



CALIFORNIA RANGER

ISSUE NO. 4 ~ APRIL 1980

Collective Bargaining

"How we got to here"

Mike Lynch, Chairman
Legislative Committee

In 1978, the state enacted SB 839, the State Employer-Employee Relations Act, which provided that, once the system was established, state employee salaries, benefits, hours of work, and working conditions were to be determined through the collective bargaining process, if employees so wished.

The Public Employment Relations Board (PERB) was established to administer the Act. Subsequently, the PERB held "consolidated hearings" to determine how state employees would

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Employee vs Professional

Denzil Verardo, President

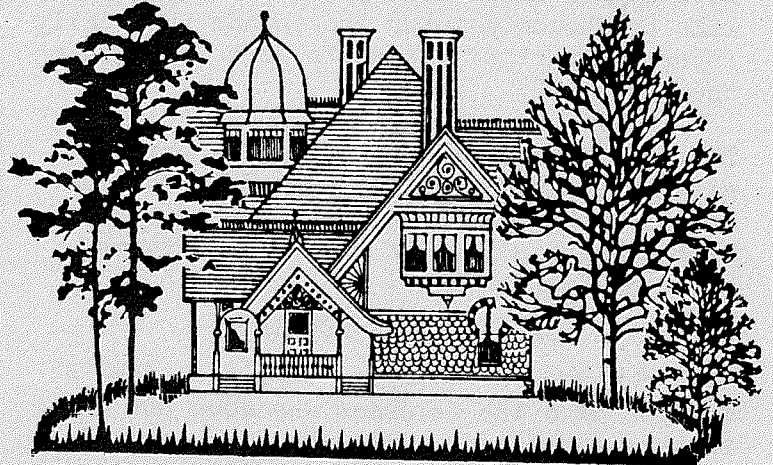
A situation which the previous Board of Directors constantly wrestled with is the subject of employee vs. professional issues. There are certain items which are categorically employee-related issues and others which are strictly professional issues. However, a large "gray" area exists on issues which are both employee and professional--areas which will require careful scrutinizing by the Board in order to avoid illegal actions by our Association. One example is safety retirement. Safety Retirement is definitely an employee issue. Yet it also has implications for the Profession and the public it serves. Should CSPRA continue to take a stand on the issue? The Director supports safety retirement so we are not in conflict with administrative policy. I use this example only to show some of the difficulties we will continue to struggle with in the future and to request that members express their views on exactly what realms they wish CSPRA to work in."

Park Housing Questioned!

by Jeff Price

According to a recent Modesto Bee article, by Jim Dufur, one thousand state employees, including university presidents and the chancellor of state colleges pay less than half the fair-market value for the state-owned houses they rent.

He cites a study by the Board of Control which shows Glenn Dumke, CSUS chancellor, pays \$218 monthly rent on a house in the Bel Air section of LA that should bring \$3,000 a month. The article goes on to criticize and "name names" of state employees who he feels are getting by light. Apparently this reporter Dufur feels he has found a mini-Watergate where state employees are draining the government coffers.



He draws out statistics such as "if all state employees living in state housing paid fair market value rent, the state would collect an additional \$140,000 per year" to raise the ire of readers. He even points out that "the 599 rank and file employees, on the average, pay a higher percentage (43%) of the appraised rent than the 396 managers and supervisors (33%)". I guess that is to pit one against the other.

The handwriting is on the wall for those in state housing, if the public readership is given such biased poppycock.

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Editorial

IS DPR PREPARED TO MANAGE THE FUTURE?

by Jeff Price

Administrator and manager: the two do not require the same talents and any business, including running parks, that doesn't know the difference is courting trouble. Don Howard, Vice-President of a management consultant firm in Boston, in an interview, spells out the distinction:

"A manager must be creative or at least must devote nearly all his or her time to anticipating future problems and solving them before they become acute. Administrators, on the other hand, carry out the supervisory details of the day's work."

MANAGER OR ADMINISTRATOR?

"All managers have some administrative duties," Howard says, "but the manager who gets bogged down in administrative detail is like the house painter who thinks the really important part of his day's work is cleaning the brushes."

