

U.S. Fish & Wildlife Service



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Visitor Services Career *Pathways Book*

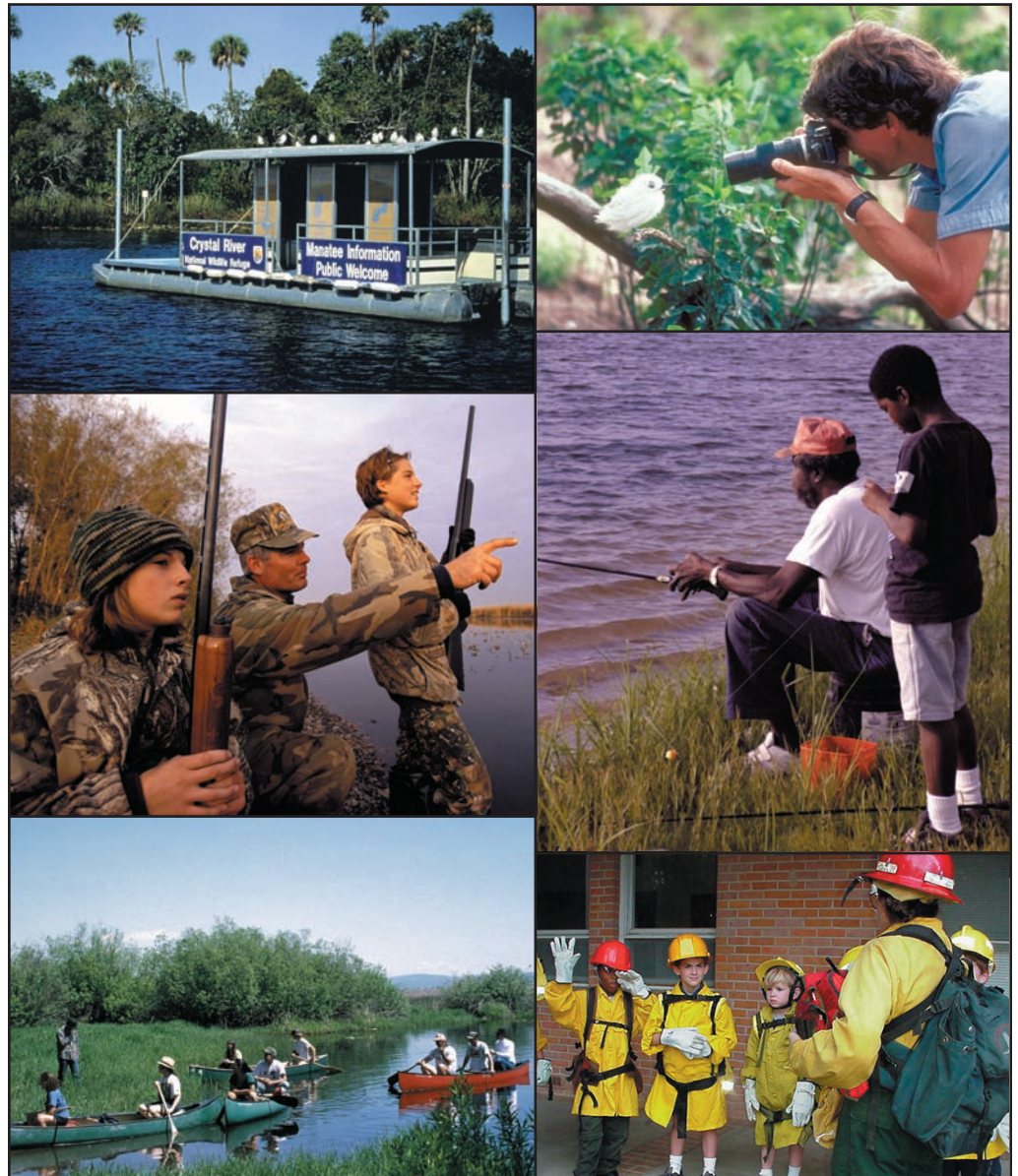




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Executive Summary

The Visitor Services Career Pathway Team was established to develop and outline a career ladder for employees responsible for providing quality wildlife-dependant recreation to the public visiting our field stations. As part of “People 3” of the Fulfilling the Promise Document:

“Provide each refuge with access to responsive, professional, public use management staff. The level of assistance needed at each refuge is identified in Comprehensive Conservation Plan, operational evaluations, and inter-regional reviews. Refuges, regional offices, and the Division in Washington will have public use staffs with the skills and abilities needed to efficiently and effectively meet the needs of the public and fulfill the System mission.”

This book should be viewed and used as a guide for both managers and employees involved in providing visitor services. It can be used in developing a well-rounded and professional workforce. It provides the Project Leader with information regarding levels of development from STEP/SCEP students to a field-based GS- 13 Visitor Services Manager. It describes the role that visitor services staff play in the overall management of a field station and as part the management team. It provides the employee a pathway to build skills, competencies, and abilities as they move along their career.

This *Visitor Services Career Pathways Book* is not only a collection of standard position descriptions and Individual Development Plan. But it also provides information on where and how to build skills that are identified and needed to be a visitor services professional and to provide quality programs and facilities that our audiences want. It also presents a series of recommendations that, if adopted will aid in developing a national program that is consistent in approach and delivery.

Developing this book was not an easy task, it was plagued with false starts, changing committee members, and intense discussion regarding the levels and types of skills needed. The overall goal has always remained the same – to raise the bar for visitor services in the National Wildlife Refuge System and to provide the information and means to develop a “professional workforce”.

The completion of the *Visitor Services Career Pathways Book* is not the end, it is really on the beginning. It should be seen as a dynamic document, to change as we grow and develop our workforce. The philosophy and processes described within need to be implemented, not only for the present but for the years to come.

Introduction



What are Visitor Services?

Providing Visitor Services on units of the National Wildlife Refuge System is a diverse, challenging, yet rewarding job. It entails varied responsibilities including providing opportunities for a broad spectrum of the public to participate in priority wildlife-dependent and other recreation activities. This includes not only designing the programs, but helping determine what facilities are needed to support them, what information needs to be provided about them, and monitoring how people participate in them. Visitor Services' staff often are responsible for all phases of facility development including design, funding, contracting, construction, and maintenance.

Visitor Services staff also administer a diverse array of special uses on National Wildlife Refuges; from commercial film production to youth fishing derbies. It is usually Visitor Services staff who manages volunteer programs and serves as the liaison to refuge support groups and cooperating associations and other community and outside partners. They coordinate with local school districts in the development of meaningful environmental education programs to train tomorrow's natural resource stewards. Visitor Services staff work with concessionaires, outfitters, and guides who help visitors experience refuges. Visitor Services staff manage fee programs, write press releases and analyze audiences, work with the media, and prepare information about the refuge for a variety of needs including the Internet and Congress. They communicate refuge messages internally in our organization.



Visitor Services staff help monitor the impact of visitors on the resource and establish carrying capacities when needed, so that not only wildlife is protected but conditions remain to provide a quality experience. They ensure a high level of customer service and that visits are safe.

Visitor Services staff are involved in comprehensive conservation and program planning, to ensure opportunities exist to instill a sense of wonder in our visitors while we keep the needs of wildlife first and foremost.

People in local communities are most likely experiencing the wonders of the Refuge System through programs managed by our Visitor Services staff. Whether it's a waterfowl hunter in a duck blind at sunrise or a third grader on a field trip, the Visitor Services staff must be able to understand and meet the needs of both individuals. Our Visitor Services staff is a vital link in our community relations efforts.

Most Visitor Services employees are located at the field station level. However, support and leadership from the regional and Washington office level is vital to bring consistency and quality to programs across the National Wildlife Refuge System. We should recognize the vitality

important role our Visitor Services program staff play in communicating important refuge system messages, creating opportunities to experience the amazing wildlife spectacles entrusted to our care, and ensuring we fully realize the “for the continuing benefit of the American people” portion of our mission.

Fulfilling A Promise

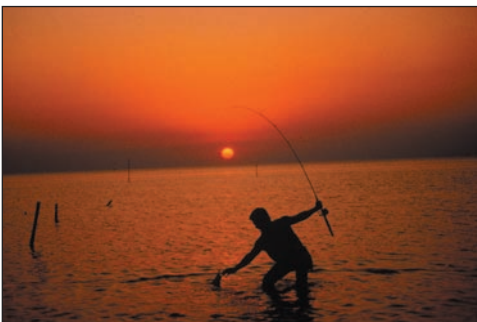
In 1997 The National Wildlife Refuge Improvement Act was passed and changed the role of visitor services. The foundation was laid with Executive Order 12996 which was passed in 1996 and stated, “...compatible wildlife-dependent recreational uses involving hunting, fishing, wildlife observation, wildlife photography, environmental education and interpretation as priority public uses of the Refuge System.” The Refuge Improvement Act made this statement a part of the permanent statutory change in the management of the Refuge System.

Fulfilling the Promise recommends that all refuges should have access to professional visitor services management staff. What that implies is that our 540 plus refuges and our almost 40 wetland management districts will have full-time visitor services professionals to manage programs. No longer can anyone just step into the role and provide the quality program and facilities that the public expects. Now, environmental education programs must be coordinated with state and national education standards. Facilities and programs must comply with section 504 of the Architectural Barriers Act and the Americans with Disabilities Act. Our use of the internet as an outreach tool is expanding exponentially, and our work with volunteers and community partners has become integral to achieving our mission.

In our regional offices, there are branches or divisions that can provide a full spectrum of support to field stations. The regional office staff serves as technical experts in a broad range of visitor services work, from ordering signs to reviewing stations’ efforts in attaining the visitor service requirements. They create strategic communications to support the mission of the agency. They are the link between national policy and field implementation.

Our Washington office staff provides leadership on policy and budget issues. They serve as technical experts for some of the most complex issues. They strive to disseminate the knowledge, contacts and techniques to the Regional and field personnel for its proper use. Washington office staff impart their knowledge and skills to those who will see it to implementation on their stations.

To this end, defining visitor services and the duties associated with this field is essential. Likewise, re-defining position descriptions and setting standards for competency only shows how seriously we take this



challenge. Our refuges deserve professionally trained and equipped visitor service staffs.

With the identification of the “Big Six” acceptable uses for refuges, visitor services now has become as much a management tool as impounding water in marshes. If we can get the visitor to care about our resources, then there’s hope for them to take the next logical step, to care for the resource. Hunting, fishing, wildlife observation and photography, interpretation and environmental education all have a role in fulfilling the first part.

Therefore, our vision for visitor services is to bring our brand of service up to a new, higher standard of excellence with our own special flavor and passion for the resources we protect. The American public we serve deserves it; the National Wildlife Refuge System demands it.

Evolution of Visitor Services in the National Wildlife Refuge System

People often say that the best job they ever had with the Fish and Wildlife Service was the first one. How true that really is depends upon the individual, but regardless of the position one holds, working for the Fish and Wildlife Service has changed - or better yet evolved over the last few years - and will continue to do so. This is definitely true for those hired to provide visitor services.

Now there has always been a few staff available to meet the public. Paul Kroegel took visitors out to the first refuge, Pelican Island, and told them about the birds and the place they live. It is at about that level that visitor services programs operated for the majority of the history of the national wildlife refuge system, along with providing some hunting and fishing opportunities. But the last 20 years has seen a tremendous evolution in the Fish and Wildlife Service regarding the services and programs we deliver to the public and who is responsible for managing and providing those services.

About twenty years ago there were a few visitor centers scattered across the country, but for the most part visitor services programs were small and refuge managers did not know quite what to make of this new trend of managing the public. The advent of the Bicentennial Land Heritage Program (a milestone event) marked a new beginning. With this program, a number of refuges constructed these new facilities called visitor centers and along with them came outdoor recreation planners, public use specialists, park rangers, wildlife interpretive specialists, etc. It is these groups of employees that have molded and seen the visitor services program grow to what it is today.

What is this program today? Today’s visitor services programs, even on the smallest refuges, are complex and require as specialized a set



of skills. Today's visitor services specialist needs to be a supervisor, have budget and other administrative skills, be able to manage and provide programs for a diverse group of American and foreign visitors, be both a technical and interpretive writer, understand and work with legislative processes, interpret and implement policy, understand the refuge biology, design programs that are not only compatible with each other but with all other refuge programs and purpose, and still be the person who communicates the refuge story to the public. Visitor service staff work with architects and engineers in designing facilities, project into the future and understand demographics and recreation trends, work with community and state leaders and negotiate partnerships with other organizations and government agencies, develop relationships with Congressional staffs, and foster positive relationships with the media.

A Visitor Services Manager requires a specialized set of skills, a certain level of education and specialized cumulative experience. Visitor services staff should be recruited as specialists and encouraged to develop themselves along a positive career path as a vital part of the Fish and Wildlife Service's management team.

Background



Skills, Competencies and Definitions

Communication - This competency encompasses the ability to communicate effectively with the public and employees in writing and speech, to use interpersonal skills to be an effective employee; and to exhibit basic computer skills.

Interpretation-

Talk - This competency includes pre-program planning, identifying delivery options, and outlining and delivering an effective interpretive program.

Writing - Interpretive writing includes articles, exhibit labels, trailside markers, booklets, bulletins, and other formats. Successful writers must take their skill one step higher to create writing which provokes, tells a whole story, and is evocative to wide ranging audiences.

Media - This competency builds upon the personal and non-personal interpretive services options, which and interpreter has at their disposal. With a range of alternatives available, the interpreter will be able to match the best interpretive approach with the message and audience being addressed.

Environmental Education – Environmental Education is a process designed to develop a citizenry that has the awareness, concern, knowledge, attitudes, skills, motivations, and commitment to work toward solutions of current environmental problems and the prevention of new ones. Environmental education within the National Wildlife Refuge System incorporates on-site, off-site, and distance learning materials, activities, programs, and products that address the audience’s course of study, the mission of the Refuge System, and the management purposes of the field station.

External Affairs

Media - Use of mass media to broadly spread the understanding of the FWS mission and implementing refuge and Service policy.

Congressional - Working cooperatively with a wide range of local, state, and federally elected officials to validate, influence and change the image and outcomes of Service related issues.

FWS Mission Comprehension - The competency requires a thorough background and understanding of the Refuge Improvement Act of 1997 and its many ramifications and the additional responsibilities that have been added to the Fish Wildlife Service throughout its history; and a perspective of how the Fish and Wildlife Service began as part of the Conservation Movement that continues today.

Natural Resource Management - The understanding of and ability to integrate the sound principles of wildlife management into visitor services program. It entails collection, analysis, and application of biological information into visitor services management.

Facility Planning & Design - The ability to understand and apply the principles of project planning management to meet the needs of “wildlife first” and the visiting public. The ability to apply “form meets function” methods for compatible wildlife dependant recreation and sustainable (“green”) design.



Accessibility - The ability to understand and apply the principles of universal accessibility to all facilities and programs.

FWS Operations- This competency encompasses a general comprehension of the basic operations of the Fish and Wildlife Service, especially at the field station level; how these operations interact to fulfill the Mission of the Fish and Wildlife Service; and why visitors come to field stations and how the Fish and Wildlife Service manages them.

Visitor Use Studies - Surveys of visitor demographics and preferences to identify needs and determine the effectiveness of programs and facilities. The understanding and application of human dimensions, social science research, and future trends in visitor services program development.

Recreation Management - Management of visitor wildlife dependant recreational activities such as hunting, fishing, wildlife observation, wildlife photography, environmental education, and interpretation and those necessary secondary uses that support them.

Partnerships - Establishing and maintaining working relationships with recreation and conservation leaders; developing tools and techniques for building and sustaining partnerships. Work cooperatively with a range of local/private organizations and institutions. These competencies will provide skills necessary for working with others to meet common goals.

Supervision, Management & Leadership - Actively promote opportunities and environment for career-long education and development. Ability to direct and guide the work of others in achieving unit and organizational supervision and management; and of expanding employees abilities to visualize self and group potential, create environments that increase personal and organizational abilities, and work effectively in teams. The ability to analyze problems, build consensus, make decisions, and practice innovation in various aspects of supervision. The ability to demonstrate leadership by doing the right things in an environment of constant change. To conduct oneself in a professional manner with all groups of people encountered.

Cultural & Historical Resources - To be able to provide refuge visitors an understanding of American history and culture and its relationship to wildlife and the environment, through interpretive and environmental education programs. They have an understanding and knowledge of the laws governing cultural resources and their implications in regards to visitor services program development.

Special Management Areas - Management of the six priority wildlife dependent recreation uses (hunting, fishing, wildlife observation, wildlife photography, environmental education, and interpretation) and secondary uses that provide direct support specifically related to special management areas (wilderness, research natural areas, wild and scenic rivers, and closed areas.) The ability to provide refuge visitors with an understanding of wilderness values on refuges.

FWS Laws, Policies & Regulations- The ability to read, interpret, and apply Federal, state, and local laws and regulations. The ability to understand and, when necessary, promulgate Refuge Improvement Act policy and regulations, and train other refuge personnel on the requirements of the Act.

Grants - Ability to research and develop grants to leverage funds to achieve visitor services program goals and objectives.

Facility Management & Operations - Operate and maintain safe and accessible facilities that provide opportunities for visitors to enjoy and appreciate America's fish, wildlife and plant resources. Ability to apply practices and procedures related to property management, maintenance, materials requirements, and building operation and repair. Ability to manage construction and maintenance contracts including reviewing project plans, informing contractors of various reporting requirements, and supervising operations. Ability to provide costs estimates for a variety of construction and maintenance projects, and managing project budgets.

Visitor Safety - Provide facilities and programs that ensure visitor safety. Provide protection for refuge resources and visitors by effectively managing available staff and resources.

Fee Collection - The collecting and accounting for user fees for refuge entrance or other uses (quota hunts) and information services related to such operations.

Permitting/Concessions Management - The issuance of special permits for certain wildlife dependent recreation activities or other appropriate and compatible special activities or events.



Performance and Knowledge Levels

The following five levels of positions represent an ideal progression from entry level through senior staff positions in the Washington office. This progression is shown through the Refuge System, we acknowledge the innovations, energy, and new ideas that can come to the Refuge System from other agencies. We must do a better job of training and developing experts in visitor services with the unique perspective of the refuge system. However, we can never be so closed-minded not to benefit from the experience of others.

Entry level

Entry level positions will be located at our larger refuges with multiple staff. At this level, staff will be working in direct contact with members of the public. Examples are staffing an information desk, leading tours, staffing hunter check stations, collecting user fees, or conducting programs. These staff also performs a variety of small maintenance duties that are associated with the visitor service program (replacing signs, clearing trails, etc.) They will also contribute to interpretive products by gathering information and conducting basic research. The experience working on the field station at this level and basic knowledge of the Refuge System and Service will prepare them to enter the next level. The entry level position would be located at a refuge with a senior field position in order to provide training and guidance during the formative stages of the career.

Individuals at the entry level are expected to have a basic knowledge of the principles of outdoor recreation and natural resources. They should possess some basic concepts regarding planning and the management of visitors in natural resource settings. They must possess the ability to communicate both orally and in writing and to apply those skills in communicating issues to the public.

Developmental

We envision the majority of the visitor services staff on refuges across the nation will be working in this type of “jack-of-all-trades shop. On most refuges, this person will plan and conduct all aspects of the Visitor Services and communications program for the refuge. An increased role in working with off site audiences and groups is envisioned. This staff person would serve as liaison to the Refuge Support Group and be responsible for overall management of the volunteer program. May be assigned supervisory responsibilities for temporary or seasonal staff.

Some specialists may work at this level. These are typically located on large refuges working for someone in a senior field position. A typical example is the environmental education specialist.

Individuals in the developmental phase should possess some working knowledge regarding the principles of outdoor recreation and natural resource management and the ability to apply this knowledge to problem solving and management to a variety of aspects of the visitor services

program. They are able to make recommendations to supervisors regarding a variety of issues that affect the management of visitors on Service lands.

Full Performance

Refuges with complex or multi-faceted visitor service programs are staffed with a senior field staff position. These refuges will typically have one or more of the following situations. A recreation/education mission requiring specialists (e.g. education program at San Francisco Bay NWR), visitation in excess of 100,000 on a refuge or complex of refuges, recreational opportunities that require intensive management, high degree of community partnerships and refuge support group involvement. Ideally these staff has experience at the journeyman level at one or more refuges to broaden their horizons. They have acquired excellent communications, supervisory, and budgetary skills. They have experience at the national level on a variety of issues and ability to serve on details in either the Regional or Washington Offices.

Advance knowledge is required for individuals in full performance positions as complex, multi-faceted field stations, regional offices, and the Washington Office. These individuals possess a full understanding of the visitor services program and its role in the National Wildlife Refuge System. They develop policy and provided guidance to others in its implementation. They serve a leadership role and are fully integrated into the management of the field station, regional offices and Washington Office.

Regional Staff

Regional staff positions have experience working in the field at more than one level at more than one station. This gives them a broad comprehensive knowledge of the needs of the regional visitor service program across a region. In the aggregate, regional staff are leaders in a broad spectrum of issues and are informational and technical resources for visitor service staff throughout the region. Regional staff has experience working on teams with others from across the system on issues of mutual concern. Has a broad understanding of the program at the national issue in order to balance the needs of the system and the needs of the region. Details working in the Washington office only enhance this perspective.

Washington Office

Washington Office Staff are leaders for programs. They are not only technically competent, but are visionary and see the needs of the entire system. Ideally they have field experience and regional experience within the Refuge System; however experience with other land management agencies will not be discounted. They have strong working relationships with regional and field staff. The most important asset these staff brings to the national office is their credibility with the field. Maintenance of those relationships is of highest priority.

Recommendations



The team makes the following recommendations to improve Visitor Service Career Pathways:

Recommendation #1:

Standardization of Visitor Service Staff Titles

Public Use Specialist, Outdoor Recreation Planner, Refuge Ranger, Wildlife Interpretive Specialist, and Park Ranger are all titles that are used throughout the Service to describe resource staff that primarily manage visitor programs. These titles, found throughout the Visitor Services program today, are classified within the 025 series (Park Ranger) or the 023 series (Outdoor Recreation Planner). They have been used at the discretion of the individual field stations and do not clearly define associated job responsibilities; for example, Park Ranger is more often associated with National Parks rather than National Wildlife Refuges and associated job responsibilities between these two agencies are distinctly different.

As a result, the title of “Visitor Services Manager”, which more accurately depicts the duties and responsibilities of the visitor service professional, is recommended to be adopted Service-wide to replace any other working titles associated with Visitor Services. Use of the working titles of Visitor Service Manager, Specialist, or Technician will distinguish Service staff from other agencies.

In consultation with classification specialist, it was determined that all visitor service staff be classified in the Park Ranger GS-025 Series. This series was also determined the most appropriate and is the official technical title and classification provided by the Office of Personnel Management. The only exception to this will be for Environmental Education Specialist. These positions will be classified in the GS-1750 series (Institutional Instructional Specialist).

Recommendation #2:

Mentoring Program

The Visitor Services Career Path Team as part of its overall charge to develop a vision for the visitor services profession addressed the need for and methods to provide mentoring for those not just entering the profession but for others as well.

