

CESWL-IM

DEPARTMENT OF THE ARMY
Little Rock District, Corps of Engineers
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SWLOM 1130-2-29
Change 1

Office Memorandum
No. 1130-2-29

25 September 1990

Project Operations
PARK MANAGEMENT TRAINING PROGRAM

1. This change 1 to SWLOM 1130-2-28, 5 July 1990, correct the memorandum number.
2. Change numbering of SWLOM 1130-2-28, Park Management Training Program, dated 5 July 1990 to SWLOM 1130-2-29. Pen and ink changes are permissible.
3. File this change sheet in front of the publication for reference.

FOR THE DISTRICT ENGINEER:


DOUGLAS C. EATON
LTC, Corps of Engineers
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DISTRIBUTION A

Office Memorandum
No. 1130-2-28²⁹

5 July 1990

Project Operations
PARK MANAGEMENT TRAINING PROGRAM

1. Purpose. This memorandum updates and establishes a formal and comprehensive Park Management Training Program henceforth referred to as the "Program."

2. Applicability. This memorandum applies specifically to employees in the GS-025 Park Manager series hired at the GS-5 or GS-7 grade levels with a noncompetitive target grade of GS-09. These employees are considered to be in career intern positions and will be enrolled in the Program.

a. Employees hired for GS-025 positions that are not targeted for the GS-09 level are not registered in the Park Management Training Program, regardless of any training that they may receive during the course of their employment. The Personnel Training Officer (PTO) does not maintain records on these employees.

b. Employees enrolled in the Program who can demonstrate adequate prior professional or scholastic training in a specific course, whether required or elective in the Program, may be credited with having received that training by the Program Administrators. This prior training credit shall not be granted if the specific training is required by another regulation.

c. Employees not enrolled in the Program who are later competitively selected into a position that is targeted to the GS-9 level may enter the Program and receive credit for any and all applicable training that they can document having completed. The burden of proof concerning the training is on the employee. These employees will be scheduled to meet all requirements of the program through their IDP's.

d. The training requirements for employees enrolled in an earlier version of this program that are converted into the Program will be considered on an individual basis. A ranger trainee who has participated in a Co-Op Training Program will be given credit for functions that she/he completed as a Co-Op trainee. The same rationale applies to employees transferring

This memorandum supersedes LRDR 690-1-416 dated 15 August 1980.

from other districts or agencies. These individuals may require only orientation and reading assignments or completion of selected requirements or certain courses. Training needs will be determined by the Field Level Supervisor (FLS) and the Ranger Training Coordinator (RTC) in cooperation with the Personnel Training Officer (PTO) and incorporated in the trainee's Individual Development Plan (IDP).

e. Employees who have completed a previous training program and are at the GS-9 level and above are not required to reenroll in the training program or comply with the standards of the Program. However, it is to their advantage, and supervisors should encourage these employees, to identify individual training needs consistent with this program and include this training in their IDP's.

3. References:

a. ER 1130-2-400, Management of Natural Resources and Outdoor Recreation at Civil Works Water Resource Development Projects, 1 June 1986

b. AR 690-950-3, Career Management, 8 September 1988

4. Objectives. The objectives of the Program are to:

a. Train the employee in the functional areas of Recreation Management, Natural Resource Management, Operations and Maintenance, Administration, and Public Relations.

b. Prepare the employee to perform his/her duties at the fully functional GS-09 level as a component of the natural resource management staff at a field office.

c. Train park management personnel at the GS-025-5/7 level for higher graded positions for which they may qualify through selective competition at all levels of the organization. These positions may include:

(1) Park Manager, GS/GM-11,12,13

(2) Outdoor Recreation Planner, GS/GM-9,11,12,13

(3) Environmental Specialist GS-9,11,12

5. Program Administration. The Program will be administered by:

a. The Ranger Training Coordinator (RTC) in the Recreation-Resource Management Branch in the District Office.

b. The Field Level Supervisor (FLS), normally a GS-11 Park Manager, at the project where the trainee is employed.

c. The Personnel Training Officer (PTO) will serve as an advisor to the employee and the RTC and FLS.