There is an easy way to determine whether a given "manager" really is an administrator: Ask about his daily routine, if he starts by reading his mail or filling out forms, he's an administrator.

TEN - MINUTE MENTALITY

Howard says, for example, trying to make a manager of a top salesman who does not want to be a manager is a mistake. He may think he wants to be a manager but will likely fail if thrust in to the promotion without training and prior preparation.

Many fine salesmen don't make good managers, Howard feels, "because they have a 'ten minute mentality'. They are used to making lots of calls daily and making rapid-fire decisions. A person with a mind-set like that can't be expected to move into a management slot requiring a few time-consuming tasks a day that involve planning, analytical and managerial skills, without very careful training.

MANAGEMENT CRITICAL

In stable or mature organizations the emphasis may be more on administration than man-

agement, but for any growing or changing concern, such as State Parks, management is the critical area.

It appears our Department has no way to identify potentially capable managers and get them prepared or trained. A training program is essential and it must be on-going, sophisticated and pointed toward specific promotions. Regarding promotion as a reward is wrong. As Howard says "It leads people to think they deserve a promotion because of past service, whether or not they are prepared for it in experience, intellect or temperament."

PETER PRINCIPLE AT WORK

The process we use now to select our managerial candidates could be thought of as the working out of the Peter Principle; one eventually reaches his level of incompetence. The truth is however, he hasn't failed the Department, rather the Department has failed him by placing him in a job he isn't suited for.

The same employees who do well on the Ranger IV seem to also place high on the Manager II lists. There is a great difference between those duties however. Shouldn't we begin at the Ranger I/Maintenance Worker I level to identify and begin grooming those employees who have manager potential? ##

Park Housing (from page 1)

According to Julie Kerk, assistant executive secretary to the Board of Control, the study will be used by the Board to consider rent increases in the near future. Kerk also said 80 percent of the houses are at a state facility, such as a prison, hospital, park or maintenance station. It was pointed out that "they are required to live there, many protecting state property ... other things besides fair market rent must be taken into consideration".

When dealing with the public and you get comments about "how great to have the state provide a house for you", be sure to set the facts straight. Those living in a state house should regularly drop in a word on why they are there at interpretive programs. If we don't educate the public, they will be incorrectly informed by articles such as the one mentioned, and move to penalize state employees. ##

It's Easy To Write Better Crime Reports

Most Rangers write lousy reports. What's wrong? Just about everything! Some are too short; others too long. Language is stilted and confusing. You state too many conclusions and not enough facts. The "standard" police jargon in writing has turned your crime reports into gobbledygook.

Because they are so difficult to read, your reports can slow down the complaint issuing process; they make it difficult for prosecutors to determine who should be subpoenaed; and they give the defense attorney something to use in confusing testimony.

Here are some hints on how to write more naturally and simply say what you mean.

