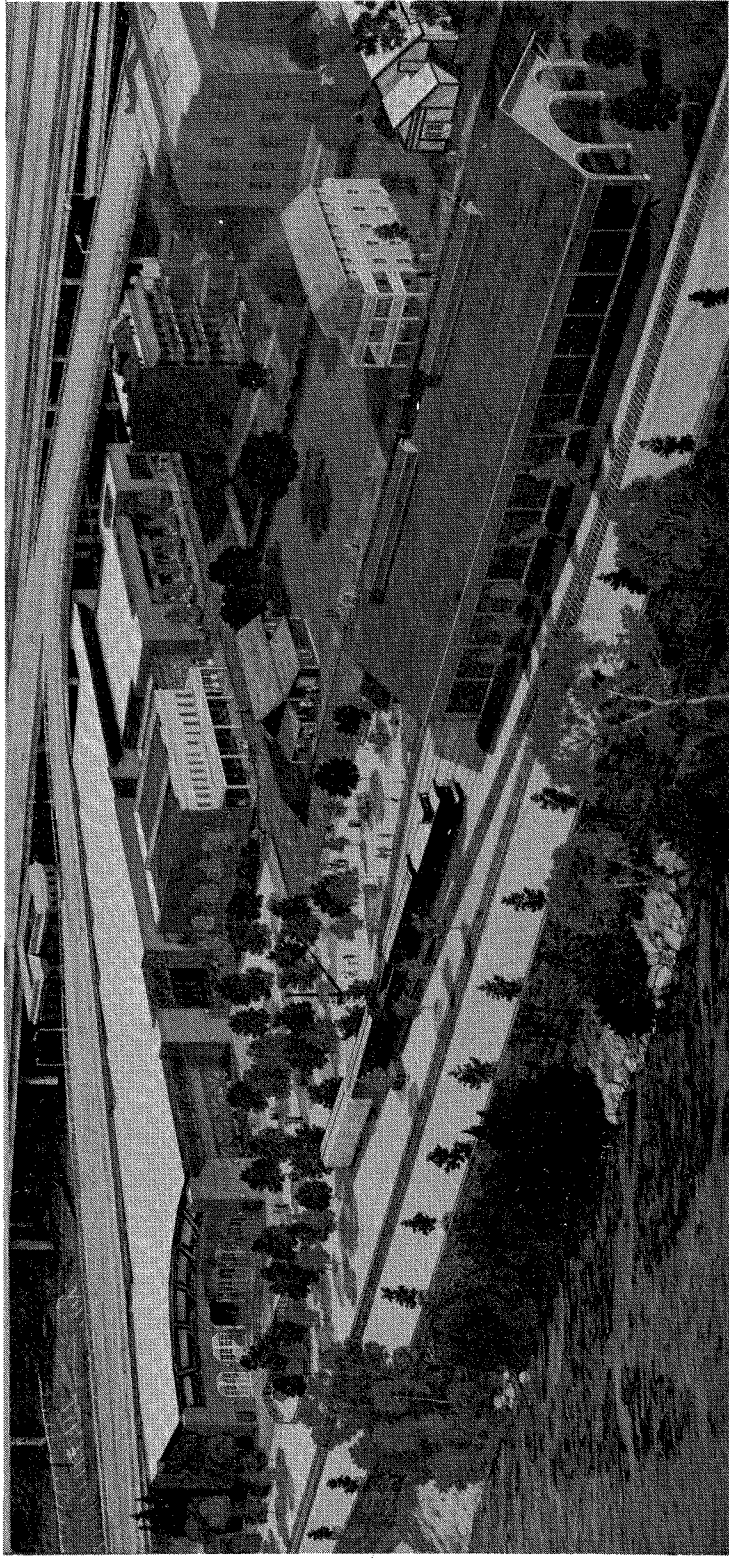


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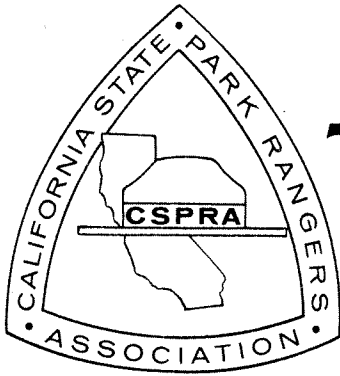
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VOLUME II NUMBER 2

JANUARY-MARCH 1981

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EDITOR: Lloyd Geissinger, 7561 Mirabel Road, Forestville, California 95436

ABOUT THE COVER: This artist's drawing of the railroad museum complex shows the railroad museum in the left background with the doors of the roundhouse on the upper left. The Big Four Complex is the building immediately in front of the museum, and the Central Pacific Railroad Passenger Station is on the lower right. Drawing and text (page 2) compliments of Department of Parks and Recreation.