In our discussions we found that there are a number of potential and existing delivery systems already existing within the Fish and Wildlife Service. What follows are the team’s recommendations for providing a mentoring program not only for visitor services but for all Fish and Wildlife employees.

1. As part of the Fish and Wildlife Service Foundations course include an element on career paths for each of the major work categories (visitor services, biologist, refuge manager, etc.) and as part of this discuss mentoring - the purpose and how to find one.

2. As part of New Employee orientation present information on mentoring. Since this is done at the regional level, it should be presented at that perspective.
3. Mentoring and how it is applied in visitor services can be offered as an element in the Introduction to Visitor Services course offered by NCTC. As part of that course a mentoring team could be developed as a resource. NCTC could possibly manage the Mentoring Team.
4. In some cases arrange for a detail to a field station for exposure to a visitor services program. This would be helpful as a recruitment tool or as part of the SCEP program.
5. Review and if possible adapt existing programs such as the Region 5 and Fire Management mentoring programs. Also mentoring could become parts of the variety of team leadership programs being offered by the Service and NCTC.



Recommendation #3:

Consistency Among Regions and Washington

Consistency among the regions in managing visitor services is key to building a strong national program. There are already tools in place to provide consistency, such as the use of the standard position descriptions and the Minimum Visitor Services Program Requirements.

Workforce planning should provide the tools needed to develop consistent staffing patterns. Field stations and offices of like complexity will have similar staffs and program functions. Consistency in staffing structure and program experience will provide for individuals to have a true career ladder and be able to move more easily from station to station and region to region.

Consistency in program responsibility from the Washington Office to the Regions and onto the field levels will aid in visitor services program identification and better define the role of the visitor services program at all levels.



Recommendation #4:

Adoption of Additional CARES Questions

CARES questions should relate directly to the skills and competencies identified in the standard position descriptions for Visitor Services. With the development of new standard position descriptions, additional associated CARES questions were formulated. It is recommended that these additional questions be adopted and added to the list of CARES questions used in the selection of visitor service staff.

The team developed a general list of question applicable to any visitor services position and in addition developed question associated with areas of specialization. These are found in the Appendices.

Recommendation #5:

Implementation of Visitor Services Standard Position Descriptions

Standard position descriptions were developed to better capture the current and future roles and responsibilities of the visitor services professional. Use of standard position descriptions have numerous benefits to the Service; most importantly to provide consistency nationwide and to develop a cadre of professional staff that are prepared to advance to regional and national leadership positions.

Standard position descriptions and Individual Development Plan ensure that visitor services staff have the necessary skills and competencies. With this knowledge and ability, staff will provide high quality services and programs not only to the American public but for the benefit of the refuge system.

It is recommended that all staff currently within the visitor services field, (with the exception of Environmental Education Specialists), be converted to the GS-025 series using the standard position descriptions. All new visitor services staff will be hired into the GS-025 series using the new standard positions descriptions, except those hired as Environmental Education Specialists.



Recommendation #6:

**Implementation of Environmental Education
Standard Position Descriptions**

Standard position descriptions were developed to better capture the current and future roles and responsibilities of the environmental education professional. Use of standard position descriptions have numerous benefits to the Service; most importantly to provide consistency nationwide and to develop a cadre of professional staff that are prepared to advance to regional and national leadership positions.

Standard position descriptions and Individual Development Plan ensure that environmental education staff has the necessary skills and competencies. With this knowledge and ability, staff will provide high quality educational services and programs not only to the American public but for the benefit of the refuge system.

All new environmental education staff will be hired into the GS-1750 series using the new standard positions descriptions.

Employee Recruitment, Development and Training



Use of STEP, SCEP, and Interns for Recruitment

Use of the STEP, SCEP, and intern programs can be effective recruiting strategies for finding highly qualified and diverse candidates to fill upcoming critical vacancies in the visitor services program. This program would be a part of the existing STEP, SCEP, and intern recruitment program throughout the Service that already targets positions in the biological and management series. Throughout the country a number of positions in visitor services have been identified, through the Refuge Operating Needs System. There is a need for qualified candidates in park and outdoor recreation management, recreation resource management, and natural resource communication, including interpretation and environmental education. Standard position descriptions have been developed for SCEPS in the GS 099 series in grades 3 – 5. The set of standard position descriptions are found in Chapter 5 – Standard Position Descriptions.

The use of the STEP, SCEP, and intern program provides students with valuable first hand on the ground experience and allows the Service an opportunity to evaluate performance and career potential. Visitor service job requirements demand a specialized set of skills, a basic level of education and specialized cumulative experience. Visitor Services staff should be recruited as professionals and encouraged to develop themselves along a career path as integral members of the Service's management team.

The Refuge System, through the Refuge Improvement Act, has a clear mandate to provide high quality wildlife dependent visitor activities and facilities. To fulfill this mandate the need exists to begin recruitment of students whose college education has prepared them for positions in Visitor Services.

Plan of Action for Recruiting STEPs, SCEPs, and Interns

- Identify institutions offering a major in Parks and Recreation Management and/or Natural Resource Communication and their subspecialties, including Environmental Education, Interpretation, and Law Enforcement and associated disciplines.
- Review programs to insure that they contain sufficient coursework in the theories and techniques of interpretation, outdoor recreation and communication commonly used on Refuges and other natural resource conservation sites.
- Identify schools that also have curriculums or coursework which meet the requirements of Visitor Services, including the theory and techniques of natural resources management.

■ Target Universities With Outstanding Programs in Visitor Services Profession, Demonstrated Diversity of Students in Visitor Service Career Programs.

■ Contact the schools offering the “best” programs and schedule an initial meeting (or other communication scheme) to explain the purpose and goals of STEP, SCEP and intern programs to appropriate institution staff.

■ Interview prospective students

Concurrent with identification of schools would be the development of criteria to be used in rating potential Visitor Services STEP, SCEP and interns participants. These criteria might be:

■ Coursework in park management, resource interpretation, outdoor recreation, outdoor leadership, and associated fields including natural resources management

■ Applicable work experience on Federal or state public lands.

■ Expressed desire to work in Visitor Services on a Refuge.

Staff Development and Training

Visitor Services staff play a critical role in managing the public and gaining their understanding and support for the Refuge mission of protecting, restoring, and enhancing wildlife and habitat. These individuals are expected to be excellent communicators that are responsible for working with hunters, anglers, landowners, and citizens; forging new partnerships with state and local governments, industry, conservation organizations and private individuals; in addition, to keeping up with budgets, supervision, legislative processes, FWS policy, as well as demographics, recreation trends, technical and interpretive writing, and outreach.

In order for visitor services staff to continue meeting present and future expectations, individuals within the Visitor Service field must have specialized set of skills, basic education, and ongoing opportunities to acquire new knowledge and experience. Staff development and training is vital and should emphasize motivation, improvement, growth, and continual learning. So in order to set the foundation for the future, both for the agency and for the individual, the Visitor Services Career Team progressed through a number of steps that included:

- Review and revision of standard position descriptions to reflect current job responsibilities and essential knowledge and skill requirements.
- Development of core competencies for demonstrable skills needed to fulfill a career in the VS field.
- Development of a standard individual development plan that reflects employee career goals, competencies needed for the position, skill assessment, and training needs.
- Development of a training matrix that cross-references courses with competencies.

In addition, the Team included training recommendations that are tied to career paths and advancement, core competencies and skills, and Individual Development Plans; these include the following:

1. Develop training matrix that cross-references courses with competencies.
2. Develop additional NCTC courses to fill in the “gaps” within the matrix (i.e., hunting and fishing management programs, accessibility).
3. Identify and promote non-visitor services courses (i.e., leadership, supervisory, budget courses) that help fulfill competency requirements.

4. Develop National Workshop or Visitor Services Academy that is offered every 3-4 years at NCTC.
5. Identify points in the career ladder where crossover to and from visitor services would be appropriate.

Individual Development Plan for the Visitor Services Series Instructions

This is the Individual Development Plan (IDP) for new professional employees in the Visitor Services series (025, 1750) positions. Complete the IDP following these steps:

1. Employee Development and Career Goals.

The employee should complete the short and long-term development and career goals on the first page of the plan.

2. Record of Training

This section is used by the supervisor to plan and record the training needed by the employee to fulfill their short and long-term career goals and required training as outlined in the IDP.

3. Review the “List of Competencies Needed for this Position” and make appropriate additions.

The lists of competencies provided in the first column are considered core requirements. Note: This list of competencies was developed based on FWS Leadership Development Guidelines and Federal Qualification and Classification guidelines for Visitor Services positions.

Review this list and add any additional competencies unique to the position. The competencies on the list can be customized to the needs of your office or organization under the heading “Specialized Competencies.”

4. Conduct Assessment of the new employee’s Current Skill Level.

Use the competencies listing from Step 3 and conduct the following assessment:

- Review the employee’s application for applicable experience and training.
- Conduct an interview with the employee to determine which of the competencies they already possess.

Based on the assessment process (review of past experience/training, observations, and interview with employee) record your findings for each competency by putting an X in either the Already Possesses Competency, Further Observation/Practice Needed columns and answer Yes or No in the Training Required column.

5. Determine a method of training and a training time frame.

Your new employee should be provided some training and/or exposure to each of the competencies listed unless they already possess this skill. Determine what type of training is needed for the employee to become competent. It could be On- the-Job Training (OJT), a detail, an actual training course or a combination of methods. You can refer to the training matrix for a list of recommended courses and the competencies related to each course. Also, for each competency, insert a time frame for the training to occur in the Projected Training Dates column. Once the training is completed, mark the date in the Date Training Completed column.

Methods of training:

OJT: On the job training. This includes normal duties as well as special assignments that will give the employee the skills and knowledge needed for successful performance in the position. The employee should be coached by a knowledgeable and skilled individual.

Details: Temporary assignments to another location and/or position to gain specific knowledge and/or experience. The supervisor should debrief the employee after each assignment to confirm the learning experience.

Courses: Formal training courses are available from the National Conservation Training Center (NCTC), Department of Interior University, The Graduate School - USDA, local colleges, and commercial vendors. Again the supervisor should debrief the employee after each training event to determine what learning occurred.

Satellite Broadcasts: A variety of topics are available from the Conservation Training Network (CTN) through NCTC.

Computer and Web-Based Learning: Software packages are available from NCTC and many other sources. NCTC offers several on-line courses.

Correspondence Courses: Courses are available from NCTC, the National Independent Study Center, The Graduate School - USDA, and many other sources.

6. Discuss the Development Plan with your Employee

Discuss the assessment and training with your employee and make any necessary modifications. The supervisor and employee should sign and date the plan. This plan should be completed within 30 days of the new employee's start date. It can be used in lieu of or in addition to a regular IDP.

7. Demonstrated Job Performance

The final column on the plan is the most critical. Once the employee has shown through work performance that they have acquired the competency, the supervisor should put a date acquired in the column Competency Demonstrated on the Job. The employee will have successfully completed the training plan when a date has been entered for all the competencies.

8. Review and Modifications

This plan should be reviewed at least annually and modified as situations or needs change.

Individual Development Plan for the Visitor Services

Employee: _____ Signature: _____ Date: _____

Supervisor: _____ Signature: _____ Date: _____

Employee's Reporting Date: _____

Short Term Development Goals (1-3 years)

Long Term Career Goals (3-5 years)

Record of Training

- New Employee Orientation _____ Completed: _____
- Regional Orientation Scheduled for _____ Completed: _____
- U.S. Fish and Wildlife Service Employee Foundations Scheduled for _____ Completed: _____
- Introduction to Visitor Services scheduled for _____ Completed _____
- Refuge Management Training Academy has been scheduled for _____ Completed _____
- Mandatory training requirements for the employee's position have been identified and scheduled.
- On-Site New Employee Orientation Completed _____
- Course: _____ Date/Location: _____ Completed: _____
- Course: _____ Date/Location: _____ Completed: _____

Required Competencies

Competencies Needed for this Position	Already Possesses Competency	Further Observation/ Practice Needed	Training Required (Y/N)	Training Method	Projected Training Dates	Date Training Completed	Competency Demonstrated on the Job
CONTINUAL LEARNING							
Uses work assignments and resources to enhance learning.							
Applies what is learned in training to the work situation.							
Seeks out opportunities for challenging job experiences.							
CREATIVITY AND INNOVATION							
Discusses projects with others to gain different perspectives and ideas.							
Uses technology in innovative applications.							
Effectively reduces steps in a work process that result in time and/or cost savings.							
FLEXIBILITY							
Changes work priorities as situations change.							
Demonstrates openness to new ideas and approaches that improve work quality and reduce costs.							

Competencies Needed for this Position	Already Possesses Competency	Further Observation/ Practice Needed	Training Required (Y/N)	Training Method	Projected Training Dates	Date Training Completed	Competency Demonstrated on the Job
RESILIENCE							
Determines how best to accomplish changing priorities and use resources appropriately.							
Focuses work efforts on handling challenges through problem solving strategies.							
Projects energy and optimism in the face of adversity.							
Continues to move projects forward despite setbacks or determines whether the project should continue.							
Accepts responsibility for mistakes.							
Balances priorities at work with personal life concerns.							
Deals with setbacks appropriately to bring out the positive.							
SERVICE MOTIVATION							
Visibly serves as role model of the commitment to serve others.							
Considers the impact of work activities on the public when carrying out projects.							
CONFLICT MANAGEMENT							
Identifies and takes steps to defuse potential situations that could result in confrontations. Manages the conflict.							
Resolves personal conflicts and disagreements in a positive and constructive manner.							

Competencies Needed for this Position	Already Possesses Competency	Further Observation/ Practice Needed	Training Required (Y/N)	Training Method	Projected Training Dates	Date Training Completed	Competency Demonstrated on the Job
CULTURAL AWARENESS							
Understands and appreciates individual differences.							
Considers special needs of others when carrying out work assignments.							
INTEGRITY/HONESTY							
Exhibits personal and professional integrity in actions.							
Accepts personal responsibility and does not shift the blame to others.							
Carries out duties in accordance with the Rules of Ethical Conduct.							
TEAM BUILDING							
Works effectively as a team member to improve operations, products, services, or the quality of work life.							
Contributes to cross-functional inter-organizational or inter-disciplinary work teams.							
Includes customers, other staff, or other stakeholders on teams to improve work products and services.							
Communicates and implements results of team efforts.							

Competencies Needed for this Position	Already Possesses Competency	Further Observation/ Practice Needed	Training Required (Y/N)	Training Method	Projected Training Dates	Date Training Completed	Competency Demonstrated on the Job
DECISIVENESS							
Takes immediate corrective action when needed.							
Makes sound, timely decisions or recommendations about technical approach, method, work process, staff, equipment, and other resources needed to accomplish daily work or projects.							
PROBLEM SOLVING							
Generates solutions to problems and takes appropriate action leading to resolution.							
Analyzes the problem, the actions taken for solution, and the relevant outcomes to identify lessons learned.							
TECHNICAL CREDIBILITY							
Demonstrates knowledge of basic concepts, facts and principles of particular subject matter domain and continues to develop expertise.							
* Specific technical competencies vary and should be determined by the supervisor and entered under Technical Competencies on page 11 .							

Competencies Needed for this Position	Already Possesses Competency	Further Observation/ Practice Needed	Training Required (Y/N)	Training Method	Projected Training Dates	Date Training Completed	Competency Demonstrated on the Job
TECHNOLOGY MANAGEMENT							
Uses technology to improve work effectiveness and to facilitate access to and sharing of information.							
Demonstrates essential computer competencies by using a PC on a daily basis to: communicate via LAN, internet, e-mail; coordinate scheduling; edit, retrieve, and save computer files.							
INFLUENCING/NEGOTIATING							
Effectively employs innovative negotiation techniques allowing differing parties to reach consensus solutions.							
Successfully negotiates with internal staff and external customers or stakeholders to facilitate work accomplishment.							
INTERPERSONAL SKILLS							
Takes an appropriate personal interest in coworkers to develop healthy and productive working relationships.							
Exhibits the appropriate amount of tact, gaining a reputation as a public servant.							
Treats the public with respect and tact, gaining a reputation as a public servant.							
Treats other members of the organization with respect, caring, and courtesy.							
Provides constructive feedback that helps others develop.							
Seeks feedback from others, including team members.							

Competencies Needed for this Position	Already Possesses Competency	Further Observation/ Practice Needed	Training Required (Y/N)	Training Method	Projected Training Dates	Date Training Completed	Competency Demonstrated on the Job
ORAL COMMUNICATION							
Delivers effective briefings or presentations that result in decisions, actions, or support.							
Responds to internal groups, local stakeholders, and customers on the key functions and policies of the field station/work site.							
Speaks with power, persuasiveness, and clarity.							
Speaks extemporaneously and effectively in a variety of small and large group settings.							
PARTNERING							
Reaches out to provide information and assistance to others across organizational lines.							
Develops and uses networks with appropriate individuals or groups within and outside the agency.							
Builds collaborative networks of constituents, stakeholders, and decision-makers that help achieve the team or unit's objectives.							
Recognizes when assistance is needed and seeks assistance in accomplishing work objectives.							

Competencies Needed for this Position	Already Possesses Competency	Further Observation/ Practice Needed	Training Required (Y/N)	Training Method	Projected Training Dates	Date Training Completed	Competency Demonstrated on the Job
WRITTEN COMMUNICATION							
Drafts, edits, and revises for approval; correspondence; briefing materials, reports; plans and project proposals.							
Technical Writing Skills: Writes scientific and/or management reports, project proposals, and other technical documents with clarity, succinctness, and accuracy.							

SPECIALIZED COMPETENCIES	Already Possesses Competency	Further Observation/Practice Needed	Training Required (Y/N)	Training Method	Projected Training Dates	Date Training Completed	Competency Demonstrated on the Job
VISITOR SERVICE MANAGER							
Competencies Needed for this Position							
Natural Resource Law: Familiarity with the laws, regulations, and policies relevant to the National Wildlife Refuge System. Visitor Services Planning and Evaluation: Collects and analyzes visitor services data and applies human dimension research to plan, develop and evaluate comprehensive visitor services programs. Wildlife Dependent Recreation Management: Use outdoor recreation methods and principles to make sound decisions in the management of wildlife dependant recreation programs. Environmental Education: Familiarity with methods and principles of environmental education. Facility Development: Familiarity with planning and construction methods and procedures. Facility Management: Ability to operate and management visitor services facilities. Outreach: Use appropriate public outreach and communication strategies to solve complex natural resource management issues. Interpretation: Familiarity with methods and principles of natural resource interpretation.							

Competencies Needed for this Position	Already Possesses Competency	Further Observation/Practice Needed	Training Required (Y/N)	Training Method	Projected Training Dates	Date Training Completed	Competency Demonstrated on the Job
Visitor Services Operations: Familiarity with budgeting, contracting, permitting, and fee programs.							
VOLUNTEER AND SUPPORT GROUPS							
Volunteer Program Management: Recruit, train, and manage volunteers to accomplish station objectives.							
Support Group Management: Develop and cooperate with citizen support groups to accomplish station objectives.							
PERMITS AND CONCESSIONS							
Concession Operations and Management: Apply laws, regulations, and policies to manage concession operations.							
Permits: Apply laws, regulations, and policies to manage recreation special use programs.							
FEE COLLECTOR:							
Fee Collection: Develop and use appropriate collection and accounting procedures for fee programs.							
Fee Management: Apply laws, regulations, and policies in the collection and management of fee programs.							

Competencies Needed for this Position	Already Possesses Competency	Further Observation/ Practice Needed	Training Required (Y/N)	Training Method	Projected Training Dates	Date Training Completed	Competency Demonstrated on the Job
INTERPRETATION							
Interpretive Methods: Use interpretive methods and principles to solve complex resource management issues. Interpretive Planning and Development: Collect, analyze and evaluate visitor services data and human dimension research to develop and manage effective interpretive programs. Program Evaluation: Use evaluation methods to develop and revise interpretation programs.							
ENVIRONMENTAL EDUCATION							
Facility Management: Ability to operate and management visitor services facilities. Natural Resource Law: Familiarity with the laws, regulations, and policies relevant to the National Wildlife Refuge System.							
Program Operations: Familiarity with budgeting, contracting, permitting, and fee programs. Facility Development: Familiarity with planning and construction methods and procedures. Volunteer Program Management: Recruit, train, and manage volunteers to accomplish station objectives.							
Curricula Development: Use National and State standards to develop environmental education curricula.							

Competencies Needed for this Position	Already Possesses Competency	Further Observation/ Practice Needed	Training Required (Y/N)	Training Method	Projected Training Dates	Date Training Completed	Competency Demonstrated on the Job
Program Evaluation: Use evaluation methods to develop and revise environmental education programs. Environmental Education Methods: Use environmental education methods and principles to solve complex resource management issues. Environmental Education Planning and Development: Collect, analyze and evaluate visitor services data and human dimension research to develop and manage effective environmental education programs.							