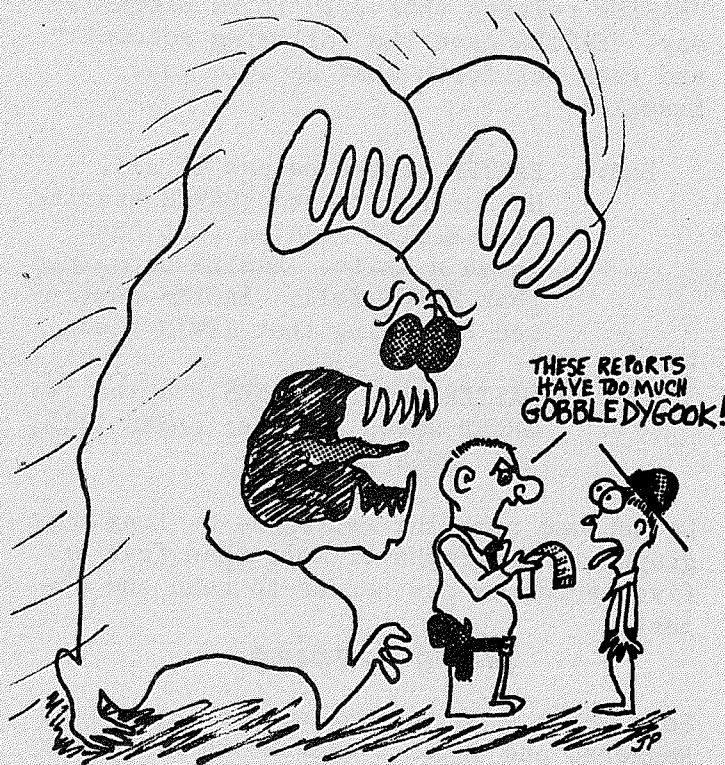
Format

Details which are going to be important in every report filed (such as date, time, location and identities) are normally provided in the standard heading. Once listed, these items do not need to be duplicated in your narrative. Probably two-thirds of all reports have a duplicative "introductory" statement which should be omitted.

For example, after completing the appropriate blanks in the heading, the Ranger begins his narrative by saying: "On the above date and time undersigned responded to above location and contacted above--listed party." If this information has already been given, leave it out of your narrative. Get right to the facts.

Another wasteful and confusing practice is the endless repetition of such words as "suspect," "victim," "Subject," etc. Repeating these labels each time you

This article has been edited for use in California Ranger from San Diego County DA's Law Enforcement Quarterly.



Beware the Gobbledygook!

mention someone's name in the narrative simply wastes time and words, and adds to the confusion. A better practice is to list in the heading, and fully identify (by name, sex, DOB, address, phone, and role - e.g., "witness," etc.), everyone materially involved. Then refer to them in your narrative only by the last name (use full name if two or more share a last name). Example:

Bad: Victim #1 told Suspect #2 that
Victim #2 was going to Suspect
#1's house.

Better: ASA told BLUE that CORD was
going to DOAN's house.
(continued on page 4)

BETTER CRIME REPORTS (from page 3)

When you are going to report a number of things told to you by someone, do not begin a dozen sentences with the words, "EASTER related that ...". It is better to say, "EASTER gave the following account:" and then set forth what he told you.

Example:

Bad: EASTER stated he saw it all. He further stated FRANKS started it. EASTER related that GRANT waved a knife. EASTER explained that HAWKS fell. EASTER continued by adding that IRWIN fled.

Better: EASTER said: FRANKS started it; GRANT waved a knife; HAWKS fell; and IRWIN fled.

Do not use rambling sentences or long paragraphs. Paragraphs of more than four or five sentences are harder to read and digest.

Word Choice

Some words seem to have special appeal to Rangers, and I don't understand why. They are among the most ambiguous and least descriptive words in the language. The worst is probably "indicate." A person can "indicate" by saying something, by shaking his head, by pointing, by glancing or through a facial expression or sign language. He can indicate directly or indirectly. Putting a statement in a report which says someone "indicated" something is not very helpful. (If you use the word "indicate" while testifying in court, your answer may be stricken as "conclusionary.")

Example:

Bad: KREBS indicated that he did not desire to submit to custody.

Better: KREBS said: "You ain't taking me, pig!"

Another poor word is "contact." You can "contact" a witness in person, by phone, by letter, by telegram, or by ESP. Each of these methods presents different problems of proof. Instead of saying that someone "was contacted," say who did it, and how. Example:

Bad: LEWIS was contacted at his home.

Better: I phoned LEWIS at his home.

(Don't use the ridiculous expression "telephonically contacted" when you mean "phoned.")

"Responded" is another overworked word that could always be replaced with a shorter, more factually precise word. Example:

Bad: I responded to the day use area.

Better: I drove to the day use area.

"Proceeded" is abused in two ways:

Bad: I proceeded to the maintenance yard.

Better: I went to the maintenance yard.

Bad: I proceeded to conduct an investigation.

Better: I investigated.

Instead of using vague words such as "observed" and "detected," simply say what you mean. Examples:

Bad: I observed that there was a bottle on the floorboard.

Better: I saw a bottle on the floorboard.

Bad: I detected the odor of burning marijuana.

Better: I smelled burning marijuana.