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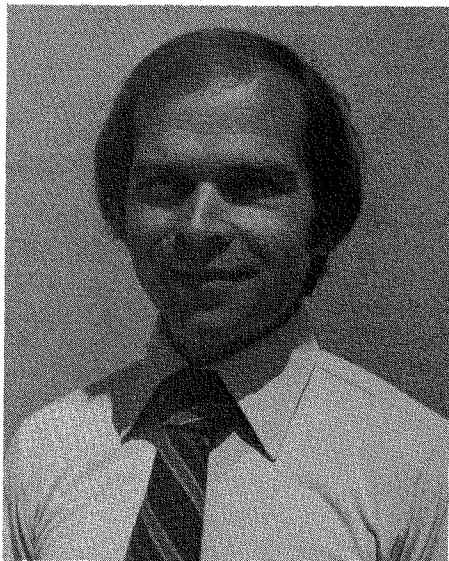
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President's Message

It is common for Presidents to comment on the future of their organization, and I am no exception. There is hardly a day when I don't think about the future of our park profession and the organization that represents those professionals. In order to adequately look at the future, we need to look at what we are doing today. Several questions have to be asked and their answers reflected upon. For instance, are we (CSPRA) providing a service and benefits to our members? What should we provide in the future? Is our organization geared toward the production of a meaningful end product? Can we be more successful? Are we respected among similar professional organizations? Can we increase our effectiveness with other similar groups? CSPRA is providing service to members through benefits such as life insurance, dental insurance, through our legislative program and through our open forum publications, the *Newsletter* and the *California Ranger*. Our annual conference, which includes not only social activities but also meaningful workshops and interaction sessions has earned a positive reputation with our members, non-members, and the Department. Our goals and objectives are indeed ones of which we can be proud. Through political actions we have gained the respect of many allied organizations such as the Save-the-Redwoods League, Sempervirens Fund, Western Interpreters Association, California State Parks Foundation, Association of National Park Rangers (ANPR), the Park Rangers Association of California (PRAC), and many more. Foes of environmental causes fear us; friends of the environment and parks respect us. We are indeed on the right track — a track onto which



you, the membership, have guided us. While this makes the future look bright, we need to proceed with certain caution (Will Rogers said, "Even if you're on the right track, you'll get run over if you sit there long enough.").

The mood of the public seems to be changing toward a more "anti-environmental" ethic. While this will not change our viewpoints or general direction, it will make our jobs tougher. CSPRA, through its members, will have to work harder, and interpret our point of view more effectively. The future also seems to hold more formal relationships between our organization and closely allied groups such as the ANPR and PRAC. Finances alone dictate that we look at mutual undertakings in certain areas. CSPRA has held its dues during these high inflation times to \$4 per month for several years now — we can continue only through innovative, cost-effective planning, and by mutual actions in various areas. This does not mean we won't need an increase in dues at

Continued on page 18.

Cover Story

Railfair Sacramento 1981

An Event of National Significance

The first American railfair in 32 years will be held in Old Sacramento May 2 through 10, 1981, to celebrate the grand opening of the new "California State Railroad Museum", a project of the California State Department of Parks and Recreation. The railfair will feature nine days of skits, songs, dances, celebrations, and historic locomotives under steam. During the railfair, locomotives and cars from other parts of the United States, Canada, and Great Britain will be on display, in addition to the museum's own collection of rolling stock and artifacts.

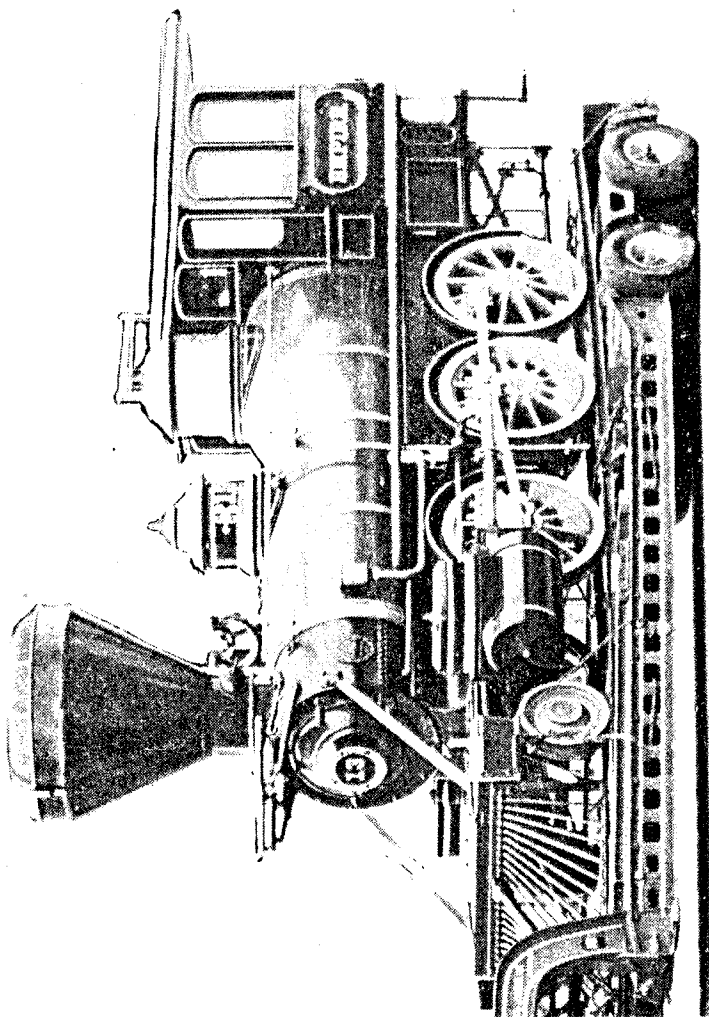
The railroad museum is a modern, three-story brick building extending over 100,000 square feet. It houses 21 fully restored historic locomotives and cars, and more than 46 interpretive exhibits dealing with many railroad subjects; railroads and agriculture, mining, industry, and commerce; railroad folklore, people, and crafts; passenger travel and dining; how a steam locomotive operates; railroad maintenance; and many others.

