to program description under Operations, Project Access.

## ■ PARTNERSHIPS IN PARKS AND PRESERVATION

Program Code:  
1153

Title Code:  
PART IN PKS PRESV

This conference will discuss the Partnership Park concept; explore various applications of the concept by municipal, regional, state, and national authorities and by private conservation and preservation advocacy groups; and exchange strategies for implementation of the concept under differing physical, economic, and social conditions. Also, it is designed to encourage linkages among private and public sector interests and to identify future research needs and trends. It will assist in setting the direction and future development of Partnership Parks at the national level by providing information to and suggestions for the NPS in its response to a directive from Congress to provide "recommendations for a coordinated system of cultural parks and historic conservation districts" as part of the mandate of Section 506 of the 1980 amendments to the National Historic Preservation Act. (24 hours)

**Participants:** Regional Directorates, Superintendents, Assistant Superintendents, Park Planners and Designers (Architects, Landscape Architects, Engineers).

**Class size:** 75 NPS participants - 300 total

**Number of times conducted:** 1

**Dates/Location:** September 10-12, 1991  
Hilton Hotel - Albany, New York

**Note:** Funding by benefitting account (travel/per diem) plus \$200 registration fee (includes field trips, most meals).

## ■ PLANNING FOR ACCESSIBILITY COORDINATORS

Refer to program description under Operations, Project Access.

## ■ PLANNING BEYOND PARK BOUNDARIES

Program Code:  
5124

Title Code:  
PLAN BEY PK BOUND

This course will provide park managers with an understanding of the land use planning/regulatory processes and decision-making mechanisms related to activities on adjacent lands that may adversely affect park resources and values and to help protect park resources and values by increasing the ability of managers to effectively participate in decisions related to such activities. The course will: 1) identify and discuss the major adjacent land issues being faced by units of the National Park System, 2) discuss the magnitude of the problem for the System, 3) identify specific legal authorities that can be used in addressing adjacent lands issues, 4) identify key points in land planning decisions when input from park managers is critical to park protection, 5) evaluate different methods of addressing external issues and discuss what approaches work in different situations, and 6) discuss short term and long term strategies for dealing with external issues. (40 hours)

**Participants:** Superintendents or Assistant Superintendents in parks identified as having significant external issues. Planning professionals working in or with parks identified as having significant external issues.

**Class size:** 30

**Number of times conducted:** 1

**Dates/Location:** June 3 - 7, 1991  
TBA

**Note:** Funding by benefitting account; \$50/day tuition for non-NPS participants





■ **SCORPS AND THE SCORP PROCESS: A REVIEW FOR FEDERAL RESOURCE PLANNERS AND STATE SCORP PROGRAM MANAGERS; NASRP ANNUAL MEETING**

Program Code:  
1154

Title Code:  
THE SCORP PROCESS

This course will involve federal resource and regulatory agency personnel and state SCORP planners in a day long seminar concerning various elements of Statewide Comprehensive Outdoor Recreation Planning. The primary emphasis will be on natural resource SCORP issues and on new techniques and implementation tools that can be used in the planning process.

**Participants:** Federal and state employees responsible for planning, managing and regulating environmental resources, university professors and researchers and other natural resource professionals.

**Class size:** 110

**Number of times conducted:** 1

**Dates/Location:** May 13-16, 1991  
Jackson Hole, Wyoming

■ **SECTION 106 COMPLIANCE REGIONAL COORDINATOR WORKSHOP**

Refer to program description under Cultural Resources.

■ **STATEWIDE OUTDOOR RECREATION PLANNING WORKSHOP**

Refer to program description under Recreation & Grants.

■ **UNIVERSAL DESIGN: DESIGNING TO INCLUDE DISABLED PERSONS IN PARK AND RECREATION AREAS AND FACILITIES**

Refer to program description under Operations, Project Access.

**National Recreation Programs**

■ **CIVIL RIGHTS COMPLIANCE WORKSHOP**

Program Code:  
2299

Title Code:  
CR COMP WK

The National Park Service has been given enhanced responsibilities for the enforcement of civil rights compliance in federally assisted programs of the L&WCF & the UPARR. This course seeks to strengthen awareness and skills in working with recipients and sub-recipients toward compliance with all civil rights requirements.