Plan reviews: End of Year 1 _____ Year 2 _____ Year 3 _____

Plan Completed: Employee: _____ Supervisor: _____
Date: _____

Training Opportunities

Competency	Training	OJT/Developmental
Fish and Wildlife Law And Policy	<p>Refuge Management Training Academy (WLD 4307)</p> <p>Introduction to Visitor Services (OUT 8140)</p> <p>Refuge Compatibility Training (WLD 211B)</p> <p>Natural Resource Law (WLD 2122)</p> <p>Integrating NEPA into FWS Activities (ECS 3121)</p> <p>Refuge Comprehensive Conservation Planning (WLD 2126)</p>	<p>Details in Regional and Washington Offices</p> <p>Detail in Legislative Affairs</p> <p>Participation in CCP</p> <p>Participation in Visitor Services Reviews</p> <p>Participation in Station Reviews</p>
Fish and Wildlife Operations	<p>Refuge Management Training Academy (WLD 4307)</p> <p>Introduction to Visitor Services (OUT 8140)</p> <p>U.S. Fish and Wildlife Service Employee Foundations (LED 5240)</p>	<p>Details in Budget Office</p> <p>Detail in Maintenance</p> <p>Participation in RONS, MMS, RMIS, RCAR, and SAMMS</p>
Fish and Wildlife Mission	<p>Refuge Management Training Academy (WLD 4307)</p> <p>U.S. Fish and Wildlife Service Employee Foundations (LED 5240)</p> <p>Natural Resource Law (WLD 2122)</p>	<p>Intra-Service Details</p> <p>Intra-Office Details</p> <p>Details in the Regional and Washington Offices</p>
Supervision and Leadership	<p>Advance Leadership Development Program (LED 6078)</p> <p>Stepping Up to Leadership (LED 6072)</p> <p>Career Pathways to Leadership (Region 5)</p> <p>Dynamics in Supervision (LED 6174)</p> <p>Mechanics of Supervision (LED 7175)</p> <p>Dealing with Conflict (LED 6W50)</p> <p>Coaching (LED 6C35 and LED 6C46)</p> <p>Diversity Awareness (LED 6W79)</p> <p>Workforce Diversity (LED 6C45)</p> <p>Essential Skills of Communicating (LED 6W49)</p>	<p>Penn State Course for Natural Resource Managers</p> <p>Details in Regional and Washington Offices</p> <p>Shadowing</p> <p>Participation in Committees and Teams</p> <p>Networking</p> <p>Identifying Training Refuges</p> <p>Refuge Details</p> <p>Special Projects</p>

Communications – Written	Interpretive Writing and the Process of Interpretation (OUT 8142) Introduction to Interpretive Methods and Media (OUT 8146) Internet Developers National FWS Workshop (TEC 7155) Natural Resource Communication (OUT 8106)	Writing a Newsletter Writing an Op/Ed Piece for Local Paper Writing Press Releases Developing Station Communications Media (Brochures, Panels) Introduction to Computers Creative Writing Class
Recreation Management	Hunting (8192) Introduction to Visitor Services (OUT 8140) Refuge Compatibility Training (WLD 2113) Management of Recreation Resources (RECM 473D) Human Dimension of Wildlife (OUT 8125) Facility Development Managing Visitor Use in Wilderness - Carhart Courses from Accredited Colleges and Universities Hunting (OUT 8192) State Hunter Education Courses NCTC Accessibility Course	National Parks and Recreation Association Training National Association of Interpretation and National Interpreters Workshop Visitor Studies Association Research Survey Program
Hunting		Participation in Station Administration Partnerships with Hunter User Groups International Hunter Education Association
Fishing	Fisheries Management (FIS 2200) Concepts in Aquatic Ecology (FIS 3120)	Governor's Symposium on Hunting Participate in Pathways to Fishing Program National Marine Educator's Association National Aquatic Education Association Participation in National Fishing Week Activities Partnership with the American Federation of Mobile Sportfisherman
Interpretation	Introduction to Interpretive Methods and Media (OUT 8146) Interpretive Writing and the Process of Interpretation (OUT 8142) Interpretive Talk and the Process of Interpretation (OUT 8144) Introduction to Visitor Services (OUT 8140)	Stephan Foster University Correspondence Courses National Association of Interpretation Certification Detail with an Exhibit Design and Fabrication Firm Station Detail to plan visitor center exhibits Detail on subject specific communications Other agency details (NPS, Forest Service)

Wildlife Observation / Photography		National Association of Nature Photographers Audubon Refuge Keepers Program Wild Bird Unlimited Partnership Nikon Photography Workshops National Wildlife Refuge Week Activities Photo Workshop on Refuge Coordination Detail with State Historic Preservation Officer Accompany Archeologist on Survey
Cultural Resources	Section 106 Training Archeological Resources Protection Act NEPA Training Compatibility Determination Training Natural Resource Law Cultural Resources Overview (WLD 2117) National Center for Accessibility Courses Interpretive Panels and Exhibits (OUT 8145) Green Infrastructure a Strategic Approach to Natural Resource Planning and Conservations (ECS 3146) Maintenance Workshop for Fish and Wildlife Service Wage Grade Professionals (WLD 5100) National Center for Accessibility Courses Green Infrastructure a Strategic Approach to Natural Resource Planning and Conservations (ECS 3146)	
Facilities Planning and Development		Detail in Regional Office Implementing Construction Projects Courses at Local Colleges
Facilities Operation and Management		LEEDS Certification Workshops Training by Manufacturer's Building and participating in various projects Participate in Details Design and Fabrication Risk Assessment Training Participate in Accessibility Review Participate in Building/Facility Design and Construction Participation in Visitor Services Review Participation in Station Reviews
Accessibility	National Center for Accessibility Courses	
Program Evaluation	Introduction to Visitor Services (OUT 8140) Environmental Education Program Evaluation (OUT 8102)	

Special Management	<p>Managing Recreation Resources</p> <p>Carhart Wilderness Training Classes</p> <ul style="list-style-type: none"> -Wilderness Stewardship Training -Master of Leave No Trace -Managing Visitor Use in Wilderness -Wilderness Education and Interpretation -Natural Resources Monitoring in Wilderness -Wilderness Planning 	Details at Refuges
Partners/Volunteers/Support Groups	<p>Building Community Support (OUT8111)</p> <p>Developing and Working with Friends Groups</p> <p>Conservation Partnerships in Practice (OUT8118)</p> <p>Volunteer Recruitment of Management (OUT8114)</p> <p>Balancing Nature and Commerce in Gateway Communities (OUT8115)</p> <p>Sales and Outlets: Beyond Bookstores (OUT8117)</p> <p>Conservation Partnerships Basics (OUT8110)</p> <p>Introduction to Visitor Services (OUT8140)</p> <p>Human Dimensions of Wildlife (OUT8125)</p> <p>Education Program Evaluation (OUT8102)</p> <p>Carhart Wilderness Training</p>	<p>Join Chamber of Commerce</p> <p>Participate in Special Events Planning</p> <p>Community Membership and Partnerships</p>
Visitor Use Surveys/Studies	<p>-Managing Visitor Use in Wilderness</p> <p>Waterfowl Ecology and Management (WLD2130)</p> <p>Natural Resource Law (WLD2122)</p> <p>Refuge Comprehensive Conservation Planning (WLD2113)</p> <p>U.S. Fish and Wildlife Service Employee Foundations (LED5240)</p> <p>Refuge Management Training Academy (WLD4307)</p>	<p>Detail with State Tourism Office</p> <p>Research Assistant</p> <p>BRD Partnerships</p> <p>Detail with Division of Economics</p>
Natural Resource Management		<p>Community College Courses</p> <p>Intra-Office details</p> <p>Intra-Service details</p> <p>Detail with NCTC</p>

Standard Position Descriptions



Visitor Services Managers

Visitor Services Manager - these are defined as those positions in which the employee is the station's program manager for visitor services. They are the top position at the field station for visitor services. This position can be the only one at a field station or may supervise others in visitor services (visitor services specialists). The grades for Visitor Services Managers will range from GS 9 through 13 at field stations. These positions will be supported by stand alone position descriptions and not be part of the check box system.



Supervisory Park Ranger GS 025 – 13 (Visitor Services Manager)

Introduction

Incumbent serves as the Visitor Services Manager on a National Wildlife Refuge, Refuge Complex, or Wetland Management District and manages the visitor services program. This field station will include all or essentially all of the following:

- multiple interest groups, partners and a complex volunteer program,
- significant user conflicts,
- significant off-site visitor services and communication program,
- high congressional and/or public interest,
- controversial visitor use and/or management issues,
- all compatible priority public uses
(this will almost always include five or six),
- proximity to metropolitan area or gateway community,
- significant and multiple public safety issues (law enforcement, environmental contaminants, natural hazards, and illegal activities),
- complex or conflicting jurisdictional authorities with other agencies and entities,
- complex regulations, and
- visitation is near or exceeds the field station recreational carrying capacity.

The incumbent functions as the manager for the station's visitor services program with the responsibility for budget, staff supervision, and overall program management. The incumbent plays a key role in the planning and administration of the total refuge program, in that the visitor services program affects other refuge management programs and is an integral part of the overall refuge management. The incumbent provides technical expertise, provides leadership, and directs staff efforts in all areas of visitor services management in a high quality, large, complex visitor services program involving the full array of priority and secondary uses. This position is responsible for the overall direction, review, planning, and coordination of all visitor services program activities.

Work is directed towards providing the public with safe, accessible, and quality wildlife-dependent recreation opportunities (e.g., hunting, fishing, wildlife observation, wildlife photography, environmental education and interpretation) as described in the Refuge Improvement Act of 1997. Incumbent serves as a member of the refuge management team and as the visitor services technical expert ensures that all recreational activities are appropriate, compatible and support the station's resource management objectives.

Incumbent shall have an active role in assisting regional and national visitor services programs in training and policy

development. Employee is a recognized technical expert in one or more areas of visitor services (e.g.; visitor centers design and construction, environmental education program development, planning and implementation complex hunting program, support group and partnership development, user conflict management and economic benefits and impacts of field station operations on local communities.)

Incumbent will provide technical expertise in the area of visitor services to other field stations lacking this level of knowledge and experience including mentoring and cross program training opportunities. The employee participates in station program review teams, and regional and national committees to develop visitor services policy. Incumbent represents the Service in a variety of settings including local, regional, and national.

A. Major Duties

Program Management

- Develops, manages and maintains a high quality and balanced visitor services program by providing opportunities in the six priority wildlife-dependant recreation activities, as appropriate to the station, and the secondary uses and other programs that may support them.
 - ◆ Coordinates with refuge managers, refuge biologists, and the state to develop a comprehensive hunting and fishing program. Some programs may involve facility development, restrictions on use, and fees and permits.
 - ◆ Develops and implements interpretive and environmental education programs. Programs reach a wide range of audiences and address identified resource issues that may reach outside the field station boundary. Develops and implements partnerships with local educational institutions in the development and management of environmental education programs that meet both the mission and goals of the Fish and Wildlife Service and field station and curricula needs of academia.
 - ◆ Provides for optimal wildlife observation and photography opportunities. Develops and provides programs and facilities to enable visitors to have optimal wildlife observation/photography opportunities without undue impacts to wildlife or its habitat.
 - ◆ Provides for and manage secondary wildlife-dependant recreation when appropriate and in support one or more of the primary uses.

- ◆ Manages conflict between user groups through the use of various techniques such as time/zone management, limited access, and permits. Determines when to open or close an area to a particular use or means of access. Determines and analyzes recreation carrying capacity and make program adjustments as necessary.
 - ◆ Develops compatibility determinations for all visitor services activities and facilities.
 - ◆ Manages conflicts with wildlife and habitat management goals. Coordinates with other appropriate refuge staff to analyze and reduce impacts of visitor use.
- Analyzes visitor services program for gaps and determines the need to develop and implement appropriate policies, procedures, and standards to be used by all affected groups (park rangers, concessionaires, other refuge staff, partners, etc.)
 - Develops, conducts, and analyzes surveys and visitor use studies; measures expectations, quality and satisfaction regarding refuge visitor services program. This includes economic benefit studies, recreational carrying capacity surveys, and visitor satisfaction surveys. Studies will serve as examples/demonstrations for other field stations to develop and manage similar efforts.
 - Coordinates with other management staff (refuge managers, biologists, foresters, etc.) to measure and study impacts of visitor use on wildlife/habitat, and recommends program changes as needed.
 - Manages special designated areas (Wilderness, Research Natural Areas, Closed Area and Public Use Natural Areas) according to specific legislative and policy requirements.
 - Serves as a technical expert within the visitor services program through the development of refuge specific products, special events, facilities, and cross-program training. Provides program management assistance to other field stations within the region that do not have the necessary technical expertise on staff

Planning

- Serves on the Comprehensive Conservation Plan planning team and is the station's technical expert regarding visitor service. Provides assistance to other field stations in the region as requested.

- Coordinates, develops and implements a variety of step down plans for the visitor services program, such as: Sign Plan, and Interpretive Plan, Environmental Education Plan, Hunt Plan and Fishing Plan. Coordinates with State agencies and other station personnel. Prepares documents for Federal Register publication as appropriate.
- Incorporates, manages and addresses cultural resources requirements on station, ensuring compliance in all projects. Ensures coordination with State Historic Preservation Officer and Regional Historic Preservation Officers.
- Incorporates, manages, and addresses universal accessibility on station, ensuring compliance in all projects incorporating Uniform Federal Accessibility Standards and the Rehabilitation Act of 1973.
- Develops field station site plans that offer and include a seamless visual experience that links all visitor facilities from entry to exit including decks, platforms, trails, buildings and landscaping.

Administration

- Supervision

Provides technical and administrative supervision. The incumbent spends at least 25% of the time on supervisory duties. Plans work to be accomplished by subordinates, sets and adjust priorities and prepare schedules for completion of work. Assigns work to subordinates based on priorities, selective consideration of the difficulty and requirements of assignments, and the capabilities of the employees. Develops performance standards and evaluates work performance of subordinates. Gives advice, counsel, or instruction to employees on both work and administrative matters.

Hears and resolves complaints from employees. Hears group grievances and refers more serious unresolved complaints to higher-level supervisor or manager. Effects minor disciplinary measures such as warnings and recommends other action in more serious cases. Interviews candidates for positions; recommends appointments, promotions, and reassignments to such positions. Identifies and provides for training needs. Finds ways to improve production or increase the quality of work directed.

Provides leadership, allocates resources, conducts recruitment and outreach, and implements activities to accomplish multi-cultural organization direction and Equal Opportunity and Civil Rights requirements, goals, policies, and objectives.

Ensures work conditions conform to agency safety programs. Identifies and corrects job safety and health hazards, instructs employees and volunteers on safety requirements of assignments, reviews and reports loss incidents in accordance with Department, Bureau, and Office of Worker's Compensation Programs regulations.

■ Budget

- ◆ Develops and manages station visitor services budget. Participates fully in the field station's budget planning, development and execution.
- ◆ Develops budget opportunities, outside of traditional Federal sources, to enhance the visitor services program by working with partners to apply for challenge cost share, volunteer/friends group grants, contributed funds account, and other budget enhancement packages. Completes all necessary reporting requirements.
- ◆ Develops projects and funding packages for RONS, MMS, SAMMS, Visitor Facility Enhancements, Transportation Enhancements (Refuge Roads), and Refuge Roads appropriations. Pursues and makes use of non-traditional and special funding sources such as funds to repair flood and storm damage, remove contaminants, and donated funds from organizations such as the National Fish and Wildlife Foundation.
- ◆ Develops, manages, and implements policies and procedures for charging user and entrance fees under the Recreation Fee Demonstration Program and other legal authorities, and ensures that fees are managed and expended according to fee program guidelines.

■ Contracting

- ◆ Identifies requirements, develops scopes of work and cost estimates associated with the visitor services function, associated with contracted activities such as concessions, professional services, and maintenance and janitorial services of facilities, Coordinates with the regional Division of Contracting and General Services to develop contracts, select contractors, and monitor contractor

performance. May serve as contracting Officer's Technical Representative.

- ◆ Administers the station's program for commercial and non-commercial special use permits, and other permits as needed. Develops and implements a system for tracking permits.

■ Partners

- ◆ Develops and manages partnerships with community organizations and corporations (scouts, service organizations, local governments and businesses).
- ◆ Coordinates with adjacent landowners, state, Federal, tribal, and non-profit organizations, including those with jurisdictional overlap, for the purpose of stimulating cooperation and joint planning.
- ◆ Develops, manages, and implements Memoranda of Agreement and Memoranda of Understanding for all visitor services partnerships.
- ◆ Proactively develops a variety of visitor services partnerships that are beneficial to the FWS and its mission with corporate, conservation and other non-government organizations.
- ◆ Facilitates the establishment, develops relationships, and coordinates with field station Refuge Support Group(s) and coordinates refuge requests and needs for special project funding, donated services and goods, and cost shares program.

- Volunteers/Others – Establishes and maintains a comprehensive refuge volunteer program as described in the Volunteer and Community Partnership Act. Recruits, trains, and provides support for volunteers and those participating in conservation programs. Utilizes volunteers and cooperators from a variety of sources including Senior Volunteer Corps, Student Conservation Association, AmeriCorps, scouts, RV Campers, and Youth Conservation Corps. Coordinates all field station volunteer and community partnership activities supporting visitor services, as well as those supporting station natural resources, maintenance, and administrative programs.

Facilities Management

- Manages and maintains visitor facilities to prevent hazards to public safety. Coordinates repairs and upgrades with maintenance staff. Ensures that all visitor facilities are properly maintained.
- Coordinates and oversees all visitor facility planning, design, construction, and maintenance. Provides technical expertise to other field stations in the region regarding the development and maintenance of visitor facilities.
- Develops operational plans for all visitor facilities, addressing issues such as building opening and closing times, staffing, cleaning schedules, and routine maintenance.

Communication

- Serves as station's primary media contact, functioning as the station's public affairs officer. Coordinates those activities through the Regional External Affairs Office as appropriate. Develops contacts with all media outlets including print, radio and television.
- Ensures that Regional and Service standards, guidelines, and policies are followed in the production of all communication media including film, publications, and web pages.
- Develops, coordinates, and implements station or issue specific outreach and communication plans for key issues which may result in various outreach activities such as public meetings/hearings and Congressional briefings.
- Plans and manages special events on the station and coordinates off-site participation in events such as state fairs, festivals, county fairs, etc.
- May represent the Service in appropriate external forums such as Chambers of Commerce, State environmental education committees, and with other federal agencies.

Public Safety

- Coordinates public safety issues with the law enforcement program, identifies and addresses public safety issues and concerns, such as facility conditions and potential hazards, and ensures that appropriate visitor safety and education information is communicated through media such as brochures, visitor contacts, and signage. Participates in the development and implementation of the station's Law Enforcement Plan.

- () (If checked.) Supervises the station's law enforcement program and is a line supervisor over commissioned law enforcement officers. Responsible for development of the station's Law Enforcement Plan.

Legislation and Policy

Participates on national and regional teams as a recognized technical expert in one or more areas of visitor services (e.g., visitor centers design and construction, environmental education program development, planning and implementation of a complex hunting or fishing program, support group and partnership development, or user conflict management.)

- Interprets visitor services policy and legislation and implements it on station.
- Serves as a technical expert to other field stations in the interpretation and implementation of visitor services related legislation and policy applicable at the field station level.
- Develops station specific policy, procedures, programs and operating systems in regards to visitor services reflecting national and regional policy.

B. Factors

1. Knowledge Required by the Position

Knowledge of outdoor recreation principles and practices and their integration into resource management and conservation. Knowledge of pertinent aspects of economics, sociology, and behavioral sciences to gather and interpret public interest in outdoor recreation, to collect and analyze related data, and to identify trends in visitor preferences and needs in order to design and present programs, events, materials, and facilities to meet users' demands and interests.

Knowledge of conservation and natural resource management principles and practices in order to incorporate them in educational programs, exhibits, and other visitor services programs. Understanding of habitat requirements and ecological relationships of wildlife with knowledge of organizational and political factors affecting visitor services programming and planning.

Administrative skills in order to ensure that logistical arrangements, supplies, publications, and services are available to implement the visitor services program, to ensure the adequacy of funding and human resources, and to coordinate the visitor services program with other aspects of management operations and policies.

Skill in oral, written, and graphic communications and skill in communicating with a variety of audiences and public groups using a full range of communications media.

Ability to recruit, train, supervise and motivate employees and volunteers. Ability and knowledge in human resources theories, policies and practices to evaluate employee effectiveness, identify training needs and provide training, counsel employees, establish performance standards, write position descriptions, appraise performance, recommend personnel actions, awards, and disciplinary actions, and deal effectively with employee grievances.

Knowledge in consensus building, collaboration, facilitation, and problem solving in dealing with the public, vendors, contractors, support groups, volunteers, and management at all levels of the Service and with outside organizations to conduct wildlife oriented recreation and education related activities.

Skill in creative and innovative planning and interpretive ability in the field of recreation management, interpretive design and writing, and natural history. Skill in developing and adapting guides, methods, procedures, and training techniques.

Knowledge and understanding of the Fish and Wildlife Service and National Wildlife Refuge System history, management methods, policies, procedures, relationships to other agencies, and budgetary processes. Ability to analyze, evaluate, plan, develop, execute, coordinate, and advise on all aspects of the visitor services program.

Ability to provide leadership at the local, regional, and national level in administering the various aspects of the visitor services program and its relationship with other management programs.

A thorough knowledge of visitor services' programs in the Fish and Wildlife Service, their policies and applications, potential affects and impacts, and relationship with other management programs. Ability to review and analyze visitor services programs and make sound recommendations for program improvement.

2. Supervisory Controls

Incumbent is under the supervision of the Project Leader, who sets the overall objectives and resources available. The employee and supervisor, in consultation, develop deadlines, projects, and work to be done. The employee is responsible for planning and carrying out assignments, resolving most of the conflicts that arise, coordinating the work with others as necessary, and interpreting policy on own initiative. The employee determines the approach to be taken and the methodology to be used. The employee keeps the supervisor informed of progress or potentially controversial matters. Completed work is reviewed only from an overall standpoint in terms of feasibility, compatibility with other work, or effectiveness in meeting requirements or expected results.

that arise, coordinating the work with others as necessary, and interpreting policy on own initiative. The employee determines the approach to be taken and the methodology to be used. The employee keeps the supervisor informed of progress or potentially controversial matters. Completed work is reviewed only from an overall standpoint in terms of feasibility, compatibility with other work, or effectiveness in meeting requirements or expected results.

3. Guidelines

Guidelines are provided in the form of basic laws; conservation principles; agency policies; and fundamental refuge, land management, and outdoor recreation philosophies, Refuge Improvement Act of 1997 and precedent actions. Other guidelines include Fish and Wildlife Service Manual and other Service and Regional policy, the Code of Federal regulations, the station's Comprehensive Conservation Plan, and applicable step-down management plans. Guidelines are often vague, contradictory, require modification/adaptation, or are non-existent. Novel, unique, or difficult problems encountered require development of new techniques or methods to solve problems. Incumbent writes policies and procedures to cover station issues and conditions and contributes to the development of new regional and national policies and procedures.

Judgment is required to interpret and convert legislation and Service objectives into a visitor services program and make use of all refuge resources for the public while protecting natural resources specific to the field station.

4. Complexity

The incumbent manages a very complex visitor services program on a national wildlife refuge, ensuring a quality experience for visitors in all compatible priority public uses. He/she is recognized as an authority in one or more specific visitor services programs and operations such as visitor center design and construction, environmental education program development, planning and implementation of complex hunting and fishing programs, support group and partnership development, user conflict management and recreational carrying capacity, and economic benefits and impacts of field station operations on local communities. Direction, planning, execution, and coordination of duties and responsibilities are complicated and difficult because of the scope and varied aspects of the visitor services program provided by the refuge, and the number and diversity of programs that require facilities and services necessary to effectively serve the refuge visitor and to maintain the resource. The incumbent is responsible for the coordination and integration of resource protection, management and conservation, and visitor protection, focusing on wildlife dependent recreation and educational activities. Often this integration results in unusual, unique, and controversial problems, that the incumbent must resolve or for which he/she can make recommendations that can be implemented at

the appropriate level. The decisions and recommendations for solution of problems, policies and practices established, and public contact have a broad impact, both on and off of the station.

The assignments are diverse and extensive in programmatic content and in application to different community and refuge situations. Program situations may be highly controversial or precedent setting for the visitor services program. Program overview and accomplishment can only be achieved through understanding of field operations and needs, regional and national relationships and the external or political influences that affect them.

5. Scope and Effect

The purpose of the work is to manage one of the largest and most complex visitor services programs in the National Wildlife Refuges system, to lead the station's outreach and public affairs efforts, and serve as the station's spokesperson to the media and in other forums. A secondary purpose of the position is to advise other refuges in the region and serve as a technical expert and resource on visitor services issues. Public use is a major activity on the station and the incumbent's activities are of such magnitude, complexity, importance, and level of public interest that the employee plays a key role in planning and administration of the total station program. The incumbent's work has a direct effect on the quality and overall experience of station visitors, their perception of the Service as a responsible steward of the nation's public lands and natural resources, and can have significant impact on their understanding and level of commitment to resource conservation. The incumbent's work also ensures the safety and well being of refuge visitors and employees and the protection and upkeep of refuge facilities. By ensuring that recreational uses of the station are compatible and appropriate, the incumbent has an impact on the long-term health and conservation of the station's natural and cultural resources. By providing expert technical advice to other stations and through participation in Regional and Service teams and working groups, the incumbent affects methods and policies Region- and Service-wide and influences the long-term direction of the Service's visitor services program.