The exhibits, artifacts, and programs of this new museum will provide interpretation of railroad history and its cultural impact on California and the west; and it is expected that more than 800,000 people will visit the museum each year.

Another feature of the new railroad museum that will also open on May 2 is the reconstructed Big Four Building, which adjoins the main building on the south. It is named for the "Big Four" of western railroading — Leland Stanford, Mark Hopkins, Collis P. Huntington, and Charles Crocker. This structure houses an operating replica of the original Huntington-Hopkins hardware store, a contemporary exhibit of 19th century hardware products, and a gallery of railroad art. The second floor includes a re-creation of the Central Pacific Railroad's board room, where the concepts of the transcontinental railroad were carried out. Also on the second floor are the museum's administrative offices and perhaps one of the finest library-archives in existence for scholarly research on western railroading.

The already completed Central Pacific Railroad Passenger Station, located immediately to the south, is also part of the California State Railroad Museum. It was reconstructed just one block from where ground was broken for the transcontinental railroad in January 1863. The building is an accurate reproduction of the original 1867 station; inside are the sights and sounds of Sacramento railroading in the 1870s. The station houses a ticket office, waiting rooms, a lunch counter, a baggage room, and several historic steam locomotives and cars. Since its opening in July 1976, the station has hosted more than half a million visitors.

This entire project — the museum, the Big Four Building, and the Central Pacific Railroad Passenger Station — is designed as a total historical environment, to complement the redevelopment of Old Sacramento State Historic Park. It clearly establishes the California State Railroad Museum as the major interpretive railroad museum in North America.



THE EMPIRE — Virginia and Truckee Railroad Locomotive No. 13

This fully restored locomotive will be on display at the California State Railroad Museum. The engine has 2-6-0 wheel arrangement, with six 48-inch driving wheels. The Empire weighs 113,000 lbs. with its wood-carrying tender which also carries 2,200 gallons of water.

The Nature of Managerial Work: A Comparison of Public and Private-Sector Managers

Alan W. Lau

Cynthia M. Pavett

Little empirical information is available on the nature of managerial work. Such information is needed, not only for training and development programs but also for managerial selection, appraisal, and utilization. The purpose of this study was to compare high level managerial jobs in public and private sectors by examining job content, job characteristics, and required skills, knowledge, and abilities. Mintzberg's (1973, 1975) roles were used for the comparisons. Data were gathered from 210 public-sector and 220 private-sector managers and executives. Results indicate that managers in the public sector perform the same kind of activities as managers in the private sector in terms of complexity of job content and roles and in terms of job characteristics. The study has action implications for the selection, development, and appraisal systems of both public and private-sector executives.

Most of the literature on what constitutes management and how to select and develop effective managers is related to the private-sector manager. Consequently, little empirical information is available concerning similarities or differences between management functions in the private and public sectors. Much of the management literature since Fayol (1916) introduced POSDCORB (planning, organizing, staffing, etc.) has consisted of speculation regarding what managers or their subordinates say they do, could do, or should do. Relatively little of this information is based on what managers or executives *actually* do, and little pertains to top-level executives. The majority is directed at middle- or first-level supervisors, or it treats management as a function that is the same across all hierarchical levels and functional areas. Available management principles may work only for lower level managers and may not be particularly relevant to tasks performed by high level executives. Much of the literature has dealt with only one aspect of management (leadership), and numerous aspects of management (e.g. decision making, resource allocation, and negotiation) have received less attention than they deserve.

Although several research investigations have examined the personal styles and characteristics of managers, few have investigated the behavioral requirements of these positions. A few major studies have used self-descriptive questionnaires or peer-group ratings to study executive or managerial jobs (Hemphill, 1959; Morse & Wagner, 1978; Tornow & Pinto, 1976). Other researchers have used work diaries — with pre-coded activities — to collect data on managers (Burns, 1957; Horne & Lupton, 1965; Stewart, 1976). Work-diary studies generally indicate that managers spend much time in informal “face-to-face” communication and that constant disruptions leave them with little time to reflect and plan.

In a study of executive activities, Mintzberg (1973, 1975) analyzed the types of mail received by executives and observed five executives individually for one week. He derived ten basic managerial roles and three role groups that were common to executive jobs:

Interpersonal Roles

1. Figurehead (performing ceremonial and social duties as the organization's representative)
2. Leader (motivating, staffing, and training subordinates)
3. Liaison officer (ensuring proper relationships between groups, particularly with outsiders)

Informational Roles

1. Monitor (receiving information from external and internal sources)
2. Disseminator (passing information along to subordinates)
3. Spokesperson (transmitting information outside the organization)

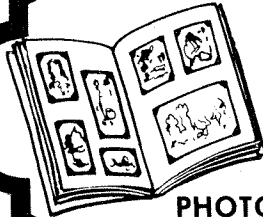
Decisional Roles

1. Entrepreneur (initiating or designing organizational-change projects)
2. Disturbance handler (handling important, unexpected crises)
3. Resource allocator (allocating organizational resources)
4. Negotiator (dealing with people who have conflicting views)

Several recent studies support the general validity of Mintzberg's roles (Kurke & Aldrich, 1979; Whitely, 1978) and indicate that the relative amount of time spent in these roles is related to criteria for managerial performance and organizational effectiveness (Harrison, 1978; Morse & Wagner, 1978). Alexander (1979) found that the managerial level in the hierarchy and the manager's functional area (e.g., production, sales, or accounting) have strong effects on the extent to which each of Mintzberg's roles is required on the job.