If you have the terrible habit of using the senseless expression "It should be noted that...", start changing that habit with your next report! This phrase is just surplus verbiage. When you throw it into your reports, all you do is write - and force someone to read - five extra words which add absolutely nothing to the meaning. If you are typical, you use that phrase five or six times in each report, over 1,000 times each year!

As a rule, you should use the most specific word possible.
(continued on page 5)

words you can to describe things. Using general words and expressions usually just raises questions ("how?" "what kind?" "c."). Example:

General: It was determined that MOON was a minor.

Specific: A DMV teletype showed MOON's DOB as 4-8-65.

See the difference? The specific statement tells you, in the same number of words, not only what the general statement tells, but also the two additional facts of exact DOB and source of your information.

General: NEAL is the sole occupant of the residence.

Specific: NEAL lives alone in the apartment.

The essential difference between general and specific terms is that a general term usually describes a category made up of specific things. A "residence" could be a house, an apartment, a mobile home, or a hotel suite. If you haven't said which it is, don't use the word "residence" until you do.

Being specific sometimes means that you use more words, but you'll still be ahead if you drop all the unnecessary words you've been using. And being specific always means your report is less ambiguous and more factual.

(Continued next month: Part Two
CRIME REPORT TECHNIQUE)

CALIFORNIA RANGER

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3-D Flowers

By Jeff Price

A few issues back I told you how to make that plastic tube your mace came in into a rain gauge. Here is another use for it.

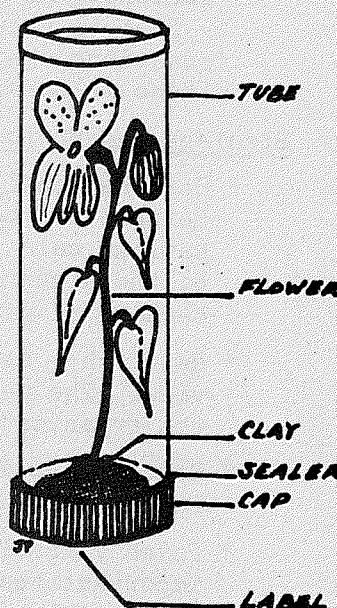
Rather than putting pressed and dried plant specimens out for the visitor to use as a identification guide, use this three-dimensional technique. This method permits easy transport and fairly rough handling, something pressed herbarium specimens could not take.

Locate a hobby or specialty shop that has "silica-gel crystals". They might be marketed under various brand names such as "Flower-Dri" or "Dry-Rite". These neat crystals might cost you \$10.00 for three pounds. One and one-half pounds will be enough to get started. You will need an air tight container to keep crystals and drying flowers. I used an old Tupperware carrot crispener, it's 12"x5"x4" deep.

When the flower you want comes in to bloom, take materials out into the field. This keeps any wilting to a minimum. Place flower in the carrot crispener and sift the crystals gently over it. Most flowers will be dry in 2 to 3 days. When it is ready, remove and dust off. Place a small lump of clay in the cap of the mace tube, stick in stem then press on the tube.

A bead of silicone sealer will exclude air. Label the cap with collecting locality, genus common name, etc.

The crystals will begin to turn pink after some time, indicating excess water absorption. Simply sift out old flower parts and put in the oven for 30 minutes at 250. They will turn back to a bright blue, ready for more flowers. «



STRATEGY



TRANSFER AND PROMOTION - ORAL INTERVIEWS EXPLORED

by Jeff Price, Dick Brock, Bob Macomber and Curt Mitchell

For all of us who want to promote or transfer there are certain procedures and requirements which can be routinely accomplished. Beyond those, success or failure depend entirely on YOU. Many ricochet from park to park, seeking that desired move with failure after failure even though they may be highly qualified. Some I've heard travel thousands of miles each year in vain. I felt some basics strategies should be available to prospective candidates, so contacted several members who do interviews and asked their best tips on how to do better in the job opportunity process. My warmest thanks to Dick Brock, Bob Macomber and Curt Mitchell for their expertise and assistance in helping me prepare this outline.