6. Personal Contacts

Recurring contacts are made with refuge visitors; Service personnel from all levels and programs; State and local officials; officials from other Federal agencies; a variety of interest groups, both supportive and in opposition to the activities and policies of the station; non-profit organizations; and local agencies, concessionaires, contractors, refuge neighbors; local, regional and national media; and Congressional staff members. Contacts include a diverse array of publics from varied social, economic, cultural, and educational backgrounds, some of which may have competing goals and objectives.

7. Purpose of Contacts

Contacts are to resolve operational problems, plan and coordinate work, gain compliance with policies, and advise and consult on technical matters. Work involves participation in conferences, meetings, hearings or presentations involving problems and issues of considerable consequence or importance. Incumbent often has to justify, defend, negotiate, or settle matters involving significant or controversial issues. Employee must possess such personal qualities as persuasiveness, imagination, insight to deal effectively with others, resolve conflicts and gain acceptance of recommendations and decisions. The employee serves as the station's primary spokesperson to the media.

8. Physical Demands

The work involves frequent on-site visits requiring some physical exertion such as walking over wet, rough, uneven or rocky terrain; bending, crouching, stooping, stretching, reaching, lifting, or similar activities. The work requires average agility and dexterity. The employee must have the ability to work under pressure and tight deadlines. Should be capable of using off-road vehicles, watercraft, and possible travel in light aircraft.

9. Work Environment

The job requires both office and outdoor work. The office is adequately lighted, heated, and ventilated, but crowded. Temperature and weather extremes may be encountered in the performance of the outdoor work.

Supervisory Park Ranger GS 025 – 12 (Visitor Services Manager)

Introduction

Incumbent serves as the Visitor Services Manager on a National Wildlife Refuge, Refuge Complex, or Wetland Management District and manages the visitor services program.

The station's visitor services program typically includes characteristics such as a full range of wildlife dependant recreation activities, an intense public interest in the development of additional recreational opportunities which meet or exceed the recreational carrying capacity; a variety of partnerships with both non-government and government organizations, a strained relationship with the local community due to conflicts over issues such as efforts to acquire additional land; or the need to restrict entry to an area of significant public interest in order to protect fragile natural resources.

For positions with a higher full-performance grade level, this position description may be used for a developmental position at a station with one of the largest and most complex visitor services programs in the National Wildlife Refuges system. Training will be provided and assignments selected in order to prepare him/her for more responsible work in preparation for promotion to the full-performance level.

The incumbent functions as the manager for the station's visitor services program with the responsibility for budget, staff supervision, and overall program management. The incumbent plays a key role in the planning and administration of the total refuge program, in that the visitor services program affects other refuge management programs and is an integral part of the overall refuge management. The incumbent provides technical expertise, provides leadership, and directs staff efforts in all areas of visitor services management in a high quality, large, complex visitor services program involving the full array of priority and secondary uses. This position is responsible for the overall direction, review, planning, and coordination of all visitor services program activities.

Work is directed towards providing the public with safe, accessible, and quality wildlife-dependent recreation opportunities (e.g., hunting, fishing, wildlife observation, wildlife photography, environmental education and interpretation) as described in the Refuge Improvement Act of 1997. Incumbent serves as a member of the refuge management team and as the visitor services technical expert ensures that all recreational activities are appropriate, compatible and support the station's resource management objectives.

Incumbent will participate on a limited basis in policy development for regional and national visitor services programs by serving on teams and working groups and preparing station comments on proposed new policies. The incumbent may occasionally provide technical expertise

to other field stations and participate on station program review teams. The incumbent represents the station in a variety of settings.

A. Major Duties

Program Management

- Develops, manages and maintains a high quality and balanced visitor services program by providing opportunities in the six priority wildlife-dependant recreation activities, as appropriate to the station, and the secondary uses and other programs that may support them.
 - ◆ Coordinates with refuge managers, refuge biologists, and the state to develop a comprehensive hunting and fishing program. Some programs may involve facility development, restrictions on use, and fees and permits.
 - ◆ Develops and implements interpretive and environmental education programs. Programs reach a wide range of audiences and address identified resource issues that may reach outside the field station boundary. Develops and implements partnerships with local educational institutions in the development and management of environmental education programs that meet both the mission and goals of the Fish and Wildlife Service and field station and curricula needs of academia.
 - ◆ Provides for optimal wildlife observation and photography opportunities. Develops and provides programs and facilities to enable visitors to have optimal wildlife observation/photography opportunities without undue impacts to wildlife or its habitat.
 - ◆ Provides for and manage secondary wildlife-dependant recreation when appropriate and in support one or more of the primary uses.
 - ◆ Manages conflict between user groups through the use of various techniques such as time/zone management, limited access, and permits. Determines when to open or close an area to a particular use or means of access. Determines and analyzes recreation carrying capacity and make program adjustments as necessary.
 - ◆ Develops compatibility determinations for all visitor services activities and facilities.
 - ◆ Manages conflicts with wildlife and habitat management goals. Coordinates with other appropriate refuge staff to analyze and reduce impacts of visitor use.

- ◆ Analyzes visitor services program for gaps and determines the need to develop and implement appropriate policies, procedures, and standards to be used by all affected groups (park rangers, concessionaires, other refuge staff, partners, etc.)
 - ◆ Develops, conducts, and analyzes surveys and visitor use studies; measures expectations, quality and satisfaction regarding refuge visitor services program. This includes economic benefit studies, recreational carrying capacity surveys, and visitor satisfaction surveys.
 - ◆ Coordinates with other management staff (refuge managers, biologists, foresters, etc.) to measure and study impacts of visitor use on wildlife/habitat, and recommends program changes as needed.
 - ◆ Manages special designated areas (Wilderness, Research Natural Areas, Closed Area and Public Use Natural Areas) according to specific legislative and policy requirements.
- Leads the development of refuge specific products, special events, facilities, and cross-program training.

Planning

- Coordinates, develops and implements a variety of step down plans for the visitor services program, such as: Sign Plan, Interpretive Plan, Environmental Education Plan, Hunt Plan, and Fishing Plan. Serves as planning team member and station technical expert for visitor services issues during preparation and reviews of the station's Comprehensive Conservation Plan. Coordinates with State agencies and other station personnel. Prepares documents for Federal Register publication as appropriate.
- Incorporates, manages and addresses cultural resources requirements on station, ensuring compliance in all projects. Ensures coordination with State Historic Preservation Officer and Regional Historic Preservation Officers.
- Incorporates, manages, and addresses universal accessibility on station, ensuring compliance in all projects incorporating Uniform Federal Accessibility Standards and the Rehabilitation Act of 1973.
- Develops field station site plans that offer and include a seamless visual experience that links all visitor facilities from entry to exit including decks, platforms, trails, buildings and landscaping.

Administration

■ Supervision

- ◆ Provides technical and administrative supervision. The incumbent spends at least 25% of the time on supervisory duties. Plans work to be accomplished by subordinates, sets and adjust priorities and prepare schedules for completion of work. Assigns work to subordinates based on priorities, selective consideration of the difficulty and requirements of assignments, and the capabilities of the employees. Develops performance standards and evaluates work performance of subordinates. Gives advice, counsel, or instruction to employees on both work and administrative matters.
- ◆ Hears and resolves complaints from employees. Hears group grievances and refers more serious unresolved complaints to higher-level supervisor or manager. Effects minor disciplinary measures such as warnings and recommends other action in more serious cases. Interviews candidates for positions; recommends appointments, promotions, and reassignments to such positions. Identifies and provides for training needs. Finds ways to improve production or increase the quality of work directed.
- ◆ Provides leadership, allocates resources, conducts recruitment and outreach, and implements activities to accomplish multi-cultural organization direction and Equal Opportunity and Civil Rights requirements, goals, policies, and objectives.
- ◆ Ensures work conditions conform to agency safety programs. Identifies and corrects job safety and health hazards, instructs employees and volunteers on safety requirements of assignments, reviews and reports loss incidents in accordance with Department, Bureau, and Office of Worker's Compensation Programs regulations.

■ Budget

- ◆ Develops and manages station visitor services budget. Participates fully in the field station's budget planning, development and execution.
- ◆ Develops budget opportunities, outside of traditional Federal sources, to enhance the visitor services program by working with partners to apply for challenge cost share, volunteer/friends group grants, contributed funds account, and other budget enhancement packages. Completes all necessary reporting requirements.

- ◆ Develops projects and funding packages for RONS, MMS, SAMMS, Visitor Facility Enhancements, Transportation Enhancements (Refuge Roads), and Refuge Roads appropriations. Pursues and makes use of non-traditional and special funding sources such as funds to repair flood and storm damage, remove contaminants, and donated funds from organizations such as the National Fish and Wildlife Foundation.
- ◆ Develops, manages, and implements policies and procedures for charging user and entrance fees under the Recreation Fee Demonstration Program and other legal authorities, and ensures that fees are managed and expended according to fee program guidelines.

■ Contracting

- ◆ Identifies requirements, develops scopes of work and cost estimates associated with the visitor services function, associated with contracted activities such as concessions, professional services, and maintenance and janitorial services of facilities. Coordinates with the regional Division of Contracting and General Services to develop contracts, select contractors, and monitor contractor performance. May serve as contracting Officer's Technical Representative.
- ◆ Administers the station's program for commercial and non-commercial special use permits, and other permits as needed. Develops and implements a system for tracking permits.

■ Partners

- ◆ Develops and manages partnerships with community organizations and corporations (scouts, service organizations, local governments and businesses).
- ◆ Coordinates with adjacent landowners, state, Federal, tribal, and non-profit organizations, including those with jurisdictional overlap, for the purpose of stimulating cooperation and joint planning.
- ◆ Develops, manages, and implements Memoranda of Agreement and Memoranda of Understanding for all visitor services partnerships.
- ◆ Proactively develops a variety of visitor services partnerships that are beneficial to the FWS and its mission with corporate, conservation and other non-government organizations.

- ◆ Facilitates the establishment, develops relationships, and coordinates with field station Refuge Support Group(s) and coordinates refuge requests and needs for special project funding, donated services and goods, and cost shares program.
- **Volunteers/Others**
 - ◆ Establishes and maintains a comprehensive refuge volunteer program as described in the Volunteer and Community Partnership Act. Recruits, trains, and provides support for volunteers and those participating in conservation programs. Utilizes volunteers and cooperators from a variety of sources including Senior Volunteer Corps, Student Conservation Association, AmeriCorps, scouts, RV Campers, and Youth Conservation Corps. Coordinates all field station volunteer and community partnership activities supporting visitor services, as well as those supporting station natural resources, maintenance, and administrative programs.

Facilities Management

- Manages and maintains visitor facilities to prevent hazards to public safety. Coordinates repairs and upgrades with maintenance staff. Ensures that all visitor facilities are properly maintained.
- Coordinates and oversees all visitor facility planning, design, construction, and maintenance. Provides technical expertise to other field stations in the region regarding the development and maintenance of visitor facilities.
- Develops operational plans for all visitor facilities, addressing issues such as building opening and closing times, staffing, cleaning schedules, and routine maintenance.

Communication

- Serves as station's primary media contact, functioning as the station's public affairs officer. Coordinates those activities through the Regional External Affairs Office as appropriate. Develops contacts with all media outlets including print, radio and television.
- Ensures that Regional and Service standards, guidelines, and policies are followed in the production of all communication media including film, publications, and web pages.
- Develops, coordinates, and implements station or issue specific outreach and communication plans for key issues which may result in various outreach activities such as public meetings/hearings and Congressional briefings.

- Plans and manages special events on the station and coordinates off-site participation in events such as state fairs, festivals, county fairs, etc.
- May represent the Service in appropriate external forums such as Chambers of Commerce, State environmental education committees, and with other federal agencies.

Public Safety

- Coordinates public safety issues with the law enforcement program, identifies and addresses public safety issues and concerns, such as facility conditions and potential hazards, and ensures that appropriate visitor safety and education information is communicated through media such as brochures, visitor contacts, and signage. Participates in the development and implementation of the station's Law Enforcement Plan.
- (If checked.) Supervises the station's law enforcement program and is a line supervisor over commissioned law enforcement officers. Responsible for development of the station's Law Enforcement Plan.

Legislation and Policy

- Participates on teams addressing regional visitor services issues.
- Interprets visitor services policy and legislation and implements it on station.
- Develops station specific policy, procedures, programs and operating systems in regards to visitor services reflecting national and regional policy.

B. Factors

1. Knowledge Required by the Position

Knowledge of outdoor recreation principles and practices and their integration into resource management and conservation. Knowledge of pertinent aspects of economics, sociology, and behavioral sciences to gather and interpret public interest in outdoor recreation, to collect and analyze related data, and to identify trends in visitor preferences and needs in order to design and present programs, events, materials, and facilities to meet users' demands and interests.

Knowledge of conservation and natural resource management principles and practices in order to incorporate them in educational programs, exhibits, and other visitor services programs. Understanding of habitat requirements and ecological relationships of wildlife with knowledge of organizational and political factors affecting visitor services programming and planning.

Administrative skills in order to ensure that logistical arrangements, supplies, publications, and services are available to implement the visitor services program, to ensure the adequacy of funding and human resources, and to coordinate the visitor services program with other aspects of management operations and policies.

Skill in oral, written, and graphic communications and skill in communicating with a variety of audiences and public groups using a full range of communications media.

Ability to recruit, train, supervise and motivate employees and volunteers. Ability and knowledge in human resources theories, policies and practices to evaluate employee effectiveness, identify training needs and provide training, counsel employees, establish performance standards, write position descriptions, appraise performance, recommend personnel actions, awards, and disciplinary actions, and deal effectively with employee grievances.

Knowledge in consensus building, collaboration, facilitation, and problem solving in dealing with the public, vendors, contractors, support groups, volunteers, and management at all levels of the Service and with outside organizations to conduct wildlife oriented recreation and education related activities.

Skill in creative and innovative planning and interpretive ability in the field of recreation management, interpretive design and writing, and natural history. Skill in developing and adapting guides, methods, procedures, and training techniques.

Knowledge and understanding of the Fish and Wildlife Service and National Wildlife Refuge System history, management methods, policies, procedures, relationships to other agencies, and budgetary processes. Ability to analyze, evaluate, plan, develop, execute, coordinate, and advise on all aspects of the visitor services program.

Ability to provide leadership at the local, regional, and national level in administering the various aspects of the visitor services program and its relationship with other management programs.

A thorough knowledge of visitor services' programs in the Fish and Wildlife Service, their policies and applications, potential affects and impacts, and relationship with other management programs. Ability to review and analyze visitor services programs and make sound recommendations for program improvement.

2. Supervisory Controls

Incumbent is under the supervision of the Project Leader, who sets the overall objectives and resources available. The employee and supervisor, in consultation, develop deadlines, projects, and work to be done. The employee is responsible for planning and carrying out assignments,

resolving most of the conflicts that arise, coordinating the work with others as necessary, and interpreting policy on own initiative. The employee determines the approach to be taken and the methodology to be used. The employee keeps the supervisor informed of progress or potentially controversial matters. Completed work is reviewed only from an overall standpoint in terms of feasibility, compatibility with other work, or effectiveness in meeting requirements or expected results.

3. Guidelines

Guidelines are provided in the form of basic laws; conservation principles; agency policies; and fundamental refuge, land management, and outdoor recreation philosophies, Refuge Improvement Act of 1997 and precedent actions. Other guidelines include Fish and Wildlife Service Manual and other Service and Regional policy, the Code of Federal regulations, the station's Comprehensive Conservation Plan, and applicable step-down management plans. Guidelines are often vague, contradictory, require modification/adaptation, or are non-existent. Novel, unique, or difficult problems encountered require development of new techniques or methods to solve problems. Incumbent writes policies and procedures to cover station issues and conditions and contributes to the development of new regional and national policies and procedures.

Judgment is required to interpret and convert legislation and Service objectives into a visitor services program and make use of all refuge resources for the public while protecting natural resources specific to the field station.

4. Complexity

The incumbent manages a complex visitor services program on a national wildlife refuge, ensuring a quality experience for visitors in all compatible priority public uses. Direction, planning, execution, and coordination of duties and responsibilities are complicated and difficult because of the scope and varied aspects of the visitor services program provided by the refuge, and the number and diversity of programs that require facilities and services necessary to effectively serve the refuge visitor and to maintain the resource. The incumbent is responsible for the coordination and integration of resource protection, management and conservation, and visitor protection, focusing

on wildlife dependent recreation and educational activities. Often this integration results in unusual, unique, and controversial problems, that the incumbent must resolve or for which he/she can make recommendations that can be implemented at the appropriate level. The decisions and recommendations for solution of problems, policies and practices established, and public contact have a broad impact, both on and off of the station.

The assignments are diverse and extensive in programmatic content and in application to different community and refuge situations. Program situations may be highly controversial. Program overview and accomplishment can only be achieved through understanding of field operations and needs, regional and national relationships and the external or political influences that affect them.

5. Scope and Effect

The purpose of the work is to manage a complex visitor services program on a national wildlife refuge, to lead the station's outreach and public affairs efforts, and to serve as the station's spokesperson to the media and in other forums. The incumbent's work has a direct effect on the quality and overall experience of station visitors, their perception of the Service as a responsible steward of the nation's public lands and natural resources, and can have significant impact on their understanding and level of commitment to resource conservation. The incumbent's work also ensures the safety and well being of refuge visitors and employees and the protection and upkeep of refuge facilities. By ensuring that recreational uses of the station are compatible and appropriate, the incumbent has an impact on the long-term health and conservation of the station's natural and cultural resources.

6. Personal Contacts

Recurring contacts are made with refuge visitors; Service personnel from all levels and programs; State and local officials; officials from other Federal agencies; a variety of interest groups, both supportive and in opposition to the activities and policies of the station; non-profit organizations; and local agencies, concessionaires, contractors, refuge neighbors; local, regional and national media; and Congressional staff members. Contacts include a diverse array of publics from varied social, economic, cultural, and educational backgrounds, some of which may have competing goals and objectives.

7. Purpose of Contacts

Contacts are to resolve operational problems, plan and coordinate work, gain compliance with policies, and advise and consult on technical matters. Work involves participation in conferences, meetings, hearings or presentations involving problems and issues of considerable consequence or importance. The employee may represent the Service in various interagency cooperative committees, however he/she generally does not have the authority to commit the Service to a given course

of action. Incumbent often has to justify, defend, negotiate, or settle matters involving significant or controversial issues. Employee must possess such personal qualities as persuasiveness, imagination, insight to deal effectively with others, resolve conflicts and gain acceptance of recommendations and decisions. The employee serves as the station's primary spokesperson to the media.

8. Physical Demands

The work involves frequent on-site visits requiring some physical exertion such as walking over wet, rough, uneven or rocky terrain; bending, crouching, stooping, stretching, reaching, lifting, or similar activities. The work requires average agility and dexterity. The employee must have the ability to work under pressure and tight deadlines. Should be capable of using off-road vehicles, watercraft, and possible travel in light aircraft.

9. Work Environment

The job requires both office and outdoor work. The office is adequately lighted, heated, and ventilated, but crowded. Temperature and weather extremes may be encountered in the performance of the outdoor work.

Supervisory Park Ranger GS 025 – 11, (Visitor Services Manager) Park Ranger GS 025 – 11, (Visitor Services Specialist)

Introduction

Incumbent serves as the Visitor Services Manager/Specialist on a National Wildlife Refuge, Refuge Complex, or Wetland Management District and manages the visitor services program.

The station's visitor services program typically includes characteristics such as several wildlife dependant recreation activities and a limited number of non-controversial partnerships with both non-government and/or government organizations.

The incumbent functions as the manager of the station's visitor services program with the responsibility for budget and overall program management. The incumbent contributes to the planning and administration of the total refuge program, in that the visitor services program affects other refuge management programs and is an integral part of the overall refuge management. The incumbent provides technical expertise and leadership in all areas of visitor services. This position is responsible for the direction, review, planning, and coordination of all visitor services program activities.

Work is directed towards providing the public with safe, accessible, and quality wildlife-dependent recreation opportunities (e.g., hunting, fishing, wildlife observation, wildlife photography, environmental education and interpretation) as described in the Refuge Improvement Act of 1997. Incumbent serves as a member of the refuge management team and ensures that all recreational activities are appropriate, compatible and support the station's resource management objectives.

The incumbent represents the station in a variety of settings.

A. Major Duties

Program Management

- Develops, manages and maintains a high quality and balanced visitor services program by providing opportunities in compatible wildlife-dependant recreation activities, as appropriate to the station, and the secondary uses and other programs that may support them.
- Coordinates with refuge managers, refuge biologists, and the state to develop a comprehensive hunting and fishing program. Some programs may involve facility development, restrictions on use, and fees and permits.
- Develops and implements interpretive and environmental education programs. Programs reach a wide range of audiences and address identified resource issues that may reach outside the

field station boundary. Develops and implements partnerships with local educational institutions in the development and management of environmental education programs that meet both the mission and goals of the Fish and Wildlife Service and field station and curricula needs of academia.

- Provides for optimal wildlife observation and photography opportunities. Develops and provides programs and facilities to enable visitors to have optimal wildlife observation/photography opportunities without undue impacts to wildlife or its habitat.
- Provides for and manages secondary wildlife-dependant recreation when appropriate and in support one or more of the primary uses.
- Manages conflict between user groups through the use of various techniques such as time/zone management, limited access, and permits. Determines when to open or close an area to a particular use or means of access. With the assistance of Regional visitor services staff, determines and analyzes recreation carrying capacity and make program adjustments as necessary.
- With the assistance of Regional visitor services staff, develops compatibility determinations for all visitor services activities and facilities.
- Manages conflicts with wildlife and habitat management goals. Coordinates with other appropriate refuge staff to analyze and reduce impacts of visitor use.
- With the assistance of Regional visitor services staff, analyzes visitor services program for gaps and determines the need to develop and implement appropriate policies, procedures, and standards to be used by all affected groups (park rangers, concessionaires, other refuge staff, partners, etc.)
- With the assistance of Regional visitor services staff, develops, conducts, and analyzes surveys and visitor use studies; measures expectations, quality and satisfaction regarding refuge visitor services program. This includes economic benefit studies, recreational carrying capacity surveys, and visitor satisfaction surveys.
- Coordinates with other management staff (refuge managers, biologists, foresters, etc.) to measure and study impacts of visitor use on wildlife/habitat, and recommends program changes as needed.

- Manages special designated areas (Wilderness, Research Natural Areas, Closed Area and Public Use Natural Areas) according to specific legislative and policy requirements.
- Leads the development of refuge specific products, special events, facilities, and cross-program training.