Continued on next page

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Public vs Private Sector Managers, *Continued*

Mintzberg's study indicates that managerial activities are characterized by brevity, variety, and discontinuity, which cause the manager to overwork and to perform many tasks superficially. His findings indicate that managers strongly prefer verbal communication to formal management-information systems. In a review and summary of observational and work-diary studies of managers, McCall, Morrison, and Hannan (1978) also report that managers spend considerable time with their subordinates, have little time alone, and experience frequent interruptions and fragmentation of their work. These descriptions of managerial and executive roles and functions are referred to as job characteristics.

This article compares the nature of managerial and executive work in the public sector to that in the private sector. The present study builds on Mintzberg's research by using his framework and description of managerial activities. Specifically, the purposes of this research are to compare high level public and private-sector managerial and executive jobs in terms of: (1) job content, i.e., the roles and functions performed; (2) job characteristics, i.e., how managers and executives accomplish their roles and functions; and (3) perceptions of the skills, knowledge, and abilities required in both sectors for effective job performance.

Research questions in four basic areas guide the study:

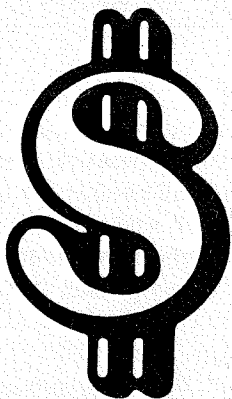
1. Do managers in the public and private sectors engage in activities that correspond to Mintzberg's managerial role descriptions? What are the major role functions in each sector? Are these role functions the same in both sectors?
2. Which of Mintzberg's managerial roles are important for success in the public and private sectors? What is the correspondence between the relative importance of these roles in the two sectors?
3. Are managerial job characteristics in the public sector similar to those in the private sector?
4. What types of skills, knowledge, and abilities are perceived as important for effective job performance in the two sectors?

The study has implications for the selection, development, and performance-appraisal systems for both public and private-sector managers and executives. In general, existing systems in both sectors are based on assumptions or speculation about the nature of executive jobs, rather than on systematic and quantitative information. An accurate description of the job content, characteristics of managerial work, and skills required for job performance is a critical prerequisite for developing effective selection, development, and appraisal programs for managerial positions.

Continued on page 12.

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SUCCESSFUL FUND RAISING TECHNIQUES

by
Lisa Beutler

Dan Conrad, dynamic fund raising consultant, states that the greatest pitfall in any fund raising effort is to ask for too little. Mr. Conrad proves his point by charging 50+ people \$195.00 each for attending a two day seminar on fund raising. I was able to attend, with assistance of a CSPRA scholarship, the class sponsored by the University of Detroit.

The four major fund raising sources are direct mail, major gifts, endowments and grants. Statistically private philanthropy, service fees and the government, each provide 1/3 of the moneys available to non-profit corporations. These moneys represent the third largest sector of the economy. Of the private givers 83.5% are living donors, bequests represent 6.0% of donors, foundations 5.5%, and corporations 5.0% of the total. Surprising statistics to most of us attending the seminar.

The fastest growing area of fund raising is in bequests and memorials, the area your organization is most likely to avoid, but shouldn't.

FOUNDATIONS AND CORPORATIONS

The key to fund raising is proper research. Survey the market place. If foundations seem to provide funds for your kind of organization look up one of the many foundation directories in your local library. 98% of foundation grants are given locally. Find out where the corporate headquarters are, what the average size grant is, and how much money is available for grants. If you're looking for a grant from a company with no prior giving record look for a firm with a 4+ million net income before taxes, and a recent spurt in growth. Also remember a corporation will want something in return. Try to have a corporation executive or their spouse named to your board or advisory committee. Can you provide a special employee program? What kind of P.R. can the corporation receive by helping you?

Don't limit yourself to asking for cash, particularly from the corporation. Make up a materials list. The company may be able to give you typewriters and write off their business expenses. Perhaps you need building supplies, or the services of the corporation accounting department. How about asking for a loaned executive 4 hours per week, to head your advertising or membership campaign? Ask if you can solicit corporation employees.

Check with your local radio and television stations and ask to see the community needs assessment statement. See if your organization can assist

those needs. This is good to show to corporate sponsors as well as a chance for public service announcements about your organization.

INDIVIDUAL DONOR

If you are looking for individual donations, the very first place to look is your Board of Directors and volunteers. There is a 70% correlation between volunteering and contributing. It should be a Board Policy that donations are expected for members if only to demonstrate cause commitment. The second best source of individual donations are friends and family of the aforementioned people. People are more likely to give if they feel they have input on the management of funds.

PROFILE OF A DONOR

Women make 70% of all contributions and married people are more apt to give than singles. Urban dwellers are good donors, suburban donors better, and rural donors the best. The average annual contribution of the 18-24 year old group is \$64.00 and slides upward to age 75+ at \$742.00. The higher the income bracket the higher the average donations. Low income people tend to contribute to religious affiliations. Mid income people tend to favor community based groups, and high income donors prefer education, health, cultural and high prestige donations.

Solicit the various age groups differently. On brochures use pictures of the target age and sex group and write text to match pictures, not pictures to match text. For older age groups use large type and avoid blue/green color groups in pictures.