6. Responsibilities.

a. The Ranger Training Coordinator (RTC) will work closely with the Field Level Supervisor (FLS), the Personnel Training Officer (PTO), and other district elements to assure overall program success. The RTC is responsible for the following actions:

(1) Reviewing each trainee's IDP to assure compliance with this regulation.

(2) Monitoring each trainee's progress through review of quality summaries prepared by trainees, semiannual progress reports submitted on DA 5398-R forms prepared by the FLS, and scheduled progress reviews of the trainee's IDP, training schedule and on-the-job checklist.

(3) Conducting a final review of each trainee's performance to verify successful program completion.

b. The Field Level Supervisor (FLS) will be responsible for the following actions:

(1) Developing a time-specific training schedule for accomplishing all program requirements. The schedule should be prepared to meet the individual trainee's needs based on previous work experience, training, and education.

(2) Ensuring that appropriate training identified in the trainee's IDP is incorporated into the training schedule.

(3) Submitting IDP's and training schedules to the Resident Engineer/Manager for approval and providing a copy of each to the RTC and PTO.

(4) Monitoring and documenting the trainee's progress using the training schedule, the Developmental Training Assignments (Appendix E), and semiannual performance appraisal forms (DA 5398-R).

(5) Recommending, through the Resident Engineer/Manager, to the RTC that a Certificate of Successful Completion be issued upon the successful completion of the Program by each trainee.

c. Trainee's will be responsible for the following:

(1) Signing a training agreement upon acceptance into the Program.

(2) Progressing through the Program at a timely pace.

(3) Identifying individual training needs during periodic progress reviews.

(4) Documenting training activities using the training schedule, the Developmental Training Assignments (Appendix E), the DA 5398-R performance appraisal form, and completion of form DD 1556, "Request, Authorization Agreement, Certification of Training and Reimbursement".

d. The Personnel Training Officer (PTO) will maintain the register of management interns in the Program. The PTO will also:

(1) Ensure that the training schedule is included in the trainee's official personnel file.

(2) Prepare the Certificate of Successful Completion for signature by the District Engineer.

7. Program Description. The program will be not less than 1 nor more than 3 years in duration in accordance with the following guidelines:

<u>Entry Level</u>	<u>Program Duration</u>
GS-05	2 to 3 Years
GS-07	1 to 2 Years

The Program, which has been developed to train the employee in the functional areas of Recreation Management, Natural Resource Management, Operations and Maintenance, Administration, and Public Relations consists of the following:

a. District Office Orientation. The objective of this portion of the training is to familiarize the trainee with the overall responsibilities of the District Office, Division Office, and the Corps of Engineers. The FLS will coordinate the scheduling of the trainee's orientation visit to the District Office for 1 or 2 days. The orientation visit will be used to promote the development of personal contacts with employees of all District elements. After the trainee has been briefed concerning the organization of the District and Division, he/she will be given a tour of the District office by a representative of the Recreation-Resource Management Branch and a subject-responsibility contact list for their reference and use.

b. Project Orientation. Appendix A outlines an intensive orientation covering initial employment, the job, project, and recreation areas.

c. Required Reading. Appendix B lists the documents which the trainee is expected to demonstrate a working knowledge of within the first year of employment. These materials include manuals, regulations, master plans, handbooks, operational memorandums, policy letters, etc.

d. Formal Training. The Park Management Training Program, as with other management internship programs, is considered a priority item. The 40-hour restriction on training is not in effect for training required as part of this program. Training required as part of the Program is to be accomplished within the training budget of the sponsoring project and district. Formal training may be accomplished through various methods described below. In addition, viable alternatives to the traditional off-site training including videotape, home study, and computer training programs, have proven to be highly successful and cost effective. The Personnel Training Officer (PTO) and the Ranger Training Coordinator (RTC) will confer periodically to ascertain changes in existing courses and identify new or improved training sources for incorporation into the training program. The PTO or the RTC will notify the Field Level Supervisor (FLS) of any approved changes.

(1) Off-Site Courses. A list of required and recommended optional training courses involving travel off project is given in Appendix C.

(2) Correspondence Courses. A list of required and recommended optional correspondence courses which are available without charge to all civilian employees is provided in Appendix D.