Upon completion of the workshop, participants will have a comprehensive understanding of Title VI of the Civil Rights Act of 1964, Section 504 of the Rehabilitation Act of 1973, and the Age Discrimination Act of 1975 as they relate to the L&WCF and UPARR assisted programs. The workshop is especially designed for grant program officers and supervisors. (24 hours)

**Participants:** Outdoor Recreation Planners and Program Analysts, Regional Grants staff and supervisors.

**Class size:** 30 (NPS and State personnel)

**Dates/Location:** TBA

**Note:** This course is to be funded by benefitting account.



## ■ CONSERVING THE COUNTRYSIDE

Program Code:  
1998

Title Code:  
CONSERV COUNTRY

This course, offered in cooperation with the University of Vermont, examines strategies that local governments and nonprofit organizations can use to protect a rural community's historic buildings and associated scenic, natural, and agricultural resources. Topics include organizing, inventorying, land-use ordinances, voluntary protection of property, easements, accommodating appropriate development, and community education. Course consists of lectures, discussions, field trips, and a community research project. For further information, contact Sam Stokes at FTS 343-3670.

**Participants:** NPS staff in Rivers and Trails Conservation Assistance and others desiring experience in partnership planning with communities.

**Class size:** 25

**Number of times conducted:** 1

**Dates/Location:** June 3-7, 1991  
Burlington, VT

**Note:** This course is to be funded by benefitting account.

## ■ LONG DISTANCE TRAILS: A COOPERATIVE EFFORT

Program Code:  
1155

Title Code:  
LONG DIST TRAILS

Under the National Trails System Act, the establishment, management, and maintenance of America's long distance trails is envisioned as a continuing cooperative process. Cooperation is hard work. This course will be a forum for NPS (and other agency) trail administrators to share with non-profit trail partners some of the issues currently confronting long trails. Special emphasis will be placed on understanding the National Trails System Act, increasing public awareness of trails, learning about sources of trails funding, mastering cooperative agreements, protecting threatened trail corridors, and strengthening volunteer programs. Session will immediately precede Second National Conference on National Scenic and National Historic Trails. For further information, contact Steve Elkinton, FTS 343-3776. (24 hours)

**Participants:** Officers and members of trail organizations which support America's long distance trails.

**Class size:** 30

**Number of times conducted:** 1

**Dates/Location:** Early November, 1991  
Exact dates & location TBA.

**Note:** To be paid by benefitting account.



## ■ RAILS-TO-TRAILS

Program Code:  
1156

Title Code:  
RAILS-TO-TRAILS

The purpose of the training is to provide Regional staff with an in-depth course on rails-to-trails issues which are critical to the success of a project. Topics may include: the Interstate Commerce Commission abandonment process, trail design, trail management, trail engineering problems with tunnels and trestles, etc. The program is being sponsored by the Recreation Resources Assistance Division.

This training will be held immediately prior to the Rails-to-Trails National Conference in Baltimore, Maryland. The expectation is that NPS staff participating in this program will then attend the full conference.

**Participants:** NPS Regional staff involved in rails-to-trails projects.

**Class size:** 10-15

**Number of times conducted:** 1

**Dates/Location:** June 17-18, 1991  
Baltimore, Maryland

**Note:** This course will be funded by WASO for NPS Regional staff and speakers.



### ■ RIVERS AND TRAILS CONSERVATION ASSISTANCE

Program Code:  
1990

Title Code:  
RIV TRL CON ASSIS

This will be a nationwide training workshop for National Park Service staff in the techniques of planning for rivers and trails corridors on non-federal lands. Under its State and Local Rivers and Trails Conservation Assistance Program, the Service provides technical assistance to public and private organizations in corridor planning. Emphasis will be on building partnerships, public involvement, case studies, and plan implementation. For further information, contact Sam Stokes, Chris Brown or Alicia Riddell at (202) 343-3780.

**Participants:** NPS staff in Rivers and Trails Conservation Assistance and others desiring experience in partnership planning with communities.