When looking for a major gift the key, again, is research. One woman who is very successful at obtaining large gifts claims she knows how often the prospect takes each breath. The closer the prospect meets the profile of a good donor the better. Look particularly for wealthy people with a long standing interest in the community. Find an interested third party to arrange an appointment for your group in **neutral** territory with the prospect. In all probability you will only have one chance so make sure you have your facts. Don't be afraid of asking for too much. They may give you the amount you ask for. Make sure your solicitors are well trained. This might be where a corporate executive or sales manager or loan could help you.

MEMORIALS AND BEQUESTS

As mentioned earlier this is the area of most potential giving. Our society has an unfortunate distaste for the subject. The way to overcome this is to casually mention the subject, everywhere. Feature newsletter stories on bequest. Offer a wills booklet to interested parties. Invite people who requested the booklet to a Wills Clinic (many attorneys are happy to volunteer their time in hopes of gaining clients), Estate Planning Clinic (invite a CPA, banker, life insurance agent, etc.), or Death and Dying Clinic (invite a minister, psychologist, funeral director). NOTE: It is recommended that these classes only be offered to prospects, otherwise you'll be swamped with general public attendance.

Form a Heritage Club for people who have actually made will provisions, trusts, etc., in your club name.

Develop a sample codicil (a legal format to add changes to existing wills without exorbitant costs), to hand out to prospective Heritage Club members.

Memorials are a lucrative giving area. One small organization in Stockton, California, receives nearly \$500.00 per month by simply leaving memorial envelopes at various mortuaries. Most of the donations are made by people and in memory of people not familiar to the organization! A notice in the obituary specifically mentioning your organization is better, but remember never to ask in lieu of flowers (many possible donors are offended by this). Any time you receive a memorial, immediately respond to both the donor and the family of the bereaved.

If a prominent person in the field surrounding your organization dies it is possible to set up a local memorial in their name. You do not need family permission to do this.

CAPITOL CAMPAIGNS

So you want to build a building? The minimum goal should be \$150,000. or 3 times your annual budget. After looking at all your prospects and the amount you expect to receive, make sure the amount equals 3 times your goal. 1/3 of your total contributions should come from 10 sources, 1/3 from 100 sources, and 1/3 from everyone else. You may use any of the techniques mentioned for gathering funds. Hold the money in a separate account so you can return it if the full amount isn't needed or you don't collect your goal.

DIRECT MAIL

There are 6 rules of sending a direct mail letter.

1. The letter must have a strong opening.
2. The opening should be short, 2 sentences, 5 letter words, and 10 words or less per sentence.
3. Hit them over the head to make a point. Don't be subtle, overstate your purpose.
4. Avoid numbers if possible. If necessary use only 2 or 3 digits. Avoid saying the total amount you wish to collect.
5. Try the "so what" test. – So what does this mean to me, the reader?
6. Narrow the scope of the problem to something the donor can do to assist.

EVENTS

Fund raising events require approximately a 30% investment. The idea is to increase revenue within the benefit. Add fund raising events to events, food, drinks, raffles, auctions, etc. Have different revenue levels within the event by offering reserve seats. Invite more people to attend or participate. Increase the numbers of volunteers involved. Get other community groups to help. Offer pre-parties. Charge higher prices. Invite a celebrity (for hire) to attend. Hold the same event on consecutive days or nights.

GRANTS

It is difficult to discuss this topic in the space available. 80% of government grants are formula or block grants, for instance CETA or LEAA funds. 10% of these grants are for building funds and technical assistance. The other 10% is miscellaneous, or unavailable, or general use. Again visit your local library and see what funds are available or what purposes. The Federal Register lists what agencies administer which funds. You can ask your congressperson for a complimentary copy of the Federal Register. Then contact the agencies directly for more information on the grant criteria.

There are five major parts to writing a grant. **RESEARCHING** — This person should enjoy library work, statistics and details, they should also be good writers. **INTERVIEWING** — After thorough research a person should visit the agency offering the grant to get a feeling of how they respond to your grant idea. This step is invaluable in getting the final funding and may save you a great deal of time. **WRITING** — This person should have background in grants writing and the criteria called for by the agency. **TARGETING** — This is the critic and refine state of the grant. **MANAGED** — During all phases of the grants process one person should coordinate efforts. This person will submit the final copy to the granting agency. **IT IS VERY RARE FOR ONE PERSON TO HAVE ALL THESE SKILLS.** This is where enlisting volunteers and technical assistance makes sense.

When writing your grant focus on the need of your client or community and how your **interesting** project idea will fill this need. Also establish organization credibility.

BUILD A STAIRCASE OF GIVING

1. Prospect
2. First gift
3. Renewals and upgrading of gifts
4. Special occasion and memorial gifts
5. \$100 Club — after receiving this donation no longer use form letters.
6. Major gifts — after this point all contacts should be personal.
7. Wills and Bequests.

For more information on fund raising there are numerous books available. Recommended reading are:

DESIGNS FOR FUND-RAISING: PRINCIPLES, PATTERNS, TECHNIQUES, Harold Seymour, McGraw-Hill, 1966, \$11.00.