BEFORE THE INTERVIEW

The application

- * Is the work experience portion of the application complete and does it reflect experience and knowledge directed toward the job or position the candidate is seeking?
 - Best to attach resume whenever possible. Refer to resume.
 - If application asks questions that may be potentially damaging for you, develop options for dealing with these in person during interview.
 - Always type application--neatly.

Strategy and preparation

- * Has the candidate performed a little "homework" relative to the position he/she is being examined for? Do they know what the qualifications, requirements and specifications call for? Some candidates feel that because they have performed the duties of the higher position intermittently or have observed the duties being performed because of office duty, they are fully competent and ready for promotion.
- * Research - accomplishments, skills identification, etc., are basis for good interview. The research phase will help you show how your skills will meet the needs of the organization.
- * Develop own agenda of areas you want to tell the interviewer about. This should include your skills and interests. Prepare a 1-2 minute experience summary.
- * Psych yourself up by developing a positive attitude. Remember that ability is more important than credentials and concentrate on tasks rather than titles. You are responsible for communicating potential.
- * Principals or statements to help make change in attitude: Anxiety is OK, develop sense of relaxation; Avoid doomsday preachers; Asset lists; Change from titles to tasks; Change from credentials/experience to ability; Onus is on you to communicate potential; Exhibit friendliness, openness; Remember best compliment.
- * Do some research. Find out as much as you can about the duties of the position, the working conditions, peculiar to the Unit/Area, housing costs, etc.
- * Know the individual doing the rating. Talk to others about him/her and styles of supervision or management. Talk to the person you would be replacing. Learn unit/area successes and failures, purposes and values.

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Strategy and preparation (from page 6)

- * Know rating forms to be used and raters style. For example most transfers are rated on Form DPR 182 "Statistical Competitive Rating Report". Get a copy and know what you're being rated on.
- * Prepare a concise presentation on your background, skills, and capability to handle the job. Tell the interviewing supervisor or manager how you can help him.
- * Prepare a list of questions you want to ask the interviewer. Try to get the easy ones answered beforehand.
- * Hold "mock orals" for practice.
- * Read all pamphlets and notices sent to you.



AT THE INTERVIEW

Initial contact

- * An oral interview is extremely important and could well change one's life, yet many people take interviews lightly. There have been many studies on how to make the best impression at an interview. The art of taking an interview has been highly refined. Studies have shown people being interviewed wearing blue statistically score higher than persons attired in loud colors. Women shouldn't wear pant suits at interviews; if they do they can expect slightly lower scores. If you smoke, don't have the cigarettes visible in your pocket. Tattoos should be covered if possible. These are in addition to the normal things you should do prior to an interview such as having your hair cut and clothes pressed to present a well groomed appearance. Many panels won't be influenced by the above; however your board might be the exception, so don't take the chance.
- * Use of body: Claim your own space by moving the chair; Door closed behind you; Be sure to shake hands firmly; Maintain eye contact with panel members; Call them by name; Be relaxed as possible - use your hands naturally; Do not slouch but do not sit rigidly.



Type of question

- * Most interview questions will boil down to three: 1) Why are you here? 2) What are you going to do for me? 3) How much is it going to cost? When two people meet in an interview one of them must have done some homework to know the answers to these questions. This will most likely be you.
- * There are several kinds of questions you will need to be prepared to answer. Direct (when, what); Open-ended (tell us about, how do you feel); Leading questions (you seem rather concerned about; apparently your major interest is); Situational (if you were a _____ what would you ...). Philosophical or analytical - Most are geared not to finding the "right" answer, but instead to finding out how you answer, i.e., analytically.

Use of language

- * Avoid negative words like "only, just, I think."
- * Avoid "confession syndrome."
- * Use positive wording.
- * Selecting truths.
- * Be as positive as you can in expressing your interest in the position and your ability to do the job.
- * Present your self in a friendly, professional manner. Assert yourself but don't become argumentative.

Attitude

Frequently many employees are their own enemy at orals. They "talk the collection off the collection plate. Remember attitude is very important --you are not seeking a favor; the Department needs the job filled as much as you need the job. "Want" each job you apply for (mental stimulus to succeed)--you can turn down the offer later if you want. Know the interviewer's full name and how to pronounce it.