(3) Rotational Assignments. Rotational assignments should be utilized to introduce the trainees to programs not available at their permanent duty station. The trainee may be assigned TDY to other project offices or to a District Office staff function to accomplish the duties required in the Program, or to provide the trainee additional opportunity to develop the needed and desirable traits and abilities. The FLS will be responsible for identifying and notifying the RTC of these developmental needs. The FLS and the RTC will confer, schedule, and coordinate the TDY assignment(s) as necessary. Where possible, trainees will be concurrently cross-assigned between projects. A 30 to 120 day TDY assignment to the District Office should be considered during the second and/or third year of the Program. The trainee will be assigned to selected offices within the District Office to develop a working knowledge of those offices.

e. Developmental Assignments. Developmental training assignments will encompass as broad a spectrum of duties as is practicable. Duties to be performed by the trainee will include, but not be limited to, those appearing in Appendix E. Specific project duties may and should be added to the list at the discretion of the FLS. Those duties which cannot be performed at the permanent duty station should be performed during TDY assignments scheduled by the FLS. The FLS will carefully document the duties assigned and the trainee's performance concerning all phases of on-the-job training. The FLS and the trainee will frequently review and discuss the trainee's progress in the completion of these assignments. As duties are successfully performed, they will be dated and signed by the trainee and the FLS. In addition to the developmental assignments listed in Appendix E, the trainee will be given assignments in the following areas.

(1) Operational Activities. The trainee will be assigned duties to familiarize them with all aspects of natural resource management. All members of the NRM project staff will participate in conducting on-the-job training activities. The trainee will participate in all aspects of operational activities from patrol of project lands to contract inspection and administration to preparing Operational Management Plans.

(2) Maintenance Activities. The FLS will ensure that the trainee develops a good working knowledge of the project maintenance activities. Trainees will be periodically assigned to work with project maintenance personnel to better prepare the trainee for future management positions. As a minimum, the trainee should participate in the scheduling of employees and work assignments, work inspections, and various on-the-job tasks to develop their understanding of the manpower and equipment needs required to perform the various maintenance activities.

(3) Administrative Support Activities: The trainee will be assigned to work in the Project Administrative Services Section for a minimum of 15 working days. This portion of training may be periodic or continuous. The trainee is expected to demonstrate an adequate working knowledge of the project operational budget, training forms, purchase orders, travel requests and voucher forms, the various types of correspondence, and the office files.

8. Evaluations. Evaluations will be performed on a semi-annual basis using DA Form 5398-R in accordance with Chapter 9 of AR 690-950-3 which addresses the performance appraisal requirements for management interns. Trainees will submit a summary of training activities and suggestions for improving their training to the FLS immediately following each evaluation period and after each TDY assignment. The FLS will use the information submitted

by the trainee to complete the performance appraisal and to prepare the program schedule for the next period. The FLS will prepare and discuss the evaluation with the trainee and submit the evaluation to the RTC for review. Interim program schedules will be prepared by the FLS and forwarded to the trainee's interim supervisor to itemize what duties the trainee will be required to complete while on rotational assignment. Interim appraisals will be prepared by interim supervisors at the end of each rotational assignment and forwarded to the trainee's FLS to document progress made by the trainee while on assignment. Copies of all interim appraisals should be furnished to the RTC for verification. The RTC will review the evaluation, if necessary, confer with the FLS and the trainee concerning the progress of the trainee toward completion of the assigned duties.

9. Failure to Meet Program Requirements: Failure to successfully complete any portion of the training program according to schedule will, at a minimum, impede the trainee's progress or require retraining. It could result in delayed promotion or removal from the training program. Field Level Supervisors (FLS) will certify retention (for satisfactory service) or separation (for unsatisfactory performance) of the trainee at least 120 days prior to completion of the employee's first year of employment in the position. Failure to perform assigned duties in at least a fully successful manner will result in a promotion being delayed until the deficiency is corrected. In accordance with AR 690-950, a trainee that fails to correct a deficiency by the next appraisal will be removed from the program by reassignment, changed to a lower-graded position for which the trainee is qualified, or separated from Government service.