**Class size:** 100

**Number of times conducted:** 1

**Dates/Location:** April 21-26, 1991  
Chattanooga, TN

**Note:** This course will be funded by WASO for RTCA staff and by benefitting account for other participants.

### ■ RIVERWATCH INSTREAM FLOW WORKSHOP

Program Code:  
1991

Title Code:  
RIV WAT ST FL CON

The Riverwatch Program is planning to hold a workshop on "Methodologies for Determining Instream Flow Needs for Recreational and Aesthetic Resources." The primary purpose of the workshop is to provide a forum for discussing state-of-the-art techniques for determining instream flow requirements for protecting and enhancing recreation opportunities. The workshop will be coordinated by the WASO and ARO regions and Oregon State University (Division of Forest Resources). (40 hours)

**Participants:** Regions with a Riverwatch Coordinator (MARO, PNRO, MWRO, NARO) and other NPS staff with interests/expertise regarding instream flow issues are invited to attend. Outside participants will also be invited.

**Class size:** Unlimited

**Number of times conducted:** 1

**Dates/Location:** March, 1991  
Oregon State University

**Note:** Funding is by benefitting account.

### ■ SCORPS AND THE SCORP PROCESS: AN INTRODUCTION FOR FEDERAL RESOURCE PLANNERS AND PROGRAM MANAGERS

Refer to the program description under Planning.





## ■ STATEWIDE OUTDOOR RECREATION PLANNING WORKSHOP

Program Code:  
4727

Title Code:  
SCORP IMPL WKSH

This workshop will provide guidance on policy and procedures to all Service and State employees currently working on Statewide Comprehensive Outdoor Recreation Plans (SCORPs). In their roles as reviewers and coordinators they must assure continuity and consistency throughout the Service, address program modifications, and define program issues. Public involvement methods and issues will be emphasized. This course will be held in conjunction with the Rivers and Trails Conservation Assistance course and certain sessions will be held jointly. (24 Hours)

**Participants:** NPS Outdoor Recreation Planners (GS 9-12) and State Planners.

**Class size:** 50

**Number of times conducted:** 1

**Dates/Location:** April 21-26, 1991  
Chattanooga, TN

**Note:** This course is to be funded by benefitting account and is open to non-NPS participants on a tuition basis.

## ■ TECHNICAL GRANTS WORKSHOP

Program Code:  
4828

Title Code:  
ADV TECH GRANT WK

The L&WCF and UPARR grant programs are constantly undergoing dramatic changes in major policies such as acquisition appraisals, Civil Rights/Section 504 handicapped regulations (including complaint investigation), conversion responsibilities, and increased L&WCF program management responsibilities. In order to further strengthen program management and provide updated management skills, this course will involve in-depth analysis of the major problem areas confronting managers such as conversion responsibilities, financial resolutions, and use of data base resources.

Participants will have a comprehensive understanding of such areas as the Intergovernmental Review procedure for grant proposals, Civil Rights/Section 504 handicapped regulations, audits requirements, Section 1010 and 6(f) conversion responsibilities, vulnerability analysis and updated policies in the UPARR and L&WCF manuals. (32 Hours)

**Participants:** Outdoor Recreation Planners and Program Analysts, Grades GS 5-12; WASO and Regional Grants Supervisors, Grades GS 12-14; and state personnel dealing with NPS grant programs.

**Class size:** 30

**Number of times to be conducted:** 1

**Dates/Location:** June 3-7, 1991  
Mather Employee Development Center

**Note:** This course is to be funded by benefitting account.

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Section 106 Compliance Regional Coordinator Workshop	May 6-17	Mather	25
Seminar on Safety Examination of Existing Dams	April (TBA)	Denver, CO	54
Senior Executive Service Candidate Development Program	TBA	TBA	43
Servicewide Workshop for Historians	Feb 25 - March 3	Lyndon B. Johnson, TX	25
Skills Development Plan for NPS Personnel with Historic Preservation Responsibilities	Ongoing	Duty Station	25
Social Science for Managers	TBA	TBA	43
Spanish Social, Political and Economic Empire	November 7-9	San Antonio, TX	26
Statewide Outdoor Recreation Planning Workshop	April 21-26	Chattanooga, TN	59
Superintendency, The	TBA	TBA	44
Technical Grants Workshop	June 3-7	Mather	59
Third International Coastal & Marine Parks Seminar	May 11-June 5	Florida/Costa Rica	46
Training Aids for Dam Safety	Correspondence	Duty Station	54
Universal Design: Designing to Include Disabled Persons in Park & Recreation Areas & Facilities	March 25-29	Raleigh, NC	53
Volunteer Program Management	December (TBA)	Nashville, TN	35