The interview is no place to air
(continued on page)

NEW RANGER TRAINEES/LIFEGUARDS ATTEND TRAINING

Ranger Trainee Group T, (which also includes new permanent lifeguards*) began their training program this January and just completed the first half of their basic peace officer training. The group will be the first P.O.S.T. certified class through the Mott Training Center.

Following are Trainee Group T assignments. Los Lagos: Jim Van Cott, Nedra Zimmerman, Jim Meier, Dave Pryor*, Jon Wright, Harold Latta and Paul Brown. Gaviota: Mark Windham. Santa Monica Mts: Tom Tanner, Simon Cavazos, Jim Baird and Norm Chapman*. Mendocino: Scott Pace. Trinidad: Gary Strachan. Dyerville: Patty Brown. Lake Oroville: Holly White. San Luis Obispo Coast: Manuel Bergado. San Simeon: John Shipley and Dave Garcia. Silverwood Lake: Gerry Maier*. Orange Coast: Don Murphy, Mike Eaton, Geary Hund, Jeff May*, Dave Perry* and Steve Rogers*. San Mateo Coast: Walter Ward.

We invite each of you new park employees to join us in CSPRA. An application is provided in this issue. « «

Collective Bargaining

(from page 1)

be grouped together for purposes of collective bargaining. Many employee organizations petitioned for "bargaining units" of various sizes and mixtures of people. CSEA, of course, forever building empires, worked everyone.

PERB decided, wisely or not, that there should be 20 bargaining units, and assigned each civil service job classification to one of these units. Additional hearings were held to determine which job classes were "supervisory" and therefore should be excluded from the bargaining units.

PERB designated 20 bargaining units. Number seven on the list was "the protective services and public safety" unit, consisting of over 250 classifications including over 5500 employees - both peace officers and non-peace officers.

Once the units were established, employee organizations could petition for an election in each of the 20 units. Subsequently, other employee organizations, by demonstrating the support of people in the units, can and have successfully petitioned to appear on the election ballot with the organization that had originally asked for the election.

Elections to determine a bargaining agent are expected to take place in late April or early May in most of these units. These elections are critical to the future of the employees in each of the units. « «

LETTERS

from the president's desk...

National Audubon Society
Western Regional Office
555 Audubon Place
Sacramento CA. 95825

Dear Sir or Madam:

The California State Park Rangers Association supports the work of the Mono Lake Committee and will lend its support when needed for the saving of Mono Lake.

«»

Ms. Anne Merriam
Californians for a Resourceful Economy

The California State Park Rangers Association would like to join with "Californians for a Resourceful Economy" in support of Proposition One.

«»

Mr. Larry Naake, Executive Director
California Park & Recreation Society

The California State Park Rangers Association will be pleased to join with the California Park and Recreation Society in opposing Proposition 9, the Jarvis Initiative, on the June ballot. Please let me know where we can be of assistance to you.

5 G.E.C. Speeches Available on Tape

Dick McKillop, District 4 Interpretive Specialist, was able to record 5 of the best talks at G.E.C. They are now available to CSPRA members, uncut and unedited on cassette tapes for \$4.00 apiece. Send your check and tape request to: Dick McKillop, 2211 Garden Road, Monterey, CA 93940.

Tape speakers and titles are as follows:

- Russel Cahill - Park and Recreation
Issues, 1980 Talk to
CSPRA, WIA & PRAC
- Allen Wagar - Effectiveness in Interpretation
- Charles Gebler - Communicating the Resource Challenge to Urbanites
- Ray Dasmann - The Reconstruction of California
- Grant Sharp - Management Viewpoint of Interpretation



Ron McCall Takes Knocks

Ron McCall, Channel Coast Area Manager, gave his all in a clutch play at Ventura Softball Leagues' Opening game. Utilizing current MBO principles, "Channel Coasters" catcher McCall placed himself between 3rd and home base as a deciding runner tried to beat out a mighty throw from left field. When ball and runner reached the plate, McCall suffered only minor injuries to the left side of his nose.