10. Certification. After the trainee has successfully completed all requirements of the program, the FLS will provide the RTC with written verification and a request for certification of Program completion. A certificate attesting to the successful completion of the Park Management Training Program by the trainee will be signed by the District Engineer and presented to the trainee.

FOR THE DISTRICT ENGINEER:

5 Appendixes

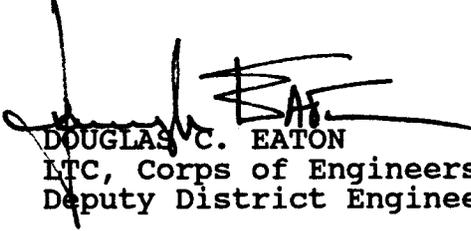
App A - Initial Employment

App B - Table of Training
Materials

App C - Courses Involving Travel

App D - Correspondence Courses

App E - Developmental Training Assignments


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APPENDIX A

INITIAL EMPLOYMENT

1. Orientation - 2-4 weeks. The Park Ranger is the field operative of the Corps of Engineers. The Ranger is the visible day-to-day contact between the Corps of Engineers and the recreationist. As such, his behavior, attitudes, and job knowledge reflect upon the Corps of Engineers. A rapid, thorough orientation to the operation, function, and background of the project, region, District, and Corps of Engineers will add to the productivity and usefulness of the trainee.

a. Initial Employment. All necessary administrative functions for new-hire employees will be performed by the duty station staff. The trainee will be introduced to the field office employees and assigned a training supervisor. The supervisor will be responsible for overseeing and coordinating the field office training of the new employee and for entering the trainee in the Park Management Training Program by notifying the Ranger Training Coordinator in the Recreation-Resource Management Branch. The trainee will be assigned to read USACE Supplement 1 to AR 670-1 concerning NRMS uniforms and a uniform allowance will be requested. The supervisor will explain the "standard operating procedures" of the office including employee conduct, paychecks, leave policy, mail routing, lines of authority, and work coordination. The trainee will be issued a copy of the Park Ranger Handbook.

b. Project and Regional Area. The trainee will accompany experienced Rangers on routine daily activities. Any questions that arise from the reading assignments, or verbal instructions will be answered. The trainee will be familiarized with the field office vehicles and related equipment. The routine vehicle maintenance schedule, daily pre-operational vehicle inspection, and the vehicle log book will be explained. The trainee will be informed of the proper usage of the Federal Gasoline Credit Card.

(1) The trainee will read the Little Rock District Radio Operating Procedures pamphlet. The trainee will be expected to know and use proper radio communication techniques. The differences between police-band, Corps-band, and Citizens Band communication, including the "10 Codes" and the Federal (A-Alfa; B-Bravo; D-Delta; H-Hotel; T-Tango...) versus police (A-Apple; B-Boy; D-David; H-Howard; T-Tom ...) phonetic spelling will be explained to the trainee.

(2) The trainee will study the Project Brochure, SWD Reservoir Administration "Red Book" (SWDR 1130-2-7), LRDOM's, Project Master Plan and Operational Management Plans or

Appendixes. The trainee is expected to develop a detailed knowledge of the project, including its history, purposes, features, and recreational opportunities.

(3) The trainee will be assigned to review appropriate State maps, brochures and pamphlets on all LRD projects, and available information on other Corps of Engineers projects, National Park Service Areas, National Forests, Fish and Wildlife Refuges, State parks, and municipal parks, within the regional area of the project. The trainee will develop a working knowledge of the recreational opportunities available in the regional area.

c. Corps of Engineers and Little Rock District. The trainee will develop his knowledge of the Corps of Engineers. The following materials will be provided for the trainee to review:

- The Park Ranger Handbook
- Corps of Engineers Safety Program and EM 385-1-1
- The LRD Correspondence Procedures Manual
- SWDR 1130-2-7 (SWD Reservoir Administration "Red Book")
- The Lake Managers Manual

2. Group Meetings. Group meetings of 1 to 2 days will be planned during the training period to permit trainees to exchange ideas, receive clarification on questionable areas, and to provide the supervising Park Management employee an opportunity to evaluate the trainee's self-expressive ability and conference techniques. The meetings may be held either in the District Office or in field offices under the supervision of the Ranger Training Coordinator (RTC) or the Field Level Supervisor (FLS).