Planning

- Coordinates, develops and implements a variety of step down plans for the visitor services program, such as: Sign Plan, Interpretive Plan, Environmental Education Plan, Hunt Plan, Fishing Plan, and Trapping Plan. Serves as planning team member for visitor services issues during preparation and reviews of the station's Comprehensive Conservation Plan. Coordinates with State agencies and other station personnel. With the assistance of Regional visitor services staff, prepares documents for Federal Register publication as appropriate.
- Incorporates, manages and addresses cultural resources requirements on station, ensuring compliance in all projects. Ensures coordination with State Historic Preservation Officer and Regional Historic Preservation Officers.
- Incorporates, manages, and addresses universal accessibility on station, ensuring compliance in all projects incorporating Uniform Federal Accessibility Standards and the Rehabilitation Act of 1973.
- Develops field station site plans that offer and include a seamless visual experience that links all visitor facilities from entry to exit including decks, platforms, trails, buildings and landscaping.

Administration

- Budget
 - ◆ Determines type, amount, and location of work to be accomplished for each activity; calculates cost of each activity based on staffing, equipment, supplies, and material requirements; and drafts and submits for approval the annual visitor services budget and operating program.
 - ◆ Participates in applying for challenge cost share, volunteer/friends group grants, contributed funds account, and other budget enhancement packages. Completes routine reporting requirements.
 - ◆ With the assistance of Regional visitor services and refuge staff, develops projects and funding packages for

RONs, MMS, SAMMS, Visitor Facility Enhancements, Transportation Enhancements (Refuge Roads), and Refuge Roads appropriations. Participates in acquiring and using non-traditional and special funding sources such as funds to repair flood and storm damage, remove contaminants, and donated funds from organizations such as the National Fish and Wildlife Foundation.

- ◆ With the assistance of Regional visitor services and refuge staff, develops policies and procedures for charging user and entrance fees under the Recreation Fee Demonstration Program and other legal authorities. Oversees fee collection and ensure that funds are managed and expended according to fee program guidelines.

■ Contracting

- ◆ With the assistance of Regional visitor services and refuge staff, identifies requirements, develops scopes of work and cost estimates associated with the visitor services function, associated with contracted activities such as concessions, professional services, and maintenance and janitorial services of facilities. Coordinates with the regional Division of Contracting and General Services to develop contracts, select contractors, and monitor contractor performance. May serve as contracting Officer's Technical Representative.
- ◆ Administers the station's program for commercial and non-commercial special use permits, and other permits as needed. Develops and implements a system for tracking permits.

■ Partners

- ◆ Develops and manages partnerships with community organizations and corporations (scouts, service organizations, local governments and businesses).
- ◆ Coordinates with adjacent landowners, state, Federal, tribal, and non-profit organizations, including those with jurisdictional overlap, for the purpose of stimulating cooperation and joint planning.
- ◆ With the assistance of Regional visitor services and refuge staff, develops, manages, and implements Memoranda of Agreement and Memoranda of Understanding for all visitor services partnerships.

- ◆ Proactively develops a variety of partnerships that are beneficial to the FWS and its mission with corporate, conservation and other non-government organizations.
- ◆ With the assistance of Regional visitor services and refuge staff, facilitates the establishment of field station Refuge Support Groups. Develops relationships with Support Groups and coordinates refuge requests and needs for special project funding, donated services and goods, and cost shares program.

Volunteers/Others

- ◆ With the assistance of Regional visitor services and refuge staff, establishes a refuge volunteer program. Maintains the volunteer program as described in the Volunteer and Community Partnership Act. Recruits, trains, and provides support for volunteers and those participating in conservation programs. Utilizes volunteers and cooperators from a variety of sources including Senior Volunteer Corps, Student Conservation Association, AmeriCorps, scouts, RV Campers, and Youth Conservation Corps. Coordinates all field station volunteer and community partnership activities supporting visitor services. May also coordinate the volunteer program supporting station natural resources, maintenance, and administrative programs.

Facilities Management

- ◆ Manages and maintains visitor facilities to prevent hazards to public safety. Coordinates repairs and upgrades with maintenance staff. Ensures that all visitor facilities are properly maintained.
- ◆ With the assistance of Regional visitor services and refuge staff, coordinates and oversees all visitor facility planning, design, construction, and maintenance. Provides technical expertise to other field stations in the region regarding the development and maintenance of visitor facilities.
- ◆ With the assistance of Regional visitor services and refuge staff, develops operational plans for all visitor facilities, addressing issues such as building opening and closing times, staffing, cleaning schedules, and routine maintenance.

Communication

- ◆ Serves as station's primary media contact, functioning as the station's public affairs officer. Coordinates those activities through the Regional External Affairs Office as appropriate. Develops contacts with all media outlets

including print, radio and television.

- ◆ Ensures that Regional and Service standards, guidelines, and policies are followed in the production of all communication media including film, publications, and web pages.
- ◆ With the assistance of Regional visitor services and External Affairs staff, develops, coordinates, and implements station or issue specific outreach and communication plans for key issues which may result in various outreach activities such as public meetings/ hearings and Congressional briefings.

■ Supervision (if supervisory duties are assigned)

- ◆ Provides technical and administrative supervision. Plans work to be accomplished by subordinates, sets and adjust priorities and prepare schedules for completion of work. Assigns work to subordinates based on priorities, selective consideration of the difficulty and requirements of assignments, and the capabilities of the employees. Develops performance standards and evaluates work performance of subordinates. Gives advice, counsel, or instruction to employees on both work and administrative matters.
- ◆ Hears and resolves complaints from employees. Hears group grievances and refers more serious unresolved complaints to higher-level supervisor or manager. Effects minor disciplinary measures such as warnings and recommends other action in more serious cases. Interviews candidates for positions; recommends appointments, promotions, and reassignments to such positions. Identifies and provides for training needs. Finds ways to improve production or increase the quality of work directed.
- ◆ Provides leadership, allocates resources, conducts recruitment and outreach, and implements activities to accomplish multi-cultural organization direction and Equal Opportunity and Civil Rights requirements, goals, policies, and objectives.
- ◆ Ensures work conditions conform to agency safety programs. Identifies and corrects job safety and health hazards, instructs employees and volunteers on safety requirements of assignments, reviews and reports loss incidents in accordance with Department, Bureau, and Office of Worker's Compensation Programs regulations.

Public Safety

- ◆ With the assistance of Regional visitor services and Regional Refuge Law Enforcement staff, coordinates public safety issues with the law enforcement program, identifies and addresses public safety issues and concerns, such as facility conditions and potential hazards, and ensures that appropriate visitor safety and education information is communicated through media such as brochures, visitor contacts, and signage. Participates in the development and implementation of the station's Law Enforcement Plan.

(If checked.) Supervises the station's law enforcement program and is a line supervisor over commissioned law enforcement officers. With the assistance of Regional visitor services and Regional Refuge Law Enforcement staff, develops the station's Law Enforcement Plan.

(If checked.) The incumbent serves as a dual function, commissioned Federal Law Enforcement Officer of the National Wildlife Refuge system. He/she will maintain law enforcement authority and conduct law enforcement duties as assigned. As a dual function refuge officer, the incumbent is required to spend a minimum of 25 percent of his/her duty time performing law enforcement duties. Law enforcement duties will no exceed 49 percent of duty time. Law enforcement duties will include the following: investigation, apprehension, and detention activities; emergency response activities; visitor services and protection activities; national security activities; law enforcement program management activities; and law enforcement training. (If law enforcement duties are assigned, "Law Enforcement" or "LE" will be included as a parenthetical title.)

Legislation and Policy

- ◆ May participate on teams addressing regional visitor services issues.
- ◆ Interprets visitor services policy and legislation and implements it on station.
- ◆ With the assistance of Regional visitor services and refuge staff, develops station specific visitor services policy, procedures, programs and operating systems to implement national and regional policy.

Supervision

This position may include supervisory duties. The classification may be either “Park Ranger” or “Supervisory Park Ranger,” GS-025-11. The appropriate title and supervisory designation are to be assigned by the servicing Human Resources Specialist in coordination with the supervisor, and be based on the supervisory authority exercised and the amount of time expended in supervising subordinate staff.

- Meets the definition of “supervisor” in the General Schedule Supervisory Guide. Provides full technical and administrative supervision. The incumbent spends at least 25% of the time on supervisory duties.
 - Meets the definition of “supervisor” in 5 U.S.C. 7103(A)(10). Hires, directs, assigns, promotes, rewards, and disciplines employees,
 - or effectively recommends these actions, but does not meet the definition above.
- Non-supervisor.

B. Factors

1. Knowledge Required by the Position

Knowledge of outdoor recreation concepts, principles, and practices and their integration into resource management and conservation. Basic knowledge of pertinent aspects of economics, sociology, and behavioral sciences to relate users’ demands and interests to the station’s visitor services program.

Substantial knowledge of conservation and natural resource management principles and practices in order to incorporate them in educational programs, exhibits, and other visitor services programs. Understanding of habitat requirements and ecological relationships of wildlife with knowledge of organizational and political factors affecting visitor services programming and planning.

Administrative skills in order to ensure that logistical arrangements, supplies, publications, and services are available to implement the visitor services program, to ensure the adequacy of funding and human resources, and to coordinate the visitor services program with other aspects of management operations and policies.

Skill in oral, written, and graphic communications and skill in communicating with a variety of audiences and public groups using various communications media.

Ability to recruit, train, supervises, and motivates employees and volunteers as appropriate to the level of assigned supervisory responsibilities. Ability and knowledge in human resources

theories, policies and practices to evaluate employee effectiveness, identify training needs and provide training, counsel employees, establish performance standards, write position descriptions, appraise performance, recommend personnel actions, awards, and disciplinary actions, and deal effectively with employee grievances.

Knowledge in consensus building, collaboration, facilitation, and problem solving in dealing with the public, vendors, contractors, support groups, volunteers, and management and with outside organizations to conduct wildlife oriented recreation and education related activities.

Skill in creative and innovative planning and interpretive ability in the field of recreation management, interpretive design and writing, and natural history. Skill in developing and adapting guides, methods, procedures, and training techniques.

Knowledge and understanding of the Fish and Wildlife Service and National Wildlife Refuge System history, management methods, policies, procedures, relationships to other agencies, and budgetary processes. Ability to analyze, evaluate, plan, develop, execute, coordinate, and advise on all aspects of the visitor services program.

A thorough knowledge of visitor services' programs in the Fish and Wildlife Service, their policies and applications, potential affects and impacts, and relationship with other management programs. Ability to review and analyze visitor services programs and make sound recommendations for program improvement.

Incumbent must have knowledge of laws and regulations governing refuge management authorizations (e.g.; 50 CFR, National Wildlife Refuge System Improvement Act, Refuge Recreation Act, Endangered Species Act, National Environmental Policy Act, Archeological Resources Protection Act, etc.) Knowledge in initiating and carrying out programs designed to protect the refuge and its visitors from trespass, fire, and unauthorized use as well as the enforcement of refuge regulations and fish and wildlife conservation laws.

(If Law Enforcement duties are assigned.) Knowledge of law enforcement policies and procedures, including rules, statutes, and laws pertaining to search, seizure, arrest, and interrogation under Federal and state jurisdictions.

(If supervisory duties are assigned.) Knowledge of supervisory methods and responsibilities.

2. Supervisory Controls

Incumbent is under the supervision of the Project Leader or Deputy Project Leader. The supervisor specifies the objectives and the general scope of the assignment. The employee develops work plans, devises

techniques covering both routine and nonroutine operations and activities, and selects, modifies, and uses the techniques for carrying out assignments. The supervisor or regional visitor services staff members may provide advice and assistance in the implementation of new or revised policies and procedures or in making a choice between several equally complex and rational approaches to work planning and execution. Completed work is usually reviewed on a spot-check basis for sound approach and accomplishment of program objectives. Management plans are usually reviewed in draft prior to adoption.

3. Guidelines

Guidelines are provided in the form of laws; conservation principles; agency policies; and fundamental refuge, land management, and outdoor recreation philosophies, Refuge Improvement Act of 1997 and precedent actions. Other guidelines include Fish and Wildlife Service Manual and other Service and Regional policy, the Code of Federal regulations, the station's Comprehensive Conservation Plan, and applicable step-down management plans. The guidelines are generally applicable but not specific to onsite conditions or problems. The employee must select from alternative methods or approaches that appear to be appropriate to the existing situation, and make or recommend compromises required to meet objectives.

4. Complexity

The incumbent manages a moderately complex visitor services program on a national wildlife refuge, ensuring a quality experience for visitors in all compatible priority public uses. Work assignments typically consist of diverse complex technical and/or administrative problems. Independently, on a regular and recurring basis, the employee identifies the nature of the problem and the kinds of information, criteria, and techniques needed to arrive at a solution. Assignments typically require consideration of and selection from several alternative approaches or solutions to problems and sometimes require substantial adaptation of standardized guides and criteria. The work situation is characteristically one where development and planning are only partially completed, or if completed, require substantial modification to accommodate different characteristics than previously anticipated, such as a significant increase in visitor loads; a loss of visitor facilities or services due to vandalism, fire, or other similar circumstances; an increase in size of the land area to be managed; or a significant increase in organized and critical public interest in resource management plans. The Employee is expected to recognize critical trends in park use and operations, to evaluate their significance, and to plan and implement changes in park programs and operations.

5. Scope and Effect

The purpose of the work is to manage a moderately complex visitor services program on a national wildlife refuge, to lead the station's outreach and public affairs efforts, and to serve as the station's spokesperson to the media and in other forums. The incumbent's work has a direct effect on the quality and overall experience of station visitors, their perception of the Service as a responsible steward of the nation's public lands and natural resources, and can have significant impact on their understanding and level of commitment to resource conservation. The incumbent's work also ensures the safety and well being of refuge visitors and employees and the protection and upkeep of refuge facilities. By ensuring that recreational uses of the station are compatible and appropriate, the incumbent has an impact on the long-term health and conservation of the station's natural and cultural resources.

6. Personal Contacts

Recurring contacts are made with refuge visitors; Service personnel at the station and regional levels; local officials; peers from other Federal agencies; a variety of interest groups, both supportive and in opposition to the activities and policies of the station; non-profit organizations; and local agencies, concessionaires, contractors, refuge neighbors; and local and regional media. Contacts include a diverse array of publics from varied social, economic, cultural, and educational backgrounds, some of which may have competing goals and objectives.

7. Purpose of Contacts

Contacts are to resolve operational problems, plan and coordinate work, gain compliance with policies, and advise and consult on technical matters. The employee's contacts involve negotiation of agreements, investigation and resolution of complaints, and reconciliation of conflicting viewpoints. The employee serves as the station's primary spokesperson to the media.

8. Physical Demands

The work involves frequent on-site visits requiring some physical exertion such as walking over wet, rough, uneven or rocky terrain; bending, crouching, stooping, stretching, reaching, lifting, or similar activities. The work requires average agility and dexterity. The employee must have the ability to work under pressure and tight deadlines. The work typically involves travel in off-road vehicles, watercraft, and may require travel in light aircraft.

(If Law Enforcement duties are assigned.) The employee must maintain a high level of physical fitness in order to perform rigorous activity when necessary to physically restrain suspects and to defend against physical attacks.

9. Work Environment

The job requires both office and outdoor work. The office is adequately lighted, heated, and ventilated. Temperature and weather extremes may be encountered in the performance of the outdoor work. In some positions the employee is required to carry a firearm for protection from hostile wildlife.

(If Law Enforcement duties are assigned.) The employee carries a firearm for protection and may be involved in confrontations with criminal suspects.

Park Ranger, GS 025 – 9 (Visitor Services Manager)

Park Ranger, GS 025 – 9 (Visitor Services Specialist)

Introduction

Incumbent serves as the Visitor Services Manager/Specialist on a National Wildlife Refuge or Wetland Management District and manages the visitor services program. (Although the terms “refuge” and “Refuge Manager” are used, this position description encompasses all three types of resource lands.)

The refuge’s visitor services program is of limited scope and complexity. Characteristics of this size program will be generally found on smaller refuges with limited visitation (primarily the local community), seasonal peaks in visitation (such as hunting and fishing seasons), limited partnership opportunities, no concession operations, and a limited fee program. Focus is on the surrounding community. Facilities are limited to visitor contact stations, kiosks, trails and parking.

The incumbent has responsibility for operation of the visitor services program. In cooperation with the Refuge Manager and other staff, the employee participates in visitor services program planning and implementation. The incumbent participates in all areas of visitor services including evaluating operations and making recommendations to management on activities, practices and methods; and reviewing, planning, and coordinating visitor services activities.

Work is directed towards providing the public with safe, accessible, and quality wildlife-dependent recreation opportunities (e.g., hunting, fishing, wildlife observation, wildlife photography, environmental education and/or interpretation) as described in the Refuge Improvement Act of 1997. Incumbent makes recommendations on recreational activities with the goal of ensuring that they are appropriate, compatible and support the refuge’s resource management objectives.

This position description also applies to developmental level positions with a higher full-performance level. Duties and responsibilities are equivalent to those described. However, the higher complexity of the refuge’s program as described in the full-performance level position is offset by closer oversight of the employee while receiving training and experience to prepare him/her to perform at the higher grade.

A. Major Duties

Program Management

- Participates in the development, management, and implementation of a high quality and balanced visitor services program by recommending and implementing compatible wildlife-dependant recreation activities.
- Coordinates with refuge managers, refuge biologists, and the state to develop a comprehensive hunting and fishing program. Some programs may involve facility development, restrictions on use, and fees and permits.

- Develops and implements interpretive and environmental education programs. Programs reach a wide range of audiences, and employ a variety of media methods and materials such as brochures, fact sheets, signs and panels. Provides relevant materials to local educational institutions for their use in environmental education programs that further the mission and goals of the Fish and Wildlife Service and the refuge.
- Provides wildlife observation and photography opportunities. Plans and develops trails, observation platforms, photo blinds, and information.
- Provides for and manages secondary wildlife-dependant recreation when appropriate such as camping, picnicking, berry picking, boating and horseback riding in support of one or more of the primary uses.
- Implements generally accepted techniques to prevent conflict between user groups, such as time/zone management, limited access, and permits. Recommends when to open or close an area to a particular use or means of access. Assists Regional Visitor services staff with studies to determine and analyze recreation carrying capacity of the refuge.
- Assists Regional visitor services staff to develop compatibility determinations for visitor services activities and facilities on the refuge.
- Assists Regional visitor services staff in the analysis of the refuge's visitor services program for gaps and in developing and implementing appropriate policies, procedures, and standards to be used by all affected groups (park rangers, concessionaires, other refuge staff, partners, etc.)
- Assists Regional visitor services staff in developing, conducting, and analyzing surveys and visitor use studies; and measuring expectations, quality, and satisfaction regarding the refuge's visitor services program. This may include economic benefit studies, recreational carrying capacity surveys, and visitor satisfaction surveys.
- Coordinates with other refuge staff to minimize conflicts between the refuge's visitor use and wildlife and management goals. Measures and studies impacts of visitor use on wildlife/habitat, and recommends program changes as needed.
- Participates in the management of special designated areas (Wilderness, Research Natural Areas, Closed Areas, and Public Use Natural Areas) according to specific legislative and policy requirements.
- Leads the development and implementation of refuge specific products, special events, facilities, and cross-program training.

Planning

- Participates in the coordination, development, and implementation of the Visitor Services Plan and a variety of step down plans for the visitor services program. Prepares draft plans; for example, Sign Plan, Interpretive Plan, Environmental Education Plan, Hunt Plan, and Fishing Plan. Serves as planning team member for visitor services issues during preparation and reviews of the refuge's Comprehensive Conservation Plan. Coordinates and integrates plans with State hunting and fishing agencies, school districts, and other refuge personnel.
- With advice from Regional and State Historic Preservation Officers and other subject matter experts, incorporates, manages, and addresses cultural resources requirements on the refuge, ensuring that refuge activities comply with applicable guidance and regulations.
- Implements universal accessibility on the refuge, following the Uniform Federal Accessibility Standards and the Rehabilitation Act of 1973.
- Prepares draft refuge site plans for facilities such as decks, platforms, trails, buildings and landscaping.

Administration

- Budget
 - ◆ Recommends the type, amount, and location of work to be accomplished for each activity; estimates the cost of each activity based on staffing, equipment, supplies, and material requirements; and drafts the annual visitor services budget and operating program.
 - ◆ Participates in applying for challenge cost share, volunteer/friends group grants, contributed funds accounts, and other budget enhancement packages. Completes routine reporting requirements.
 - ◆ With Regional visitor services and refuge staff, participates in preparing project and funding packages for Refuge Operating Needs Systems (RONS), Maintenance Management Systems (RONS), and Service Asset Maintenance Management System (SAMMS), and Visitor Facility Enhancements, Transportation Enhancements (Refuge Roads), and Refuge Roads requests. Participates in acquiring and using non-traditional and special funding sources such as funds to repair flood and storm damage, remove contaminants, and donated funds from organizations such as the National Fish and Wildlife Foundation.
 - ◆ With the assistance of Regional visitor services and refuge staff, develops policies and procedures for charging user

and entrance fees under the Recreation Fee Demonstration Program and other legal authorities. Oversees fee collection and ensures that collected funds are properly accounted for according to fee program guidelines.

■ Contracting

- ◆ Assists with identifying requirements and developing scopes of work and cost estimates for activities associated with the visitor services function. Coordinates with the Refuge Manager and Contracting and General Services (CGS) in selecting contractors and monitoring contractor performance. May serve as Contracting Officer's Technical Representative (COTR).
- ◆ Administers the refuge's program for commercial and non-commercial special use permits, and other permits as needed. This includes reviewing requests and applications, writing, and (at the discretion of the Refuge Manager) issuing permits. Types of permits may include hunting, photography, camping, commercial fishing and trapping.

Partners

- Participates in partnership activities with community organizations and corporations (Scouts, service organizations, local governments and businesses).
- Participates in the development and implementation of Memoranda of Agreement and Memoranda of Understanding for visitor services partnerships.
- Participates in partnerships that are beneficial to the FWS and its mission with corporate, conservation, and other non-government organizations
- Participates with and serves as the contact for Refuge Support Groups.

Volunteers/Others

- Administers the volunteer program as described in the Volunteer and Community Partnership Act and Service Policy. Recruits volunteers and cooperators from a variety of sources such as Senior Volunteer Corps, Student Conservation Association, AmeriCorps, Scouts, RV Campers, and Youth Conservation Corps. Trains volunteers in activities supporting and protecting natural resources, maintaining grounds and facilities; greeting, educating and guiding visitors and guests; administrative duties, and other functions. Provides support for volunteers and those participating in conservation programs, and schedules and coordinates refuge volunteer and community partnership activities supporting visitor services. Coordinates with other refuge staff to provide volunteers for biological, maintenance, forestry and other programs.

Facilities Management

- Manages and maintains visitor facilities to prevent hazards to public safety. Coordinates repairs and upgrades with maintenance staff. Ensures that all visitor facilities are properly maintained.
- Participates in the planning, design, construction, and maintenance of visitor facilities.
- Prepares routine, short-term plans, addressing issues such as building opening and closing times, staffing, cleaning schedules, and routine maintenance.