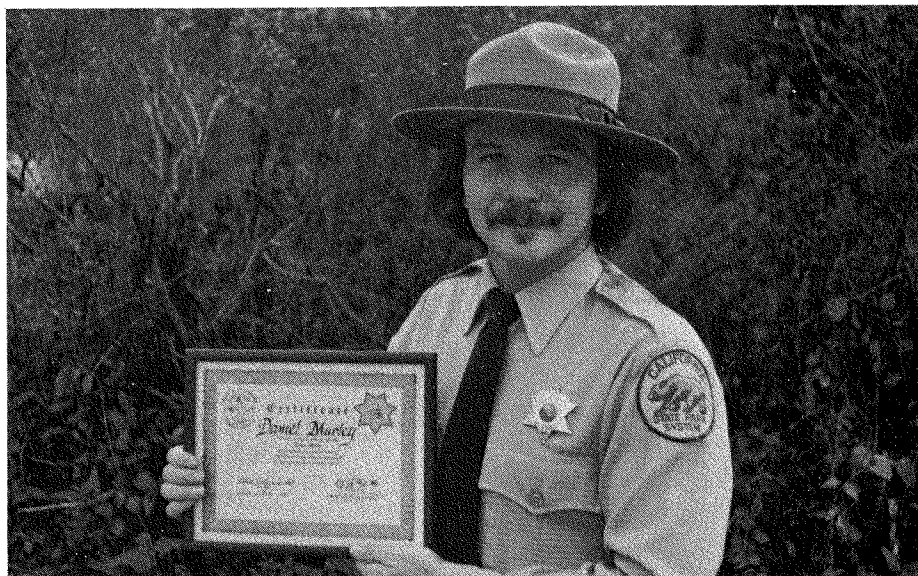
KRC FUND RAISER'S MANUAL, Paul Blanshard, Jr. KRC Assoc., 105 Mamaroneck Ave., Mamaroneck, New York, 10543, 1972, \$30.00.

SUMMARY

Regardless of the method you select, it is possible to increase your fund raising. Remember the two key principles behind success —

DO THOROUGH MARKET AND TOPIC RESEARCH

DON'T BE AFRAID TO THINK BIG.

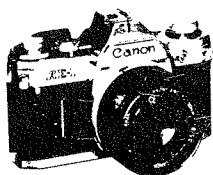


State Park Ranger Dan Murley proudly displays certification award as first diver medic on West Coast.

Diver Emergencies Plague North Coast

A man under the ocean surface is comparable to a fish out of water. And if any of the laws of nature are violated, he could lose his life. Too rapid an ascent from the depths by a diver using compressed air can lead to decompression sickness (the bends), pneumothorax, subcutaneous emphysema, or air embolism. And as interest in the ocean and the sport of S.C.U.B.A. diving increases, so do incidents and accidents relating to barotrauma, injuries dealing with changes in pressure.

The number of divers visiting the rugged Sonoma Coast and the high frequency of diving accidents prompted the Sonoma County Community Hospital to train rescue personnel to cope with barotrauma. State Park Ranger, Dan Murley, Dive Coordinator for the Russian River Area, two deputies, a fireman, and a rescue volunteer, successfully completed the 80-hour program and became the first five certified divers on the West Coast.



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Public vs Private Sector Managers *Continued*

FINDINGS

Job Content

In the public sector, five interpretable dimensions were obtained. These five dimensions accounted for 81 percent of the variance in the executives' responses to the job-content questions. These dimensions were labeled as follows: (1) leadership and supervision, (2) information gathering and dissemination, (3) technical problem solving, (4) decision making, planning, and resource allocation, and (5) negotiation. Each dimension is described below.

1. *Leadership and Supervision.* This dimension, which accounted for 54 percent of the variance in executive jobs, is closely related to Mintzberg's leader role and involves activities designed to guide and motivate subordinates and to integrate individual and organizational roles. This role also includes programing work for the organizational unit, monitoring supervision over planned change, and keeping subordinates informed of relevant information.

2. *Information Gathering and Dissemination.* This dimension involves a variety of interrelated interpersonal and informational roles — figurehead, liaison officer, monitor, and spokesperson. The activities that represent these roles include gathering information, keeping up with current events, and keeping sponsors informed about work-unit activities. Access to information places the executive in a strategic position relative to communication flows between his or her organizational unit and the external environment. The executive uses this information to coordinate activities of various organizational units and to guide the total organizational effort in keeping with external events.

3. *Technical Problem Solving.* This dimension reflects the importance of technical activities in the Naval research-and-development setting. Although most executives do not actually identify and solve complex engineering or scientific problems, they manage and administer technical programs and proposals, maintaining close relationships with their subordinates.

4. *Decision Making, Planning, and Resource Allocation.* A variety of interrelated decision-making roles center around definition of organizational strategies, determination of long-range plans, and authorization of actions on internal improvement projects. These activities correspond to Mintzberg's decisional roles — entrepreneur, disturbance handler, and resource allocator.

5. *Negotiation.* This dimension, which accounted for five percent of the variance in the public-sector job-content questions, refers to activities in negotiating labor-management agreements, dealing with union representatives, and handling formal grievances.

Continued

EDITOR'S NOTE:

The Nature of Managerial Work: A comparison of Public and Private-Sector Managers reprinted from *The Group and Organizational Studies Journal*.

Managers, Continued – *Public managers barraged with crises*

Job Characteristics

Table 1 shows the percentage of managers who agree with the items describing executive job characteristics. Results suggest that public-sector executives — more than private-sector executives — are constantly barraged with crises and meetings that make maintaining a work schedule difficult. Both samples agreed that their daily work routines were fragmented and that they received most of their information from sources other than formal systems of management information. Managers in both public and private sectors agreed that job demands did not leave them with enough time for self-development. Both felt that the social aspect of their jobs was not an important part of being a manager. These data also indicate some differences in job characteristics for the two sectors.