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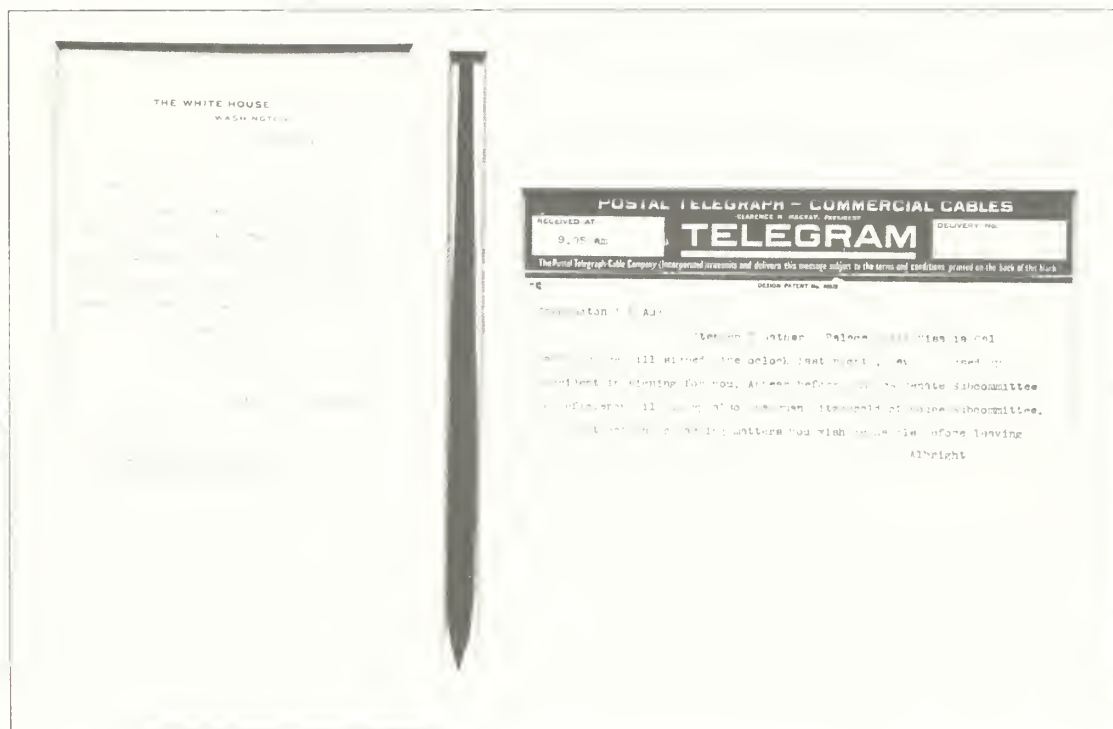
Program Title	Dates	Location	Page
White House History Symposium: The First Two Hundred Years	October 13-15, 1992	Washington, D.C.	26
Wildland Fire Training	TBA	TBA	50
Wildlife Law Enforcement	TBA	FLETC	38
Women's Conference (NPS)	April 2-4	New Orleans, LA	19
Women's Executive Leadership Program	TBA	TBA	44

## Abbreviations:

Albright = Albright Employee Development Center  
 BIFC = Boise Interagency Fire Center  
 FLETC = Federal Law Enforcement Training Center  
 Mather = Mather Employee Development Center  
 TBA = To be announced  
 WASO = Washington Office  
 WPTC = Williamsport Preservation Training Center



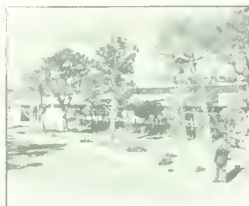




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