Communication

- May serve as the refuge's media contact. Maintains close coordination with the Regional External Affairs Office for all media contacts.
- Participates in the development, coordination, and implementation of refuge or issue specific outreach and communication.

Policy

- With the assistance of Regional visitor services and refuge staff, develops refuge specific visitor services policy, procedures, programs and operating systems to implement national and regional policy.

Public Safety

- With the assistance of Regional visitor services and Regional Refuge Law Enforcement staff, coordinates public safety issues with the law enforcement program, identifies and addresses public safety issues and concerns, such as facility conditions and potential hazards, and ensures that appropriate visitor safety and education information is communicated through media such as brochures, visitor contacts, and signage. Participates in the development and implementation of the refuge's Law Enforcement Plan.

(If checked.) The incumbent serves as a dual function, commissioned Federal Law Enforcement Officer of the National Wildlife Refuge system. He/she will maintain law enforcement authority and conduct law enforcement duties as assigned. As a dual function refuge officer, the incumbent is required to spend a minimum of 25 percent of his/her duty time performing law enforcement duties. Law enforcement duties will not exceed 49 percent of duty time. Law enforcement includes investigation, apprehension, and detention activities; emergency response activities; visitor services and protection activities; national security activities; law enforcement program management activities; and law enforcement training. (If law enforcement duties are assigned, "Law Enforcement" or "LE" will be included as a parenthetical title.)

Supervision

(If checked.) Position includes limited supervisory duties meeting the definition of Supervisor in 5 U.S.C. 7103(A)(10). The employee has the authority to hire, direct, assign, promote, reward, transfer, furlough, layoff, recall, suspend, discipline, or remove employees, to adjust their grievances, or to effectively recommend such action. However, supervisory work will not meet the definition in the General Schedule Supervisor Guide which covers those who spend at least 25% of their time performing supervisory duties and providing full administrative and technical supervision to subordinates. Typical duties include setting and adjusting priorities, preparing schedules for completion of work, assigning work, developing performance standards, evaluating work. The appropriate supervisory designation is to be assigned by the servicing Human Resources Specialist in coordination with the supervisor.

May operate government vehicles.

B. Factors

1. Knowledge Required by the Position

General knowledge of conservation and natural resource management principles and practices in order to incorporate them in educational programs, exhibits, and other visitor services programs. Understanding of habitat requirements and ecological relationships of wildlife with knowledge of organizational and political factors affecting visitor services programming and planning.

Administrative skills in order to ensure that logistical arrangements, supplies, publications, and services are available to implement the visitor services program, to identify needs for funding and human resources, and to coordinate the visitor services program with other refuge program areas.

General knowledge of outdoor recreation principles and practices and their integration into resource management and conservation. Basic knowledge of pertinent aspects of economics, sociology, and behavioral sciences to relate users' demands and interests to the refuge's visitor services program.

Skill in oral, written, and graphic communications and skill in communicating with a variety of audiences and public groups using various communications media.

Basic oral communication skills to deal with the public, vendors, contractors, support groups, volunteers, and management and with outside organizations to conduct wildlife oriented recreation and education related activities.

Knowledge of the techniques used to plan and prepare interpretive materials and presentations

Knowledge and understanding of the Fish and Wildlife Service and National Wildlife Refuge System history, organization, policies, procedures, and relationships to other agencies. Ability to participate on all aspects of the visitor services program.

Thorough knowledge of the refuge's visitor service's activities and general knowledge of the visitor services program within the Fish and Wildlife Service.

Knowledge of laws and regulations governing refuge management authorizations (e.g.; 50 CFR, National Wildlife Refuge System Improvement Act, Refuge Recreation Act, Endangered Species Act, National Environmental Policy Act, Archeological Resources Protection Act, etc.)

Knowledge of pertinent laws and rules governing trespass, fire, and unauthorized use and ability to initiate and carry out programs designed to protect the refuge and its visitors as well as the enforcement of refuge regulations and fish and wildlife conservation laws.

May require ability to operate government vehicles.

(If supervisory duties are assigned.) Knowledge of supervisory roles and responsibilities, merit principles, and prohibited personnel practices. Basic knowledge of position management and position classification; staffing and placement; employee relations; training and development; quality of work life initiatives; discriminatory practices, affirmative employment, and diversity issues; ethics and standards of conduct; and (when applicable) labor management relations.

(If Law Enforcement duties are assigned.) Knowledge of law enforcement policies and procedures, including rules, statutes, and laws pertaining to search, seizure, arrest, and interrogation under Federal and state jurisdictions.

2. Supervisory Controls

Incumbent is under the supervision of the Refuge Manager or Deputy. The supervisor outlines major objectives, critical deadlines, and the overall nature of expected results. The employee independently plans the detailed steps necessary to complete assignments, including recommending changes in operations plans when necessary. When unexpected and unusual conditions or work situations are encountered that might engender significant controversy, the employee discusses proposed actions with the supervisor before implementation.

3. Guidelines

Guidelines are provided in the form of laws, conservation principles, agency policies, and fundamental refuge, land management, and outdoor recreation philosophies, the Refuge Improvement Act of 1997, and precedent actions. Other guidelines include the Fish and Wildlife Service Manual and other Service and Regional policy, the Code of Federal regulations, the refuge's Comprehensive Conservation Plan, and applicable step-down management plans. The Park Ranger, GS-9, works with guides that are generally applicable but not specific to onsite

conditions or problems. The GS-9 ranger must select from alternative methods or approaches that appear to be appropriate to the existing situation, and make or recommend compromises required to meet objectives.

4. Complexity

The incumbent manages a visitor services program of limited complexity [See comments in the Introduction] on a national wildlife refuge, ensuring a quality experience for visitors in all compatible priority public uses. The employee applies resourcefulness, judgment, and ingenuity in the accomplishment of tasks such as the formulation and execution of resource and interpretive plans and programs; the promotion of environmental, conservation, and public use programs; the planning and execution of resource management analyses concerning the level and types of uses of resources, deterioration in resources, and changes needed in operating programs or type of use; the planning and analyses concerning the effectiveness and visitor appeal of the interpretive programs and literature, and the development of necessary program improvements, including the selection of new media or techniques.

(If Law Enforcement duties are assigned.) The employee uses judgment to assess conditions quickly and make on-the-spot decisions in selecting a course of action. Work is complicated by conflicting criminal, civil, and administrative rulings, complexity of natural resource laws, violators' methods of operation, the types of impacted activities; difficulty in establishing interrelationships of facts or evidence; and sometimes poorly identified or understood Service land boundaries.

5. Scope and Effect

The purpose of the work is to manage a visitor services program of limited complexity on a national wildlife refuge, and to lead the refuge's outreach efforts. The employee may serve as the refuge's spokesperson to the media and in other forums. The incumbent's work has a direct effect on the quality and overall experience of refuge visitors, their perception of the Service as a responsible steward of the nation's public lands and natural resources, and can have significant impact on their understanding and level of commitment to resource conservation. The incumbent's work also ensures the safety and well being of refuge visitors and employees and the protection and upkeep of refuge facilities. By recommending recreational uses of the refuge which are compatible and appropriate, the incumbent contributes to the long-term health and conservation of the refuge's natural and cultural resources.

6. Personal Contacts

Recurring contacts are made with refuge visitors, Service personnel at the refuge and regional levels, local officials, peers from other Federal agencies, a variety of interest groups, both supportive and in opposition to the activities and policies of the refuge; non-profit organizations, and local agencies, concessionaires, contractors, refuge neighbors, and local media. Contacts include a diverse array of publics from varied social, economic, cultural, and educational backgrounds, some of which may have competing goals and objectives.

7. Purpose of Contacts

Contacts are to provide and obtain information, resolve operational problems, plan and coordinate work, and gain compliance with policies.

(If Law Enforcement duties are assigned.) The employee's contacts include individuals who violate the criminal laws, rules, and regulations of the refuge. Some contacts involve individuals who are uncooperative, violent, mentally unstable, or have a history of previous convictions for serious criminal offenses.

8. Physical Demands

The work involves frequent on-site visits requiring some physical exertion such as walking over wet, rough, uneven or rocky terrain; bending, crouching, stooping, stretching, reaching, lifting, or similar activities. The work requires average agility and dexterity. The employee must have the ability to work under pressure and tight deadlines. The work typically involves travel in off-road vehicles, watercraft, and may require travel in light aircraft.

(If Law Enforcement duties are assigned.) The employee must maintain a high level of physical fitness in order to perform rigorous activity when necessary to physically restrain suspects and to defend against physical attacks.

9. Work Environment

The job requires both office and outdoor work. The office is adequately lighted, heated, and ventilated. Temperature and weather extremes may be encountered in the performance of the outdoor work. In some positions the employee is required to carry a firearm for protection from hostile wildlife.

(If Law Enforcement duties are assigned.) The employee carries a firearm for protection and may be involved in confrontations with criminal suspects.

Visitor Services Specialists

Visitor Services Specialists serve as support staff to the Visitor Services Manager and report directly to him/her. These positions can be generalist in nature or specialists in one of the following areas (interpretation, fees, permits/concessions, or volunteer coordinator). These positions will be defined and described by the manager using the check box system. The grade range for Visitor Services Specialists will range from GS 5 – 11. In this section you will find standard position descriptions for the Visitor Services Specialist GS 5 – 7. Position descriptions for the GS 9 and 11 are found under the Visitor Manager Section and can be modified for the individual station.

Using the Checkbox Format

One standard position description was developed for each grade within the visitor services Specialist grouping. These position descriptions provide a general overview of job requirements and include standard elements necessary for the position. The position descriptions for the Visitor Services Specialist use a checkbox format. The checkbox system was developed to provide the hiring official greater flexibility to identify the emphasis or important specialties or job duties needed for a particular position (i.e., Volunteer Coordinator, Interpretive Specialist, etc).

The checkbox method will accurately describe duties and responsibilities and indicate the percentage of time spent within each specialized area. Elements identified or checked are specializations that an employee is expected to perform on a regular and recurring basis.



Park Ranger, GS-0025-7 (Visitor Services Specialist)

Introduction

The incumbent serves as a Visitor Services Specialist at a National Wildlife Refuge, Refuge Complex, or Wetland Management District, assisting with the management and operations of the refuge's visitor services program. (Although the term "refuge" is used throughout the PD, it encompasses all three types of resource lands.) Work is directed towards providing the public with safe, accessible, and quality wildlife-dependent recreation opportunities (e.g., hunting, fishing, wildlife observation, wildlife photography, environmental education and interpretation) as described in the Refuge Improvement Act of 1997.

Major Duties

The employee spends least 25 percent of the time performing one or a combination of the following duties:

The supervisor must identify the specialty area(s) in which the employee performs work on a regular and recurring basis by checking the appropriate block(s) and indicating the percentage of time spent for each specialty area checked

[] *Interpretation* (%)

Suggests new topics, revisions, and other changes or improvements in the overall interpretive program; participates in development of program plans that include program content, emphasis, and methods. Develops interpretive materials such as pamphlets, exhibits, and signs. Recommends location and layout of new exhibits. Is responsible for onsite interpretive service, including development of daily work schedules that include tours of duty and location of assignments for the supervisor's approval. Audits and coaches other visitor services staff in the interpretive program.

[] *Environmental Education* (%)

Develops and presents on- and off-site environmental education programs for a variety of audiences. Drafts and conducts a variety of environmental education curricula and other educational products. Prepares and conducts teacher training and orientation programs.

[] *Volunteer Program* (%)

Recruits and trains candidates for volunteer programs, develops work projects, and coordinates activities with other refuge personnel. Coordinates volunteer needs and opportunities with staff from visitor services and other program areas. Serves as primary point of contact for potential volunteers, responding to phone calls or correspondence. Assesses the skills, interests, and suitability of potential volunteers, and attempts to place them in suitable work situations. Coordinates the refuge's volunteer activities with the regional volunteer coordinator. Prepares volunteer job descriptions and other volunteer materials.

Prepares monthly and yearly volunteer reports for review prior to submittal. Implements and insures the refuge's program is conducted in compliance with "A Guidebook for Working with Volunteers" and applicable directives. Plans for volunteer recognition through events, meetings, and awards.

[] *Support Groups* (%)

Acts as liaison with community organizations, friends groups, and other interest groups in order to: (a) provide orientation to refuge programs and services; (b) stimulate interest in such programs and services; and (c) discover ways to facilitate visitation to and use of the refuge's recreational and educational facilities. Coordinates group visits with operational personnel and communicates schedules, logistical support requirements, and other pertinent data.

[] *Communication/Media* (%)

Assists with the implementation of a comprehensive public outreach program through written and oral communication. Drafts and prepares a variety of written materials including news releases, articles, correspondence and event flyers to increase understanding of the Service mission, a special event, or related issues. Speaks to groups to explain the Service's and refuge's programs and policies. Responds to routine media requests for information.

[] *Concessions and Permits* (%)

Assists with issuing and monitoring the use of special permits and concessions contracts (if applicable) for wildlife dependent recreation activities or other appropriate and compatible special events or activities.

In addition, the employee may also perform the following duties, which are not grade controlling:

- Compiles and submits collection, remittance, and reporting of recreation user and entrance fees.
- Assists with inventories and maintains adequate collection supplies and information (fees payment envelopes, brochures, passes).
- Develops and presents a variety of interpretive programs including orientation talks, conducted walks, and demonstrations to a general public or school group.
- Drafts and or prepares a variety of interpretive materials, such as brochures, guidebooks, handouts, and exhibits.
- Inventories and maintains stock of environmental education materials, equipment and supplies.

- Staffs information desks in visitor center or contact stations, provides interpretive and orientation information to the public, and serves as roving interpreter on trails and in visitor use areas.
- Monitors visitor facilities for safety, cleanliness, and accessibility and identifies and reports obvious maintenance, health, safety, and accessibility deficiencies. Within capabilities, performs routine maintenance on visitor service facilities. Assists with planning and design of visitor service facilities.
- Assists with the management of hunting and fishing programs and other wildlife dependent activities such as wildlife observation and photography. Also assists with secondary uses supporting compatible recreation and providing visitors with first-hand experiences in activities involving wildlife management and refuge practices. Provides orientation, interpretive, and regulatory information that relates to site specific regulations, hunting and fishing programs, and other visitor activities.
- This position description also applies to developmental level positions with a higher full-performance level. For these positions, work may include assignments that are designed to develop knowledge of an organization's functions and operating policies/procedures, skill in the effective use and protection of resources, and knowledge of specific programs and operations.
- Administers basic first aid when necessary.
- May operate passenger vehicles and light trucks, off-road vehicles such as all terrain vehicles and snow machines, and small watercraft.

B. Factors

1. Knowledge Required by the Position

Knowledge of a wide range of concepts, principles, and practices of visitor services management and skill in applying this knowledge to work assignments, including planning, organizing and implementing interpretive, environmental education, and wildlife oriented recreation activities at the refuge.

Skills in oral and written communication to plan and develop informative, interpretive, and educational materials and programs, and to explain the refuge mission and issues and its governing rules and regulations to volunteers and visitors.

A thorough knowledge of the principles and processes of interpretation and natural resource conservation education as they apply to developing and coordinating refuge programs.

Ability to assist in developing short and long-range planning documents and analyze critical issues.

Knowledge of the U.S. Fish and Wildlife Service, the National Wildlife

Refuge System, the refuge mission and objectives, and the surrounding community to develop needs-based programs for wildlife-dependent recreation that support refuge resource management objectives and Service policy on wildlife-dependent recreation.

Knowledge of natural resource management and conservation to minimize visitor impact to the refuge's resources and to prepare and present interpretive and educational programs and outreach materials.

Knowledge of public outreach and communications tools and techniques to identify audiences, messages, and appropriate strategies to gain acceptance of management decisions.

Knowledge of laws and regulations concerning the collection and transmittal of recreation user fees. Ability to recognize and institute correct procedures for collection of fees in the field and train others to accomplish that task.

Knowledge of a diverse range of outdoor facilities such as trails, visitor centers, campgrounds, and wayside exhibits and how they are adopted into an interpretive program. Basic maintenance skills needed to perform minor repairs to structures. Basic knowledge of the Service's health and safety standards, access compliance standards within the Rehabilitation Act of 1973, and in-house or contract responsibilities for maintenance or janitorial services.

May require the ability to operate passenger vehicles and light trucks, off-road vehicles such as all terrain vehicles and snow machines, and small watercraft.

Knowledge of basic first aid and CPR.

Interpretation: Knowledge of interpretive concepts and techniques using a variety of media and ability to convey effective interpretive messages to the public and to train others to do the same. Excellent communication skills are required to ensure that concepts and media are appropriate for the message and audience of each interpretive presentation.

Environmental Education: Knowledge of traditional and current concepts of environmental education programming. Ability to utilize those concepts, as well as a variety of media, to prepare and present lessons to educate school classes and teachers about refuge resources and their conservation and management.

Concessions and Permits: Practical knowledge of the laws, regulations, and policies which address special use permits and commercial visitor services on a refuge.

Volunteer Program: Knowledge of Service and refuge policies, regulations, standards, and procedures applicable to the Volunteer and visitor services programs. Ability to match the skills, desires, and goals of volunteers to the needs of the refuge. Ability to train, influence and motivate volunteers to do work of value to the refuge, particularly when it conflicts with their personal desires.

2. Supervisory Controls

The incumbent is supervised by the Visitor Services Manager or designee. The supervisor makes the initial assignment by indicating the purpose and general direction of the program or project and any deadlines or similar constraints. Guidance is provided for new developments, changes in program or policies, and deviations in procedures that are required by the supervisor or higher level management. Completed work is reviewed for technical soundness, appropriateness, and accomplishment of objectives.

3. Guidelines

Guidelines are generally available in the form of Fish and Wildlife Service policy, Federal regulations, the Fish and Wildlife Service Manual, the refuge's Comprehensive Conservation Plan, and applicable step-down management plans. Assignments typically involve locating and selecting the most appropriate guidelines, and then determining which of several alternatives to use. The employee adapts procedures to fit work situations and develop and recommend revisions to standard work methods.

4. Complexity

Incumbent develops, and implements wildlife-dependent recreational programs. Solutions to problems often require evaluation of alternatives and original, resourceful thinking. Incumbent must consider refuge resource objectives, subject matter, and audiences in developing specific programs. Incumbent must also consider these factors as they pertain to the National Wildlife Refuge System's mission and goals. The employee recommends ways to improve program effectiveness and efficiency and improvements in the management, administration, and use of facilities.

5. Scope and Effect

The purpose of the work is to provide quality information and wildlife-dependent recreational opportunities to enhance the public's understanding and appreciation of natural resource conservation and management. The incumbent develops wildlife-dependent recreational opportunities on the refuge that minimize impacts to the refuge's natural resources while promoting the mission of the Service and of the National Wildlife Refuge System.

6. Personal Contacts

Contacts are with the public, refuge visitors, co-workers, volunteers, support groups, media, conservation organizations, schools, peers from other government agencies, and other audiences. Some positions will involve contact with local print or television media.

7. Purpose of Contacts

Contacts are for giving and receiving information, assignments, or instructions, and explaining well-established policies and procedures. Contacts are also to conduct tours, and to give presentations on Refuge or Wetland Management District the management of fish and wildlife resources.

8. Physical Demands

The work involves frequent on-site visits requiring some physical exertion such as walking over wet, rough, uneven or rocky terrain; bending, crouching, stooping, stretching, reaching, lifting, or similar activities. The work requires average agility and dexterity. The employee must have the ability to work occasionally under pressure and tight deadlines. May be required to travel in off-road vehicles, watercraft, and light aircraft.

9. Work Environment

The job requires both office and outdoor work. The office is adequately lighted, heated, and ventilated. Temperature and weather extremes may be encountered in the performance of the outdoor work. The incumbent is expected to conduct duties in a safe and orderly manner so as not to endanger self, fellow workers, visitors, or property with which entrusted. The work may require the wear of protective clothing and some employees may be required to carry a firearm for protection from hostile wildlife.

Park Ranger, GS-0025-5 (Visitor Services Specialist)

Introduction

The incumbent serves as a Visitor Services Specialist at a National Wildlife Refuge, Refuge Complex, or Wetland Management District, assisting with the operations of the refuge's visitor services program. (Although the term "refuge" is used throughout the PD, it encompasses all three types of resource lands.) Work is directed towards providing the public with safe, accessible, and quality wildlife-dependent recreation opportunities (e.g., hunting, fishing, wildlife observation, wildlife photography, environmental education and interpretation) as described in the Refuge Improvement Act of 1997. Duties are associated with one or more of the visitor services specialty areas.

A. Major Duties

The employee spends least 25 percent of the time performing one or a combination of the following duties:

The supervisor must identify the specialty area(s) in which the employee performs work on a regular and recurring basis by checking the appropriate block(s) and indicating the percentage of time spent for each specialty area checked.

[] *Interpretation* (_____ %)

Develops and presents a variety of interpretive programs including orientation talks, conducted walks, and demonstrations to a variety of general public audiences or school groups. Initiates or assists with development or revision of interpretive materials, such as brochures, guidebooks, handouts, and exhibits. Operates a variety of audiovisual and other equipment used in connection with interpretive programs.

[] *Environmental Education* (_____ %)

Prepares and conducts on- and off-site environmental education programs for a variety of audiences. Initiates or assists with development or revision of environmental education materials. Assists in conducting teacher training and orientation programs. Inventories and maintains stock of environmental education materials, equipment, and supplies.

[] *Volunteer Coordination* (_____ %)

Assists with recruitment and training of candidates for a volunteer program and assists in developing volunteer work projects and schedules for visitor services. May assist in developing and scheduling work projects for program areas outside of visitor services. Monitors progress of volunteer projects and drafts volunteer job descriptions and other volunteer materials. Prepares monthly and yearly volunteer reports for review prior to submittal. Assists in planning for and recognizing volunteers through as events, meetings, and awards.

[] *Recreation Management* (_____ %)

Assists with the management of wildlife-dependent recreation opportunities such as hunting, fishing, wildlife observation, wildlife photography, environmental education and/or interpretation as described in the Refuge Improvement Act of 1997 and with secondary recreational uses such as camping, picnicking, berry picking, boating, and horseback riding in support of one or more of the primary uses. Provides orientation, interpretive, and regulatory information relating to site specific regulations, hunting and fishing programs, and other visitor activities.

[] *Support Groups* (_____ %)

Assists with maintaining working relationships with Friends organizations and other partners by attending a variety of events and functions, giving informative talks, and asking for volunteer or other assistance.

[] *Communication/Media* (_____ %)

Communicates effectively with visitors and staff by writing or through interpretive activities that aid in implementing the refuge's outreach program. Drafts a variety of written materials including news releases, articles, correspondence, and event flyers to increase understanding of the Service mission, encourage attendance at or assistance with a special event, explain the goals and objectives of the refuge and its practices, or related issues.

[] *Permits/Concessions* (_____ %)

Assists with issuing special permits for wildlife dependent recreation activities or other appropriate and compatible special events or activities.