APPENDIX B

TABLE OF TRAINING MATERIAL

1. LRD Ranger Handbook
2. Project Master Plan, OMPs, and Appendixes
3. Project Manuals
 - a. Project Operations Maintenance Guide (ER 1130-2-303)
 - b. Reservoir Operations (SWDR 1130-2-7)
4. LRD Policy Letters
5. Corps of Engineers publications (OCE, SWD, and LRD)

AR 190-29, Supp 1	Magistrates Courts
AR 670-10, USACE Supp 1	NRMS Uniforms
EC 1130-2-200	Sign Standard Program
EM 1110-2-400	Rec Planning and Design
EP 310-1-6	Sign Manual
ER 405-1-800	Real Estate Outgrants
ER 405-1-830	Real Estate Leases
ER 405-1-840	Real Estate Easements
ER 405-1-860	Real Estate Licenses
ER 405-2-835	Mgmt and Util of Lands
ER 1110-2-4401	Power Line Clearances
ER 1120-20400	Mgmt of Nat Res & Rec
ER 1130-2-401	Visitor Center Program
ER 1130-2-404	Recreation Use Fees
ER 1130-2-405	Off-Road Vehicles
ER 1130-2-406	Lakeshore Management
ER 1130-2-411	Seaplane Operations
ER 1130-2-412	Aquatic Plant Control
ER 1130-2-413	Pest Control Program
ER 1130-2-414	Nat Res Mgmt System
ER 1130-2-418	Law Enforcement
ER 1130-2-419	Dam Operations
ER 1130-2-420	Visitor Assistance Program
ER 1130-2-428	Interpretive Services
ER 1130-2-430	Recreation Use Surveys
ER 1130-2-432	Volunteer Program
ER 1130-2-435	Project Master Plans
ER 1165-2-116	Pollution Control
ER 1165-2-400	Water Resource Policies
SWDR 405-2-9	Construction of Roads
SWDR 1125-2-3	Additions and Betterments

APPENDIX C
COURSES INVOLVING TRAVEL

1. REQUIRED

- a. Visitor Assistance
- b. O&M Contract Administration
- c. Instructional Methods
- d. Multiple Resource Use Workshop
- e. Basic Supervisory Development
- f. First Aid (May be taught at Project)
- g. Cardiopulmonary Resuscitation (May be taught at Project)

2. RECOMMENDED ELECTIVES

- a. SWD Citation Authority
- b. Defensive Driving
- c. Emergency Vessel Operations
- d. Public Involvement (You Serve the Public, etc)
- e. National Disaster Training
- f. Computer Training Courses
- g. Campground Management and Rehabilitation

APPENDIX D
CORRESPONDENCE COURSES

1. REQUIRED

- a. Surveying I (EN 0591)
- b. Map Reading (IS 0781)
- c. Pest Control Technology (NTTC-150) or equivalent
- d. Construction Print Reading (EN 0113)

2. RECOMMENDED ELECTIVES

- a. Surveying II (EN 0592)
- b. Effective Written Communications (IS 1408)
- c. Principles of Photography (SS 0507)
- d. Script-Writing for Educational Audiovisual Programs (SS 0519)
- e. Reviewing Your Writing (IS 1406)

(The Majority of these courses are listed in DA Pamphlet 351-20)

APPENDIX E
DEVELOPMENTAL TRAINING ASSIGNMENTS

SUBJECT	Date Accomplished	Ranger Initial	Supervisor Verification
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1. Master Plans

Assign trainee to familiarize themselves with the rules and regulations on Master Plans (ER 1130-2-400, ER 1120-2-400, SWDR 1130-2-7, etc.). This shall include, but not be limited to, the following:

- a. The narrative information.
- b. Exhibits (Stage duration curves, reports of public hearings, etc.).
- c. Cost Estimates.
- d. Site Maps and Aerial Mosaics.
- e. Annual site maps of completed works.
- f. Master Plan Updates (schedules and procedures).
- g. Master Plan Supplements.
- h. Operational Management Plans (OMPs).
- i. Sources of funding for recreational facilities:
 - (1) Special Recreation User Fees (SRUF).
 - (2) Code 710/711 Funds.