Table 1. Perceived Characteristics of Managerial Jobs

Job Characteristics	Percentage Agreement	
	Public Sector	Private Sector
You receive the majority of information required to do your job from sources other than formal management information systems.	85	70
Managers place a major emphasis on the present job and therefore devote insufficient time to self-development activities.	73	61
Your daily work routine is fragmented with interruptions and unscheduled events.	72	83
The greatest block to a manager's job performance is the constant barrage of fire drills.	71	30
In your job it is virtually impossible to set a work schedule and stick to it.	63	41
Meetings burn up an unnecessary amount of time.	63	41
Socializing constitutes an important part of your job.	20	32

Public vs Private Sector Managers, *Continued*

Required Skills, Knowledge, and Abilities

In the public-sector factor analysis of the skills questions, six major factors (which accounted for 56 percent of the variance) were identified: (1) interpersonal skills, (2) administrative ability, (3) risk taking, (4) awareness of power, (5) technical skills, and (6) managerial ability. In the private sector, five interpretable factors accounted for 74 percent of the variance: (1) interpersonal skills, (2) diagnostic managerial ability, (3) awareness of power, (4) administrative ability, and (5) mathematical and technical skills. Respondents in both sectors agreed that the most important characteristics required for effective job performance involved interpersonal skills (e.g., verbal and written communication, flexibility, persuasiveness, listening carefully to others, and coolness under stress) and managerial ability (the ability to create an environment in which subordinates work effectively and to plan, direct, and evaluate the work of the organizational unit). Among thirty different skill/knowledge/ability items, only six showed significant mean differences. The public-sector managers rated sponsor satisfaction, writing skills, critical thinking, and technical ability higher than the private-sector managers. The latter felt that administrative and time-management skills were more important for success than did the former.

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CONCLUSIONS

This study indicates that managers and executives in both the public and private sectors were similar in their descriptions of job content. Although the job-content analysis for neither sector resulted in identifying the ten distinct managerial roles that Mintzberg described, the results support the findings of Mintzberg that managerial roles in both sectors can be broadly classified as interpersonal, informational, and decisional. Although the specific activities of the two groups are similar, they are not identical. This conclusion is not surprising, because situational differences between the two groups should contribute to differences in managerial activities. Morse and Wagner (1978) concluded their private-sector managerial study by indicating that effective management involves an assessment of the environment and the selection of the appropriate managerial activities. However, as Mintzberg (1973) concluded, similarities in various managerial jobs are apparent. These similarities are reflected in the correspondence of the relative importance of these activities across both sectors.

With respect to job characteristics, the sectors are similar. Both groups have little time for reflective, systematic planning, because their daily routines are fragmented by interruptions and unscheduled events. This emphasis on the present job leaves both groups with insufficient time for self-development. Both types of managers indicated that they did not rely on formal information systems to accomplish their jobs, but rather on personal con-

Managers, Continued *Insufficient time for self-development*

tacts. However, the results indicate that public-sector managers spend more of their time and energies in crisis management and scheduled meetings than do private-sector managers.

The two sectors agreed on assessments of the required skills, knowledge, and abilities necessary for effective job performance. These findings suggest that a considerable degree of overlap exists between the two sectors with respect to skills that should be assessed when selecting, appraising, or training managerial employees.

The results of this study clearly suggest that generalizations regarding differences between public and private-sector managers and executives may frequently be overstated. Moreover, the trend toward management by objectives (resulting partly from the 1978 Civil Service Reform Act) may create even closer parallels between the two sectors.

IMPLICATIONS

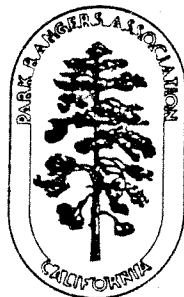
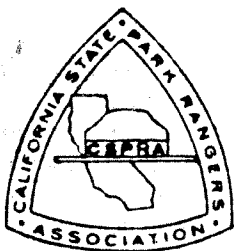
The present study resulted in a number of implications with respect to selection, training and development, and performance-appraisal processes in both the public and private sectors.

First, executive-development programs should be based on identified job activities required at the higher level. Although managers spend most of their time in management, leadership, or administrative activities, relatively few have had academic training in these areas. Because the higher level job may require skills not required in the current job, the candidate's potential for demonstrating those skills must be evaluated. The assessment-center approach, although expensive, is one of the best technologies available for conducting such selection and development activities. This procedure simulates the basic managerial requirements with which a candidate would be faced if he or she were promoted. The success of this approach, however, depends on the accurate identification of the job activities and roles, job characteristics, and required skills at the higher level. Assessment-center activities should reflect and measure required behaviors so that they can be objectively observed by assessors.

Secondly, performance-appraisal systems should be based on identified job requirements. Appraisal factors should be based on objective, job-related behaviors and activities rather than on personality traits or broad performance categories. The job should be analyzed to ensure an agreement regarding the job requirements, thus permitting an accurate performance appraisal. An appraisal should recognize the common activities and skills that are important at the executive level, as well as unique activities or skills that vary by organizational level and function.

In the past, executive selection, development, and performance-appraisal processes within both sectors were frequently conducted independently, with differing sets of criteria employed in each process. A better understanding of the job activities and required skills, knowledge, and abilities of managers and executives has implications for enhancing the development of performance appraisal and managerial-development training programs in both sectors. This study indicates that the concept of linking selection, development, and appraisal processes is applicable to both public and private sectors.