In addition, the employee may also perform the following duties, which are not grade controlling:

- Collects public use recreation fees such as boat launch, hunting, and fishing fees and sells entrance, weekly, annual and/or day use passes. Inventories, orders and maintains adequate collection supplies and information (fees payment envelopes, brochures, passes).
- Staffs information desks in visitor center or contact stations, providing interpretive, and orientation information to the public. Serves as roving interpreter on trails and visitor use areas.
- Monitors visitor facilities for safety, cleanliness, and accessibility; performs routine maintenance on visitor service facilities, and reports on or remedies obvious maintenance, health, and safety deficiencies. Assists with planning and designing visitor service facilities.

- Protects refuge natural and cultural resources by observing conditions and reminding visitors to stay out of closed or restricted areas. Reports situations which may harm resources.
- Follows practices appropriate to personal, visitor, and staff safety. Identifies and reports potential safety hazards to appropriate staff.
- Administers basic first aid when necessary.
- May operate passenger vehicles and light trucks, off-road vehicles such as all terrain vehicles and snow machines, and small watercraft.

Developmental positions (as indicated in block 24 of the OF-8) will include work assignments that are designed to develop knowledge of an organization's functions and operating policies/procedures, skill in the effective use and protection of resources, and knowledge of specific programs and operations.

B. Factors

1. Knowledge Required by the Position

Knowledge of a wide range of concepts, principles, and practices of visitor services management. Ability to assist in planning, organizing and implementing interpretive, educational and wildlife oriented recreation activities at a National Wildlife Refuge.

Skill in oral and written communication.

Knowledge of the mission and objectives of the U.S. Fish and Wildlife Service, the National Wildlife Refuge System and the refuge.

General knowledge of natural resource management and conservation and their application to visitor management.

Knowledge of public outreach and communications tools and techniques to identify audiences and messages.

Knowledge of the diverse range of outdoor facilities such as trails, visitor centers, campgrounds, wayside exhibits and their maintenance, in order to provide safe, wildlife-dependant recreation opportunities to visitors.

Knowledge of refuge policies and procedures concerning the collection and transmittal of recreation user fees.

Knowledge of basic first aid and CPR.

May require the ability to operate passenger vehicles and light trucks, off-road vehicles such as all terrain vehicles and snow machines, and small watercraft.

Interpretation: Knowledge of interpretive concepts and a variety of media to convey effective interpretive messages to the public.

Environmental Education: Practical knowledge of traditional and current concepts of environmental education programming. Ability to use these concepts to educate school classes and teachers about refuge resources and their conservation and management.

Volunteer Coordination: Knowledge of policies, regulations, standards, and procedures applicable to the Volunteer and visitor services programs.

Concessions / Permits: Knowledge of the laws and regulations addressing provision of commercial permits and special visitor services on a refuge.

2. Supervisory Controls

The incumbent is supervised by the Visitor Services Manager or designee. Work assignments are made in terms of ultimate objectives of assignments, with general instructions for special assignments (such as those involving special holiday work situations or high ranking Government officials). The employee typically resolves technical or personal contact problems that are similar to those encountered in the course of previous assignments. The supervisor provides assistance in resolving problems that have unusual or unfamiliar conditions, methods, or concepts. The work is reviewed for adequacy of presentation or handling of visitor problems, logic in the application/selection of appropriate techniques, and conformity with policy. Review of completed work is closer for assignments that the employee has not previously performed.

3. Guidelines:

Procedures for doing the work have been established and a number of specific guidelines are available in the form of Fish and Wildlife Service policy, Federal regulations, the Fish and Wildlife Service Manual, the refuge's Comprehensive Conservation Plan, applicable step-down management plans, and refuge policies and procedures. In some cases the employee may refer to clearly applicable regulations or laws. The employee must use judgment in locating and selecting the most appropriate guidelines, references, and procedures for application and in making minor deviations to adapt the guidelines to specific cases. The employee may also determine which of several established alternatives to use. Situations to which the existing guidelines cannot be applied or significant proposed deviation from the guidelines are referred to the supervisor or other senior visitor services staff member.

4. Complexity

Incumbent assists with the implementation of wildlife-dependent recreational programs. He/she works within well-established programs but has some responsibility for initiating, developing, or modifying work methods. Incumbent must consider refuge resource objectives, subject matter, and audiences in developing specific programs. Incumbent must also consider these factors as they pertain to the National Wildlife Refuge System's mission and goals.

5. Scope and Effect

The purpose of the work is to provide quality wildlife-dependent recreational opportunities to enhance the public's understanding and appreciation of natural resource conservation and management. The incumbent assists with the development of wildlife-dependent recreational opportunities that minimize impacts to the refuge's natural resources while promoting the mission of the Service and of the National Wildlife Refuge System.

6. Personal Contacts

Contacts are with refuge visitors the public, co-workers, volunteers, support groups, conservation organizations, and other audiences

7. Purpose of Contacts

Contacts are for welcoming and orientating visitors, interpreting refuge resources, explaining Service policies and regulations, coordinating work efforts, and assisting with partnerships.

8. Physical Demands

The work involves frequent on-site visits requiring some physical exertion such as walking over wet, rough, uneven or rocky terrain; bending, crouching, stooping, stretching, reaching, lifting, or similar activities. May be required to operate or travel as a passenger for long distances in on- and off-road vehicles and light aircraft. The work requires average agility and dexterity. The employee must have the ability to work occasionally under pressure and tight deadlines.

9. Work Environment

The job requires both office and outdoor work. Offices and visitor centers are adequately lighted, heated, and ventilated. Temperature and weather extremes may be encountered in the performance of the outdoor work. The work may require the wear of protective clothing and some employees may be required to carry a firearm for protection from hostile wildlife.

Visitor Services Technician

Visitor Services Technician - these positions also serve as support staff to the visitor services program and may report to the Visitor Services Manager or Visitor Services Specialist, depending upon the size of the visitor services staff and the nature of the work. These positions will also be defined and described using the checkbox system and could have general support duties or assist a specialist. The employees in these positions may be interns, part-time employees or positions that are generally lower graded such as fee booth staff. The grade range for Visitor Services Technicians will range for GS 3 - 4.



Park Ranger, GS-0025-04 (Visitor Services Technician)

Introduction

The incumbent serves as a Visitor Services Technician at a National Wildlife Refuge, Refuge Complex, or Wetland Management District, assisting with the operations of the station's visitor services program. (Although the term "refuge" is used throughout the PD, it encompasses all three types of resource lands.) Work is directed towards providing the public with safe, accessible, and quality wildlife-dependent recreation opportunities (e.g., hunting, fishing, wildlife observation, wildlife photography, environmental education and interpretation) as described in the Refuge Improvement Act of 1997. Duties are associated with one or more of the visitor services specialty areas.

A. Major Duties

The employee spends at least 25 percent of the time performing one or a combination of the following duties:

- Assists with environmental education program as activity or small group leader. Maintains equipment and supplies.
- Assists with overseeing the work of volunteers in a visitor center or on small work projects. Assists in planning volunteer recognition awards and events.
- Conducts a radio dispatch operation. Provides communications service for operational activities in areas such as emergency assistance, law enforcement, and firefighting support. Receives routine and emergency telephone and radio calls placed to refuge headquarters and maintains communications records including radio logs.
- Practices preventive enforcement of laws and regulations on the refuge. Explains regulations to visitors and provides information and advice on approved activities and on the refuge's cultural, historical, and/or natural resources history and location. Contacts law enforcement personnel when the circumstances require formal enforcement of laws.
- Develops and conducts interpretive talks and guided tour programs, presenting facts that are usually limited in variety or change little over time such as facts about the life cycle of salmon or the annual migration cycle of migratory birds. Answers questions that are usually recurring and require knowledge of a limited variety of facts, events, circumstances, personalities, and natural characteristics identified with the site.
- Operates and performs minor maintenance on audiovisual equipment.
- Protects refuge natural and cultural resources by observing conditions and reminding visitors to stay out of closed or restricted areas. Reports situations which may harm resources.

- Follows practices appropriate to personal, visitor, and staff safety. Identifies and reports potential safety hazards to appropriate staff.
- Administers basic first aid when necessary.

In addition, the employee may also perform the following duties, which are not grade controlling:

- At a visitor center information desk, answers visitors' questions that are usually routine and repetitive and relate largely to factual situations, such as geographical location of facilities, trails, tour routes, boat ramps, and other recreational areas. Obtains and posts a variety of information to records, such as number of visitors, survey information on length of visitor stay, size of visiting parties, and patterns of visitor use. Maintains supply of informative materials and other stock items; sells books and other items. Operates audio visual equipment for videos and other multi-media programs.
- At an entrance station, answers visitors' questions and explains regulations covering common refuge use situations, such as refuge rules and regulations. Collects fees, sells permits, and safeguards and balances collected funds. Maintains records on accountable permits and stock items; and controls vehicular traffic.
- Presents limited interpretive talks and conducts tours of limited complexity that do not require extensive background knowledge.
- Assists with outreach activities such as working with "friends" groups or other partners.
- May operate passenger vehicles and light trucks, off-road vehicles such as all-terrain vehicles and snow machines, and small watercraft.

Developmental positions (as indicated in block 24 of the OF-8) will include work assignments that are designed to develop knowledge of an organization's functions and operating policies/procedures, skill in the effective use and protection of resources, and knowledge of specific programs and operations.

B. Factors

1. Knowledge Required by the Position

- The Visitor Services Technician uses some specialized skill and judgment in applying knowledge, gained through training or experience, of the methods and techniques used in functional areas such as interpretation. The employee must also have some subject matter knowledge such as natural or cultural history, fish or wildlife habitat characteristics, techniques of resource protection and use, or recreational use of Federal lands.

- Familiarity with the mission and responsibilities of the Service, region, and refuge.
- Communication skills that enable the employee to meet and deal effectively with persons of different social, economic, and cultural backgrounds in varied work situations.
- May require skill in the operation of small boats or canoes; snow machines; or all-terrain vehicles.
- May require ability to operate passenger vehicles and light trucks, off-road vehicles such as all-terrain vehicles and snow machines, and small watercraft and to maintain appropriate certifications or licenses.
- Skill in operating and maintaining audio visual equipment.
- Knowledge of basic first aid and CPR.

2. Supervisory Controls

The incumbent is supervised by the Visitor Services Manager or designee. Assignments that involve conditions, concepts, and standard methods familiar to the incumbent are made in general terms without explicit instructions on the techniques to be used or the sequencing of operations to be followed. For special assignments or unfamiliar or unusual assignments that may involve nonroutine technical or personal contact problems, the supervisor gives explicit instructions, or the incumbent is given on-the-job training prior to assuming responsibility for carrying out the assignments. The employee consults with the supervisor or higher graded employee on unexpected technical or personal contact problems when this is possible. In some situations, action may have to be taken without such discussion. The work may be spot checked in progress. Completed assignments are reviewed for adherence to special or standing instructions and the use of proper techniques. Nonroutine or new assignments are reviewed in detail.

3. Guidelines

Procedures for doing the work have been established and a number of specific guidelines are available in the form of Fish and Wildlife Service policy, Federal regulations, the Fish and Wildlife Service Manual, the refuge's Comprehensive Conservation Plan, applicable step-down management plans, and refuge policies and procedures. Objectives and guidelines for day-to-day activities are contained in established operating instructions or are provided by the supervisor. Guidelines are usually applicable to the work, but the number and similarity of the guidelines require some judgment in selecting and applying them. Instances where guidelines are not available or where conflicts exist are referred to the supervisor for resolution.

4. Complexity

The employee is required to use some specialized skill and judgment in applying knowledge, gained through training or experience, of the methods and techniques used in functional areas such as interpretation. The employee must also have some subject matter knowledge such as natural or cultural history, fish or wildlife habitat characteristics, techniques of resource protection and use, and rules for recreational use of Federal lands. The employee applies some or all of this knowledge in well defined work situations; in addition, the employee communicates effectively with visitors and obtains their cooperation, identifies and reports problems or apparent violations of regulations concerning the use of protected or public land areas, and carries out overall agency policies and procedures on the refuge.

5. Scope and Effect

The purpose of the work is to provide quality wildlife-dependent recreational opportunities to enhance the public's understanding and appreciation of natural resource conservation and management. The incumbent assists with the development of wildlife-dependent recreational opportunities that minimize impacts to the refuge's natural resources while promoting the mission of the Service and of the National Wildlife Refuge System.

6. Personal Contacts

Contacts are with refuge visitors, the public off the refuge, co-workers, volunteers, support groups, members of conservation organizations, and other audiences.

7. Purpose of Contacts

Contacts are for welcoming and orienting visitors, interpreting refuge resources, explaining Service and refuge policies and regulations, coordinating work efforts, and assisting with partnerships.

8. Physical Demands

The work involves on-site visits requiring some physical exertion such as walking over wet, rough, uneven or rocky terrain; bending, crouching, stooping, stretching, reaching, lifting, or similar activities. The work requires average agility and dexterity. The employee must have the ability to work occasionally under pressure and tight deadlines.

9. Work Environment

The job requires both office/visitor center and outdoor work. Offices and visitor centers are adequately lighted, heated, and ventilated. Temperature and weather extremes may be encountered in the performance of the outdoor work. The work may require wearing protective clothing and some employees may be required to carry a firearm for protection from hostile wildlife.

Park Ranger, GS-0025-03 (Visitor Services Technician)

Introduction

The incumbent serves as a Visitor Services Technician at a National Wildlife Refuge, Refuge Complex, or Wetland Management District, assisting with the operations of the station's visitor services program. (Although the term "refuge" is used throughout the PD, it encompasses all three types of resource lands.) Work is directed towards providing the public with safe, accessible, and quality wildlife-dependent recreation opportunities (e.g., hunting, fishing, wildlife observation, wildlife photography, environmental education and interpretation) as described in the Refuge Improvement Act of 1997. Duties are associated with one or more of the visitor services specialty areas.

A. Major Duties

Typical duties include:

- At a visitor center information desk, answers visitors' questions that are usually routine and repetitive and relate largely to factual situations, e.g., geographical location of facilities, trails, tour routes, boat ramps, and other recreational areas. Obtains and posts information to records, such as number of visitors, survey information on length of visitor stay, size of visiting parties, and patterns of visitor use. Maintains supply of information materials and other stock items. Sells books and other items.
- At an entrance station, answers visitors' questions and explains regulations covering common refuge use situations (such as field station rules and regulations). Collects fees, sells permits, and safeguards and balances collected funds. Maintains records on accountable permits and stock items. Controls vehicular traffic.
- Presents limited interpretive talks, assists with the environmental program, and conducts tours of limited complexity that do not require extensive background knowledge.
- Operates audio visual equipment during interpretative talks, demonstrations, or meetings.
- Protects refuge natural and cultural resources by observing conditions and reminding visitors to stay out of closed or restricted areas. Reports situations which may harm resources.
- Follows practices appropriate to personal, visitor, and staff safety. Identifies and reports potential safety hazards to appropriate staff.
- Administers basic first aid when necessary.
- May operate passenger vehicles and light trucks, off-road vehicles such as all-terrain vehicles and snow machines, and small watercraft.

- Developmental positions (as indicated in block 24 of the OF-8) will include work assignments that are designed to develop knowledge of an organization's functions and operating policies/procedures, skill in the effective use and protection of resources, and knowledge of specific programs and operations.

B. Factors

1. Knowledge Required by the Position

- Familiarity with the mission and responsibilities of the Service, region, and station.
- Working knowledge of detailed procedures that are either established and repetitive or specified by the supervisor when the tasks are originally assigned (the employee generally is provided classroom or on-the-job training when initially employed).
- Readily acquired skill or subject-matter knowledge based on experience, education, or training.
- Communication skills that enable the employee to meet and deal effectively with persons of different social, economic, and cultural backgrounds in varied work situations.
- May require skill in the operation of small boats or canoes, snow machines, or all-terrain vehicles.
- Basic knowledge of the operation and care of audio visual equipment.
- Knowledge of basic first aid and CPR.
- May require ability to operate passenger vehicles and light trucks, off-road vehicles such as all-terrain vehicles and snow machines, and small watercraft and to maintain appropriate certifications or licenses.

2. Supervisory Controls

The incumbent is supervised by the Visitor Services Manager or designee. Work assignments that involve new or nonrepetitive tasks are covered by complete, explicit instructions given at the beginning of each task. Instructions cover areas such as work methods and procedures, equipment available, and results desired. The supervisor is usually available to resolve technical problems encountered by the employee; however, some assignments may be performed in remote areas that do not permit close supervision. Routine, recurring tasks are spot checked or observed infrequently; the less routine tasks are observed and checked in progress; the technical adequacy of completed work and discussed in detail with the employee.

3. Guidelines

Procedures for doing the work have been established and a number of specific guidelines are available in the form of Fish and Wildlife Service policy, Federal regulations, the Fish and Wildlife Service Manual, the refuge's Comprehensive Conservation Plan, applicable step-down

management plans, and refuge policies and procedures. In some cases the employee may refer to clearly applicable regulations or laws. The employee must use judgment in locating and selecting the most appropriate guidelines, references, and procedures for application and in making minor deviations to adapt the guidelines to specific cases. The employee may also determine which of several established alternatives to use. Situations to which the existing guidelines cannot be applied or proposed deviation from the guidelines are referred to the supervisor or other more senior visitor services staff.

4. Complexity

The employee is assigned varied, frequently recurring tasks to perform in well-defined situations.

5. Scope and Effect

The employee performs specific, routine tasks associated with providing quality wildlife-dependent recreational opportunities for the public. The work contributes to the efficiency of the day-to-day operation of the refuge's visitor services program and the enjoyment and safety of refuge visitors.

6. Personal Contacts

Contacts are primarily with refuge visitors, co-workers, and volunteers.

7. Purpose of Contacts

Contacts are for welcoming and orientating visitors, and to explain basic Service and refuge policies and regulations.

8. Physical Demands

The work involves on-site visits requiring some physical exertion such as walking over wet, rough, uneven or rocky terrain; bending, crouching, stooping, stretching, reaching, lifting, or similar activities. The work requires average agility and dexterity. The employee must have the ability to work occasionally under pressure and tight deadlines.

9. Work Environment

The job requires both office/visitor center and outdoor work. Offices and visitors are adequately lighted, heated, and ventilated. Temperature and weather extremes may be encountered in the performance of the outdoor work. The work may require wearing protective clothing.

Environmental Education Specialists

Environmental Education Specialists are generally placed at field stations with an intensive environmental education program that involves partnerships with schools, joint development of curricula and interdisciplinary learning that meets national, state and local standards. Due to their complexity, these programs require specialized skills outside of those normally found in the GS – 025 series. Environmental Education Specialists will be hired under the GS – 1750 series, which requires coursework in education theory and practice and meets the criteria for developing environmental education programs.



Instructional Systems Specialist, GS -1750-9/11 (Environmental Education Specialist)

Introduction

The incumbent serves as the environmental education specialist on a National Wildlife Refuge or Wetland Management District (WMD) and is assigned to administer, develop, and refine the station's environmental education program. The environmental education programs are formal structured programs that use the environment as an integrating context to meet local, state, and national education standards for curriculum based learning. The purpose of this position is to enhance the mission of the National Wildlife Refuge System (NWRS) through conservation education. This position develops and evaluates environmental education (EE) programs at a field station working collaboratively with local and state school systems on environmental education activities and strategies. The position coordinates activities with the Project Leader and staff and works with area school districts and local and state educational professionals to develop and implement curriculum.

A. Major Duties

- Incorporating the USFWS and NWRS missions, uses current education theory and methodology to research, plan, coordinate, develop, implement, review, and evaluate environmental education programs for the field station both on and off site.
- Confers with the Project Leader and staff, local community and state education agencies, environmental groups, and other subject matter experts, to identify pertinent environmental issues, learning objectives and emphasis, sources of information, and resources required to develop EE courses for youth and adult education programs. Researches new EE concepts and materials to incorporate into the program and meet local, state, and national educational standards. Develops and recommends methods to feature field station management activities and environmental education programs as an integrating context for other subjects and curriculum. Coordinates with youth programs and educational agencies to introduce environmental education into their activities, educational program strategy, and lesson plans.
- Establishes criteria to evaluate and test program effectiveness. Reviews and analyzes education programs, activities, test items, and materials and recommends changes or adoption. Estimates equipment, facilities, and other resources needed for curriculum delivery.
- Designs, develops, adapts, or reviews environmental education materials in a variety of media, such as computer assisted learning programs, audiovisual aids, radio, television, film, video,

- Conducts training sessions and workshops for teachers, volunteers, other staff, and adult education groups delivering and testing EE curricula. Demonstrates instructional methods, equipment, and materials; analyzes delivery of lessons and tests, and evaluates curricula effectiveness, quality of instruction, testing results, and achievement of goals. Advises school districts on procedures to establish EE programs, adapts programs for classroom or on-site delivery, and writes curricula incorporating EE programs with other subjects such as science, social sciences, mathematics, and language arts. Reports on the progress of the WMD or Refuge EE program to regional staff.
- Establishes and maintains cooperative working relationships with personnel from area and state school districts and universities, and keeps current on environmental education techniques through professional publications, participation, or affiliation with other state, national, and international education agencies and programs, such as Wildlife in Learning Design (Project WILD), or Water Education for Teachers (Project WET)
- Writes grant requests and exercises technical oversight for educational grants, cooperative agreements, and partnerships. Determines resource requirements for courses and programs such as facilities, equipment, and materials. Develops an annual budget for the EE program at the WMD or Refuge.
- Serves on regional and national teams, as requested, on the environmental education program in the Service, suggesting environmental goals, standards, techniques, and policies for other field stations and for regional and national efforts. Incumbent may provide expertise in this area to other field stations developing their environmental education program.

B. Factors

1. Knowledge Required by the Position

- Professional knowledge of the principles and techniques of education and instructional methods to plan and implement refuge environmental education programs for all age groups, and to integrate environmental education into other subject areas. This includes the study of learning theories as they relate to the systematic design, development, and validation of instructional material.
- Knowledge and understanding of refuge and wetlands management and environmental issues sufficient to research and address current environmental protection subjects in EE programs and projects.
- Knowledge of instructional methods, practices, learning processes, and presentation techniques to research, demonstrate,

develop, and evaluate environmental education curricula, and provide pedagogical guidance on incorporating environmental issues in other lesson plans and delivery of environmental education curriculum.

- Knowledge to analyze the effectiveness of instructional/educational programs and to work with educators from a variety of institutions and agencies to test and evaluate curriculum and delivery.
- Knowledge of grants, contracts, and budgeting sufficient to administer such processes and deal with vendors.
- Skill in researching, designing, planning, producing, and evaluating environmental education curricula activities and materials such as texts, kits, posters, slide shows, videos, computer aided training, and displays.
- Skill in interpreting biological issues into concepts understood by a variety of audiences.
- Skill in written and oral communication to conduct teacher workshops, make presentation, and report on EE programs progress.
- Knowledge of technology to effectively integrate its use in lesson plans and in instruction techniques, and to select appropriate computer software for instruction.
- Ability to deal diplomatically and respectfully with people of varying cultures, ethnicities, education, interest levels, and ages to convey lesson objectives, and inspire learning and awareness of FWS objectives.