The impacts of the ensuing collision knocked McCall on his proverbial posterior and had the runner staggering and walking in circles. When asked about the collision McCall stated, "At least we got the !*#!**!# out!" Rumor has it that if McCall continues as Coasters catcher and plays out the remaining 10--game season, there may soon be a Manager 3 position in the South Coast. «

TOWARD BETTER CRIME REPORTS

Here is a list of some popular expressions, and some substitutes to increase clarity and eliminate wordiness.

BAD

BETTER

informed
advised
notified
instructed

told

altercation
mutual combat
physical confrontation

fight

verbal altercation
heated debate
verbal dispute
fiery exchange of words
verbal flareup

argument

regarding
in regard to
reference
in reference to

about

due to the fact that
in view of the fact that
in light of the fact that

because

at this point
at this time
at which point
at this point in time

then

utilize
make use of
employ

use

kept under observation
maintained surveillance over
visually monitored

watched

There are many more, of course. Review a few of your old reports and see how often you have used meaningless language. Try to write better crime reports.



REDWOOD VISITOR CENTER PLANNED

by Richard C. Johnson
Executive Secretary, HRIA

The Humboldt Redwoods Interpretive Association is making plans for a small visitor center at Burlington campground off Avenue of Giants to serve visitors in our 2nd largest State Park unit.

The Dyerville Area has no Visitor Center. A group of Park people and local folks decided that the 3/4 million visitors that visit our Parks deserve a better interpretive effort. In addition to assisting Park staff in a variety of educational activities, we aim to build a major redwood region visitor center.

Through the sale of memberships, books, posters, postcards, redwood trees, and planters, and recycling cans we raised \$2335.07 in our first 6 months which included only a partial summer. But we're ready for this summer!

Volunteers and student interns from Humboldt State University have been rennovating a vacant residence to house our interim Visitor Center. At this site we plan to raise funds through the sale of interpretive items and donations to accomplish our ultimate goal.

We must admit that Anza-Borrego's accomplishment was an inspiration. But, California is known worldwide for its redwood forests and the finest redwoods are found here, in the heart of the redwood region. What does Borrego have, but a bunch of sand and cactus anyway? «

Legislative News
Mike Lynch, Chairman
Legislative Committee

SB 1447 (Presley) Peace Officer Classification.
It was through the efforts of our Association and members and other groups that the proposal to make all 830.3 peace officers "custodial officers" was changed. CSPRA had the most extensive response of any group, to unacceptable proposal. SB 1447 as introduced, makes virtually no changes in state park peace officers' authority. «

Toward Better Supervision

THE EXCEPTION PRINCIPLE by Jeff Price

Many supervisors and managers are getting bogged down in irrelevant detail and routine matter approvals. The rule of exception or "exception principle" provides that he does not have to pass personally on every matter that comes within his jurisdiction, but should have only the exceptions called to his attention. Under this system, the supervisor should delegate to his subordinates as much of routine operations as possible, leaving for himself the difficult problems and exceptions to the routine.

In order to delegate successfully, the supervisor must have policies, procedures and standing operating plans to guide his subordinates; he must have trained and equipped them to handle problems; and he must have established a system of reports to tell him how well his employees are carrying out the job.

Using the exception principle, if a problem is outside a person's normal jurisdiction, he passes it up the line to a point where sufficient authority exists to solve it. There it is settled as a routine problem and not passed further. Be careful however that you don't lose courage to make necessary decisions and continually pass it up the line. (more work for your boss) On the other hand allow your employee some dicision making responsibility and don't insist you be in on every detail. (more work for you) This concept can make your operation simpler and provide employees with needed job satisfaction. Analyze your park operation and try the "exception principle" where possible. «

Attitude (from page 7)

real or imagined grievances, past or present. There are proper channels through which grievances can be adjudicated. When the EDA Form is used, the candidate is usually asked his/her opinion of the rating. If he/she disagrees with the rating, the reason(s) should be stated factually and concisely. Again, this is no place to air personal gripes.

Easy to say, but hard to do...