Mission 1990 — Goals *Continued*



Affiliation Agreement

Whereas, the Park Rangers Association of California and the California State Park Rangers Association are organizations with like goals; those being to promote the interests and standards of the profession of park ranger in the State of California and,

Whereas, the objectives of the two organizations also include the promotion of interpretation and to act as a medium of exchange of professional thought,

Be it resolved that the Park Rangers Association of California and the California State Park Rangers Association agree to affiliate under the following terms:

1. Affiliate associations retain their individual identity, organizational structure and control.
2. Affiliate associations shall receive the following benefits:
 - a. dual conference with reduced costs to members;
 - b. reduced rates to organization-sponsored training events;
 - c. joint ventures in areas where common goals are consistent and mutually agreeable with each organization (i.e. publications);
 - d. help in preparing, introducing, and impacting legislation consistent with each organization's goals and objectives;
 - e. access to professional publications and promotional capabilities;
 - f. mutual promotion of the role of the park ranger in the parks of California.
3. This affiliation must be approved by action of the Executive Boards of both organizations and can be terminated at any time by the action of either party.

Thomas Smith, President
Park Rangers Association of California

Denzil R. Verardo, President
California State Park Rangers Association

PRAC, "Who Are We"

Tom Smith, President
Park Rangers Association of California

In the spring of 1976, a group of park rangers who were attending an in-service training session at West Valley College, in Saratoga, discovered during coffee breaks and general discussions, that their problems were not unique within their agencies, but were shared by all park rangers in all agencies. Furthermore, that there were really no professional organizations around that really met the needs of the park ranger. The State Park Rangers had CSPRA, there was the California Park and Recreation Society, with a large membership from recreation departments and urban park agencies, there was the California Peace Officers' Association that had a committee on natural resources, but no organization specifically for county and municipal park rangers whose duties included maintenance, interpretation, resource management, and law enforcement.

With a motto "Unity for Park Professionalism", the Park Rangers Association of California, was born.

Professionalism can be an elusive goal. Certain people have a handle on it. Doctors, lawyers, etc., while others sit around and talk about it, but never seem to get their acts together.

In the beginning, a great deal of discussion revolved around "who we are." Interesting enough, Bill Wendt, Chief Ranger of Yosemite National Park, in an address to our first PRAC Conference in San Mateo, brought to light the fact that this question of ranger identity is not unique with us. On loan to the United Nations, Bill spent a great deal of time working with governments in various South American countries to establish and consolidate their national park systems. Bill found that South American Rangers and their respective agencies were concerned with the same professional issues we are. "Should rangers be specialists or generalists?" "Who does the law enforcement?"

At this same conference, Harry Batlin, of the California State Parks, made

Continued on next page.

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PRAC — President: "Who are we"

some comments regarding the "Renaissance Man." Harry did not feel that it was beyond human ability for a park ranger to function (professionally and well) in a variety of areas.

Rich Wilkins, at the time a ranger with San Mateo County, stated in a *Signpost* editorial that: "While it may be possible for some professionals to concentrate on isolated areas of this system ... I do not think that it would be healthy for us to do so. In a sense, we are, (or should be) the practical guides to this system and as such should attempt to take a "Renaissance" approach If we do not have common professional origins early in our careers, we suffer from an increasingly wider communications gap as we progress up the career ladder."

Taking this approach, PRAC has strived, in our short life, to foster professionalism throughout the park ranger ranks, through our publications, training, and conferences. Our affiliation with CSPRA is a giant step toward our goal of professional unity. PRAC has a long way to go in realizing the goal of involvement of all park rangers in California at the municipal, county, regional, and with some federal agencies. To have the State Park Rangers on our side will be a great help.

Rich concluded his editorial by stating that "Parks are special places, and I think people go to them to be reassured that everything is as it should be; that the naturalness of the earth still exists; that they are not going to be jostled or boxed in. This is the experience we want them to have. We want to soften the sharp edges of their reality so that when they leave our parks, they leave safely with a little more understanding of what it is all about."

With our combined help and involvement, we can do it, and do it as professionals.

President's Message—

a future date, but it does mean that we have trimmed, and are trimming, our expenditures to the minimum without sacrificing service.

At this year's GEC we will be discussing the organization's future in regards to broadening our "grass roots" effectiveness. This is one area where we can make great strides organizationally. If any of you have ideas about how we can organize/reorganize to accommodate more local control of the Association, please let me or your regional director know. Better yet — come to the GEC and let the Board know yourself!!

Denzil R. Verardo, President



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Code of Ethics for The California State Park Rangers Association

Park professionals as members of the California State Park Rangers Association shall be dedicated to preserving the prime examples of California's natural and cultural heritage and to providing quality recreational experiences to the people of California. To exemplify this dedication, members shall be guided by the following principles:

- ...Constantly strive to identify and preserve current and future Park values.
- ...Respect people as individuals and willingly serve them impartially.
- ...Through self-discipline, develop individual competence in order to represent the park profession in a manner that brings credit to themselves and all other members of the profession.
- ...Accept the moral responsibility for the safety and well being of the park visitor.
- ...Promote the future of the Park and Recreation profession by inspiring promising young people to prepare for it.
- ...Establish close working relationships with allied professions & citizens groups to meet the recreation and park needs of the people of California and to strive to influence future improvement of our total environment.
- ...Actively promote the purpose and objectives of the Association.



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