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2. Recreation Management

a. User Fee Program -
Trainee should locate, read, and
develop a working knowledge of
the following:

- (1) Policy and
public law.
- (2) Administrative
procedures.
- (3) Accountability
of funds and permits.
- (4) Field application
and fee collection.
- (5) Delegation of
responsibility.
- (6) Contract Gate
Attendant Program.

b. Park Design - Trainee
should develop an adequate
working knowledge of the
following:

- (1) Standard Plans.
- (2) USCEC Sign
Standards Manual (EP 310-1-6).
- (3) Master Plan
requirements.

c. Visitation

- (1) Trainee should
become familiar with project
Recreation Use Survey, it's
purpose and uses.
- (2) Trainee should be
able to install, read, maintain,
and repair traffic counters.

SUBJECT	Date Accomplished	Ranger Initial	Supervisor Verification
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(3) Trainee should be able to compute the monthly visitation and submit necessary report(s).

d. Law Enforcement/
Citation Authority - Trainee will have citation authority and develop a good working relationship with officers of local law enforcement agencies.

(1) The trainee should become knowledgeable of PL 91-611 and ER 690-2-1 concerning their authority and jurisdiction.

(2) Trainee should develop a working relationship with the appropriate U.S. Magistrates, U.S. Attorneys, court clerks, etc.

(3) Proper Channels and Procedures - Trainee should be able to complete and submit appropriate reports for incidents, accidents, citations, and other appropriate information as necessary.

(4) Patrol and Surveillance - Trainee will develop their proficiency in:

(a) Surveillance techniques

(b) Law enforcement contract administration

3. Resource Management

a. Trainee should read and participate in the accomplishment of the activities listed in the resource management portion of the Project Operational Management Plan.

SUBJECT	Date Accomplished	Ranger Initial	Supervis Verification
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b. Trainee should know the purpose, location, usage, boundaries, and management responsibilities of the Corps and the licensee (if any) pertaining to any state and Federal (COE and non-COE managed) Wildlife Management Areas.

c. Trainee should be able to coordinate, inspect, and administer the A & G Leasing Program, including:

(1) lease submittal process.

(2) Rental offset program (fencing, soil amendments, etc.).

d. Trainee should know generally the location, terms, and point-of-contact for all project outgrants, and where to locate the specific information pertaining to each outgrant.

e. Trainee should be competent in the administration and inspection of Lakeshore Use Management Permits.

f. Trainee will become familiar with the regulations, policies, and procedures and become competent with the field administration of special events and Regulatory Permits (Section 10 and 404 Program). This will include all aspects of wetland determinations and permit processing.

4. Operations and Maintenance

a. As-Built Drawings - Trainee should locate and become proficient in the use of drawings to obtain a working knowledge of project features, structure design and construction.

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b. Operating Manuals - Trainee should locate, read, and be familiar with operational procedures of the facilities.

c. Maintenance - Trainee should study and develop a working knowledge of the monthly, semi-annual, and annual reports and schedules and assist with the inspection of the project flood control structures. Trainee should be assigned to assist in all aspects of appropriate scheduled and unscheduled maintenance work, and assist maintenance personnel in the performance of applicable duties.

5. Administrative Duty

a. Trainee will be able to locate and use applicable regulations and demonstrate competence in the following areas:

(1) General correspondence, including the preparation of newspaper articles, memorandums, letters, and filing system.

(2) O & M budgeting process, development of submittal packages, submittal process, and mid year revisions.

(3) Timekeeping and payroll requirements and procedures.

(4) Purchase Orders, Blanket Purchase Agreements, Requisitions, Invitations for Bids, and Requests-For-Quotes.

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(5) Service, PO, and
Construction Contracts, including
specification preparation,
inspection, and documentation.

(6) Recreational Use
Fees.

(7) General Project
Reports of a recurring nature
(i.e., Water Quality, Inspection
or Construction Progress, MOD's,
Pesticide Usage, Speech, Daily
Weather, etc.).