When asked, the candidate should be prepared to give a concise and factual resume of his/her past experience as it relates to the position for which he/she is being examined. Too many times the candidate will not be prepared to answer this question and will ramble on about other things not pertinent to the question.

Be calm and composed, don't fiddle or fidget, keep good eye contact, don't chatter about irrelevancies. Listen to the interviewer's comments, questions and answers for clues on how to fit your assets to the particular situation. Have your own agenda for the interview (what you want the interviewer to know about you) in case the right questions are not asked. A basic principle for interviews (as well as applications and resumes) Make it positive! Be selective in the information you impart and make the negative work for you if at all possible.

Difficult areas

Special problems can be handled: "Older than others applying" - point out your dependability, experience, stability, judgement and resourcefulness. "Younger than others applying" - emphasize past experience, responsibility, references and adaptability. Omit or even deny a problem that is not relevant to the job-- whose judgement is better here-- yours or a person who doesn't know you. You may have the skills, but you must be able to verbalize them positively and let the employer know why he/she needs you instead of another applicant (qualifications,

special experience, unique skills, personality). Enthusiasm is very important--sometimes more important than skills.

Anything to add?

One of the last questions normally asked of the candidate is: "Do you have anything further to add" or, "Have you any questions?". Too many times the candidate will say "No" and terminate the interview, when in fact they do have a question or would like to make a statement. Be prepared for this clincher. Have a final statement so as not to make this an awkward time. Thank each member with a parting handshake.



SUMMARY & FOLLOW-UP

In summing up, the best approach to an interview is: competency in your current position, know the requirements of the higher position, and above all have confidence in your own knowledge and abilities.

Recognize that the competition is tough for most of our positions. Try your best but don't be bitter if you aren't selected this time. A follow-up contact with the rater, however, could point out strengths and weaknesses for future interviews. ##

california state park rangers association

Membership Form

TYPE OF MEMBERSHIP

- | | | |
|--------------------------|-----------------------------------|----------------------------|
| <input type="checkbox"/> | ACTIVE - 4.00 per month | SOC. SEC. NO. _____ |
| <input type="checkbox"/> | ASSOCIATE - 1.50 per month | REGION _____ |
| <input type="checkbox"/> | ACTIVE RETIRED - 9.00 year | D.O.B. _____ |
| <input type="checkbox"/> | SUPPORTING - 18.00 year | |

NAME _____
LAST FIRST MIDDLE

ADDRESS _____
STREET OR P. O. BOX NO.

CITY STATE ZIP

I hereby apply for membership in the California State Park Rangers Association and thereby agree to abide by the Association's Constitution and Bylaws.

X _____
SIGNATURE OF MEMBER

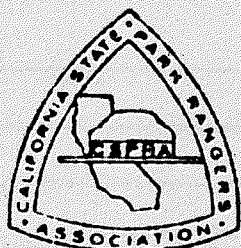


Return To:

DOUG BRYCE, P.O. BOX 28368, SACTO., CA. 95828

RATE YOUR BOSS !!CIRCLE THE BLOCKS WHICH MOST NEARLY
DESCRIBE THE SUPERVISOR BEING RATED

AREA OF PERFORMANCE	FAR EXCEEDS JOB REQUIREMENTS	EXCEEDS JOB REQUIREMENTS	MEETS JOB REQUIREMENTS	NEEDS IMPROVEMENT	DOES NOT MEET MINIMUM REQUIREMENTS
Quality of work	Leaps tall buildings with a single bound	Leaps tall buildings with a running start	Can leap short buildings if prodded	Bumps into buildings	Cannot recognize buildings
Promptness	Is faster than a speeding bullet	Is as fast as a speeding bullet	Would you believe a slow bullet?	Misfires frequently	Wounds self when handling guns
Initiative	Is stronger than a locomotive	Is as strong as a bull elephant	Almost as strong as a bull	Shoots the bull	Smells like a bull
Adaptability	Walks on water	Keeps head above water under stress	Washes with water	Drinks water	Passes water in Emergency
Communication	Talks with God	Talks with Angels	Talks to himself	Argues with himself	Loses arguments with self

CALIFORNIA RANGER®

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