2. Supervisory Controls

The supervisor establishes environmental education program objectives and the resources available. The incumbent and supervisor consult on deadlines, individual programs, and accomplishment goals. The employee independently plans, develops, and implements the EE program, resolving most of the conflicts which arise, monitoring program process, coordinating the work with others as necessary, and taking the initiative to interpret policy in terms of FWS environmental education objectives. The incumbent determines the methods and materials to use, the resources needed, and keeps the supervisor informed of progress and of potentially controversial matters. Completed work is reviewed in terms of feasibility, compatibility with other work of the refuge and with the educational community, coordination with Service EE program goals, and effectiveness in meeting goals for EE programs in the NWRS.

3. Guidelines

Guidelines exist in the form of Service policy statements, regulations, directives, manuals or handbooks, and specific plans such as the Comprehensive Conservation Plan, Visitor Services Plan, grants procedures, and various professional and environmental education publications. The employee also uses research materials and the advice of subject matter experts to develop education and training materials. Programs developed must support and comply with local, state and national education regulations, policies and standards of learning. The employee uses judgment to interpret information and in adapting guidelines to specific educational projects, analyzes the results from following or adapting guidance, and recommends changes. The employee adapts programs from other areas to relate to specific issues on the field station, or to specific environmental education delivery programs, and discusses issues, procedures, and policies with peers from other regions.

4. Complexity

Assignments consist of diverse technical and administrative problems in developing, planning, implementing, and evaluating EE curricula. Typical tasks require consideration of and selection from several alternative approaches to problems of training delivery, procuring educational materials or aids, and researching environmental issues to include in EE programs. Standard educational practices and methods are often inadequate in addressing environmental awareness within a variety of subjects. The incumbent is expected to recognize trends in wetland and refuge use and operations, as well as educational trends, to evaluate their significance, and to develop innovative approaches to environmental education program plans and objectives.

5. Scope and Effect

Environmental education is one of the NWRS' priority objectives for visitor services on field stations. The incumbent's work involves planning, developing, and evaluating environmental education programs and materials for the refuge and schools within the community, providing technical advice to instructors, improving EE methods and practices, conceptualizing the addition of environmental concerns and issues to other subjects, and promoting the goals and objectives of the Service through education. The effect of these materials and the training of teachers and staff increases the public's understanding of fish and wildlife, their habitats, wildlife management issues, the role of humans in the environment, and encourages practices of benefit to the environment.

6. Personal Contacts

The employee's contacts are generally with the staff of the field station, state and local school system supervisors, teachers, and staff; higher education institutions, national and local youth organization administrators and leaders, grantees or contractors, subject matter experts, and environmental education organizations. The employee

meets occasionally with peers from other regions, and with national teams on the Service's environmental education program.

7. Purpose of Contacts

The purpose of contacts is to plan, develop, implement, and advise on environmental education programs, and to offer technical advice and exchange information on the development and use of environmental education programs, practices, and materials. Contacts are usually working toward mutual goals and are generally cooperative.

8. Physical Demands

No special physical demands, such as above average ability, dexterity, or strength are required to perform the work. There are occasional periods of moderate physical exertion, such as walking over difficult terrain, standing, bending, and lifting materials. Some field work may involve traveling to interviews, meetings, and sources of information.

9. Work Environment

The work is usually performed in offices or classrooms with occasional outdoor work. Some travel is involved, including the normal everyday risks and discomforts of auto, bus, rail, and air transportation. Temperature and weather extremes may be encountered during outdoor activities including walking over difficult terrain and exposure to inclement weather.

Student Conservation Education Program (SCEP)

Participants in the SCEP program are enrolled in university programs at either the undergraduate or graduate level. As participants in this program they are required to work a minimum of 800 hours to gain practical on-the-ground experience to complement their coursework. SCEP students are classified in the GS – 099 series. Standard position descriptions have been developed for the grades GS 3 – 5.



Student Trainee (Park Ranger), GS-0099-05 (Visitor Services Intern)

Introduction

The incumbent serves as a Visitor Services Intern through the Student Career Experience Program (SCEP). The employee will be assigned to a National Wildlife Refuge, Refuge Complex, Wetland Management District, or Regional Office. (Although the term “refuge” is used throughout this PD, this position description can reflect work in any of these organizations.) Work is directed towards providing the public with safe, accessible, and quality wildlife-dependent recreation opportunities (e.g., hunting, fishing, wildlife observation, wildlife photography, environmental education and interpretation) as described in the Refuge Improvement Act of 1997. Work assignments are selected to ensure that the employee receives on-the-job training and exposure to a wide range of visitor services methods and practices from the U.S. Fish and Wildlife Service which complement formal education in a relevant field of study from an accredited college or university.

A. Major Duties

The employee spends least 25 percent of the time performing one or a combination of the following duties:

The supervisor must identify the specialty area(s) in which the employee performs work on a regular and recurring basis by checking the appropriate block(s) and indicating the percentage of time spent for each specialty area checked.

[] Interpretation (_____ %)

Develops and presents a variety of interpretive programs including orientation talks, conducted walks, and demonstrations to a variety of general public audiences or school groups. Initiates or assists with development or revision of interpretive materials, such as brochures, guidebooks, handouts, and exhibits. Operates a variety of audiovisual and other equipment used in connection with interpretive programs.

[] Environmental Education (_____ %)

Prepares and conducts on- and off-site environmental education programs for a variety of audiences. Initiates or assists with development or revision of environmental education materials. Assists in conducting teacher training and orientation programs. Inventories and maintains stock of environmental education materials, equipment, and supplies.

[] Volunteer Coordination (_____ %)

Assists with recruitment and training of candidates for a volunteer program and assists in developing volunteer work projects and schedules for visitor services. May assist in developing and scheduling work projects for program areas outside of visitor services. Monitors progress of volunteer projects and drafts volunteer job descriptions

and other volunteer materials. Prepares monthly and yearly volunteer reports for review prior to submittal. Assists in planning for and recognizing volunteers through as events, meetings, and awards.

[] Recreation Management (_____ %)

Assists with the management of wildlife-dependent recreation opportunities such as hunting, fishing, wildlife observation, wildlife photography, environmental education and/or interpretation as described in the Refuge Improvement Act of 1997 and with secondary recreational uses such as camping, picnicking, berry picking, boating, and horseback riding in support of one or more of the primary uses. Provides orientation, interpretive, and regulatory information relating to site specific regulations, hunting and fishing programs, and other visitor activities.

[] Support Groups (_____ %)

Assists with maintaining working relationships with Friends organizations and other partners by attending a variety of events and functions, giving informative talks, and asking for volunteer or other assistance.

[] Communication/Media (_____ %)

Communicates effectively with visitors and staff by writing or through interpretive activities that aid in implementing the refuge's outreach program. Drafts a variety of written materials including news releases, articles, correspondence, and event flyers to increase understanding of the Service mission, encourage attendance at or assistance with a special event, explain the goals and objectives of the refuge and its practices, or related issues.

[] Permits/Concessions (_____ %)

Assists with issuing special permits for wildlife dependent recreation activities or other appropriate and compatible special events or activities.

In addition, the employee may also perform the following duties, which are not grade controlling:

- Collects public use recreation fees such as boat launch, hunting, and fishing fees and sells entrance, weekly, annual and/or day use passes. Inventories, orders and maintains adequate collection supplies and information (fees payment envelopes, brochures, passes).
- Staffs information desks in visitor center or contact stations, providing interpretive, and orientation information to the public. Serves as roving interpreter on trails and visitor use areas.
- Monitors visitor facilities for safety, cleanliness, and accessibility; performs routine maintenance on visitor service facilities, and reports on or remedies obvious maintenance, health, and safety deficiencies. Assists with planning and designing visitor service facilities.

- Protects refuge natural and cultural resources by observing conditions and reminding visitors to stay out of closed or restricted areas. Reports situations which may harm resources.
- Follows practices appropriate to personal, visitor, and staff safety. Identifies and reports potential safety hazards to appropriate staff.
- Administers basic first aid when necessary.
- May operate passenger vehicles and light trucks, off-road vehicles such as all terrain vehicles and snow machines, and small watercraft.

B. Factors

1. Knowledge Required by the Position

- Knowledge of a wide range of concepts, principles, and practices of visitor services management. Ability to assist in planning, organizing and implementing interpretive, educational and wildlife oriented recreation activities at a National Wildlife Refuge.
- Skill in oral and written communication.
- Knowledge of the mission and objectives of the U.S. Fish and Wildlife Service, the National Wildlife Refuge System and the refuge.
- General knowledge of natural resource management and conservation and their application to visitor management.
- Knowledge of public outreach and communications tools and techniques to identify audiences and messages.
- Knowledge of the diverse range of outdoor facilities such as trails, visitor centers, campgrounds, wayside exhibits and their maintenance, in order to provide safe, wildlife-dependant recreation opportunities to visitors.
- Knowledge of refuge policies and procedures concerning the collection and transmittal of recreation user fees.
- Knowledge of basic first aid and CPR.
- May require the ability to operate passenger vehicles and light trucks, off-road vehicles such as all terrain vehicles and snow machines, and small watercraft.
- Interpretation: Knowledge of interpretive concepts and a variety of media to convey effective interpretive messages to the public.
- Environmental Education: Practical knowledge of traditional and current concepts of environmental education programming. Ability to use these concepts to educate school classes and teachers about refuge resources and their conservation and management.

- **Volunteer Coordination:** Knowledge of policies, regulations, standards, and procedures applicable to the Volunteer and visitor services programs.
- **Concessions / Permits:** Knowledge of the laws and regulations addressing provision of commercial permits and special visitor services on a refuge.

2. Supervisory Controls

The incumbent is supervised by the Visitor Services Manager or designee. Work assignments are made in terms of ultimate objectives of assignments, with general instructions for special assignments (such as those involving special holiday work situations or high ranking Government officials). The employee typically resolves technical or personal contact problems that are similar to those encountered in the course of previous assignments. The supervisor provides assistance in resolving problems that have unusual or unfamiliar conditions, methods, or concepts. The work is reviewed for adequacy of presentation or handling of visitor problems, logic in the application/selection of appropriate techniques, and conformity with policy. Review of completed work is closer for assignments that the employee has not previously performed.

3. Guidelines

Procedures for doing the work have been established and a number of specific guidelines are available in the form of Fish and Wildlife Service policy, Federal regulations, the Fish and Wildlife Service Manual, the refuge's Comprehensive Conservation Plan, applicable step-down management plans, and refuge policies and procedures. In some cases the employee may refer to clearly applicable regulations or laws. The employee must use judgment in locating and selecting the most appropriate guidelines, references, and procedures for application and in making minor deviations to adapt the guidelines to specific cases. The employee may also determine which of several established alternatives to use. Situations to which the existing guidelines cannot be applied or significant proposed deviation from the guidelines are referred to the supervisor or other senior visitor services staff member.

4. Complexity

Incumbent assists with the implementation of wildlife-dependent recreational programs. He/she works within well-established programs but has some responsibility for initiating, developing, or modifying work methods. Incumbent must consider refuge resource objectives, subject matter, and audiences in developing specific programs. Incumbent must also consider these factors as they pertain to the National Wildlife Refuge System's mission and goals.

5. Scope and Effect

The purpose of the position is to provide the employee with training and experience to complement formal undergraduate education. Assignments will include specific, routine duties that include a variety of tasks or procedures to familiarize the employee with the Service's visitor services program. The incumbent assists with the development of

wildlife-dependent recreational opportunities that minimize impacts to the refuge's natural resources while promoting the mission of the Service and of the National Wildlife Refuge System.

6. Personal Contacts

Contacts are with refuge visitors the public, co-workers, volunteers, support groups, conservation organizations, and other audiences

7. Purpose of Contacts

Contacts are for welcoming and orientating visitors, interpreting refuge resources, explaining Service policies and regulations, coordinating work efforts, and assisting with partnerships.

8. Physical Demands

The work involves frequent on-site visits requiring some physical exertion such as walking over wet, rough, uneven or rocky terrain; bending, crouching, stooping, stretching, reaching, lifting, or similar activities. May be required to operate or travel as a passenger for long distances in on- and off-road vehicles and light aircraft. The work requires average agility and dexterity. The employee must have the ability to work occasionally under pressure and tight deadlines.

9. Work Environment

The job requires both office and outdoor work. Offices and visitor centers are adequately lighted, heated, and ventilated. Temperature and weather extremes may be encountered in the performance of the outdoor work. The incumbent is expected to conduct duties in a safe and orderly manner so as not to endanger self, fellow workers, visitors, or property with which entrusted. The work may require the wear of protective clothing and some employees may be required to carry a firearm for protection from hostile wildlife.

Student Trainee (Park Ranger) GS-0099-04 (Visitor Services Intern)

Introduction

The incumbent serves as a Visitor Services Intern through the Student Career Experience Program (SCEP). The employee will be assigned to a National Wildlife Refuge, Refuge Complex, Wetland Management District, or Regional Office. (Although the term “refuge” is used throughout this PD, this position description can reflect work in any of these organizations.) Work is directed towards providing the public with safe, accessible, and quality wildlife-dependent recreation opportunities (e.g., hunting, fishing, wildlife observation, wildlife photography, environmental education and interpretation) as described in the Refuge Improvement Act of 1997. Work assignments are selected to ensure that the employee receives on-the-job training and exposure to a wide range of visitor services methods and practices from the U.S. Fish and Wildlife Service which complement formal education in a relevant field of study from an accredited college or university.

A. Major Duties

The employee spends at least 25 percent of the time performing one or a combination of the following duties:

- Assist with environmental education program as activity or small group leader. Maintains equipment and supplies.
- Assists with overseeing the work of volunteers in a visitor center or on small work projects. Assists in planning volunteer recognition awards and events.
- Conducts a radio dispatch operation. Provides communications service for operational activities in areas such as emergency assistance, law enforcement, and firefighting support. Receives routine and emergency telephone and radio calls placed to refuge headquarters and maintains communications records including radio logs.
- Practices preventive enforcement of laws and regulations on the refuge. Explains regulations to visitors and provides information and advice on approved activities and on the refuge’s cultural, historical, and/or natural resources history and location. Contacts law enforcement personnel when the circumstances require formal enforcement of laws.
- Develops and conducts interpretive talks and guided tour programs, presenting facts that are usually limited in variety or change little over time such as facts about the life cycle of salmon or the annual migration cycle of migratory birds. Answers questions that are usually recurring and require knowledge of a limited variety of facts, events, circumstances, personalities, and natural characteristics identified with the site.

- Operates and performs minor maintenance on audiovisual equipment.
- Protects refuge natural and cultural resources by observing conditions and reminding visitors to stay out of closed or restricted areas. Reports situations which may harm resources.
- Follows practices appropriate to personal, visitor, and staff safety. Identifies and reports potential safety hazards to appropriate staff.
- Administers basic first aid when necessary.

In addition, the employee may also perform the following duties, which are not grade controlling:

- At a visitor center information desk, answers visitors' questions that are usually routine and repetitive and relate largely to factual situations, such as geographical location of facilities, trails, tour routes, boat ramps, and other recreational areas. Obtains and posts various information to records, such as number of visitors, survey information on length of visitor stay, size of visiting parties, and patterns of visitor use. Maintains supply of informative materials and other stock items; sells books and other items. Operates audio visual equipment for videos and other multi-media programs.
- At an entrance station, answers visitors' questions and explains regulations covering common refuge use situations, such as refuge rules and regulations. Collects fees, sells permits, and safeguards and balances collected funds. Maintains records on accountable permits and stock items; and controls vehicular traffic.
- Presents limited interpretive talks and conducts tours of limited complexity that do not require extensive background knowledge.
- Assists with outreach activities such as working with "friends" groups or other partners.
- May operate passenger vehicles and light trucks, off-road vehicles such as all-terrain vehicles and snow machines, and small watercraft.

B. Factors

1. Knowledge Required by the Position

- The Visitor Services Technician uses some specialized skill and judgment in applying knowledge, gained through training or experience, of the methods and techniques used in functional areas such as interpretation. The employee must also have some subject matter knowledge such as natural or cultural history, fish or wildlife habitat characteristics, techniques of resource protection and use, or recreational use of Federal lands.

- Familiarity with the mission and responsibilities of the Service, region, and refuge.
- Communication skills that enable the employee to meet and deal effectively with persons of different social, economic, and cultural backgrounds in varied work situations.
- May require skill in the operation of small boats or canoes; snow machines; or all-terrain vehicles.
- May require ability to operate passenger vehicles and light trucks, off-road vehicles such as all-terrain vehicles and snow machines, and small watercraft and to maintain appropriate certifications or licenses.
- Skill in operating and maintaining audio visual equipment.
- Knowledge of basic first aid and CPR.

2. Supervisory Controls

The incumbent is supervised by the Visitor Services Manager or designee. Assignments that involve conditions, concepts, and standard methods familiar to the incumbent are made in general terms without explicit instructions on the techniques to be used or the sequencing of operations to be followed. For special assignments or unfamiliar or unusual assignments that may involve nonroutine technical or personal contact problems, the supervisor gives explicit instructions, or the incumbent is given on-the-job training prior to assuming responsibility for carrying out the assignments. The employee consults with the supervisor or higher graded employee on unexpected technical or personal contact problems when this is possible. In some situations, action may have to be taken without such discussion. The work may be spot checked in progress. Completed assignments are reviewed for adherence to special or standing instructions and the use of proper techniques. Nonroutine or new assignments are reviewed in detail.

3. Guidelines

Procedures for doing the work have been established and a number of specific guidelines are available in the form of Fish and Wildlife Service policy, Federal regulations, the Fish and Wildlife Service Manual, the refuge's Comprehensive Conservation Plan, applicable step-down management plans, and refuge policies and procedures. Objectives and guidelines for day-to-day activities are contained in established operating instructions or are provided by the supervisor. Guidelines are usually applicable to the work, but the number and similarity of the guidelines require some judgment in selecting and applying them. Instances where guidelines are not available or where conflicts exist are referred to the supervisor for resolution.

4. Complexity

The employee is required to use some specialized skill and judgment in applying knowledge, gained through training or experience, of the methods and techniques used in functional areas such as interpretation.

The employee must also have some subject matter knowledge such as natural or cultural history, fish or wildlife habitat characteristics, techniques of resource protection and use, and rules for recreational use of Federal lands. The employee applies some or all of these knowledge in well defined work situations; in addition, the employee communicates effectively with visitors and obtains their cooperation, identifies and reports problems or apparent violations of regulations concerning the use of protected or public land areas, and carries out overall agency policies and procedures on the refuge.

5. Scope and Effect

The purpose of the position is to provide the employee with training and experience to complement formal undergraduate education.

Assignments will include specific, routine duties that include a variety of tasks or procedures to familiarize the employee with the Service's visitor services program. The incumbent assists with the development of wildlife-dependent recreational opportunities that minimize impacts to the refuge's natural resources while promoting the mission of the Service and of the National Wildlife Refuge System.

6. Personal Contacts

Contacts are with refuge visitors, the public off the refuge, co-workers, volunteers, support groups, members of conservation organizations, and other audiences.

7. Purpose of Contacts

Contacts are for welcoming and orienting visitors, interpreting refuge resources, explaining Service and refuge policies and regulations, coordinating work efforts, and assisting with partnerships.

8. Physical Demands

The work involves on-site visits requiring some physical exertion such as walking over wet, rough, uneven or rocky terrain; bending, crouching, stooping, stretching, reaching, lifting, or similar activities. The work requires average agility and dexterity. The employee must have the ability to work occasionally under pressure and tight deadlines.

9. Work Environment

The job requires both office/visitor center and outdoor work. Offices and visitor centers are adequately lighted, heated, and ventilated. Temperature and weather extremes may be encountered in the performance of the outdoor work. The work may require wearing protective clothing and some employees may be required to carry a firearm for protection from hostile wildlife.

Student Trainee (Park Ranger) GS-0099-3 (Visitor Services Intern)

Introduction

The incumbent serves as a Visitor Services Intern through the Student Career Experience Program (SCEP). The employee will be assigned to a National Wildlife Refuge, Refuge Complex, Wetland Management District, or Regional Office. (Although the term “refuge” is used throughout this PD, this position description can reflect work in any of these organizations.) Work is directed towards providing the public with safe, accessible, and quality wildlife-dependent recreation opportunities (e.g., hunting, fishing, wildlife observation, wildlife photography, environmental education and interpretation) as described in the Refuge Improvement Act of 1997. Work assignments are selected to ensure that the employee receives on-the-job training and exposure to a wide range of visitor services methods and practices from the U.S. Fish and Wildlife Service which complement formal education in a relevant field of study from an accredited college or university.

A. Major Duties

Typical duties include:

- At a visitor center information desk, answers visitors’ questions that are usually routine and repetitive and relate largely to factual situations, e.g., geographical location of facilities, trails, tour routes, boat ramps, and other recreational areas. Obtains and posts information to records, such as number of visitors, survey information on length of visitor stay, size of visiting parties, and patterns of visitor use. Maintains supply of information materials and other stock items. Sells books and other items.
- At an entrance station, answers visitors’ questions and explains regulations covering common refuge use situations (such as field station rules and regulations). Collects fees, sells permits, and safeguards and balances collected funds. Maintains records on accountable permits and stock items. Controls vehicular traffic.
- Presents limited interpretive talks, assists with the environmental program, and conducts tours of limited complexity that do not require extensive background knowledge.
- Operates audio visual equipment during interpretative talks, demonstrations, or meetings.
- Protects refuge natural and cultural resources by observing conditions and reminding visitors to stay out of closed or restricted areas. Reports situations which may harm resources.
- Follows practices appropriate to personal, visitor, and staff safety. Identifies and reports potential safety hazards to appropriate staff.

- Administers basic first aid when necessary.
- May operate passenger vehicles and light trucks, off-road vehicles such as all-terrain vehicles and snow machines, and small watercraft.

B. Factors

1. Knowledge Required by the Position

- Familiarity with the mission and responsibilities of the Service, region, and station.
- Working knowledge of detailed procedures that are either established and repetitive or specified by the supervisor when the tasks are originally assigned (the employee generally is provided classroom or on-the-job training when initially employed).
- Readily acquired skill or subject-matter knowledge based on experience, education, or training.
- Communication skills that enable the employee to meet and deal effectively with persons of different social, economic, and cultural backgrounds in varied work situations.
- May require skill in the operation of small boats or canoes, snow machines, or all-terrain vehicles.
- Basic knowledge of the operation and care of audio visual equipment.
- Knowledge of basic first aid and CPR.
- May require ability to operate passenger vehicles and light trucks, off-road vehicles such as all-terrain vehicles and snow machines, and small watercraft and to maintain appropriate certifications or licenses.

2. Supervisory Controls

The incumbent is supervised by the Visitor Services Manager or designee. Work assignments that involve new or nonrepetitive tasks are covered by complete, explicit instructions given at the beginning of each task. Instructions cover areas such as work methods and procedures, equipment available, and results desired. The supervisor is usually available to resolve technical problems encountered by the employee; however, some assignments may be performed in remote areas that do not permit close supervision. Routine, recurring tasks are spot checked or observed infrequently; the less routine tasks are observed and checked in progress; the technical adequacy of completed work and adherence to instructions are closely reviewed upon completion and discussed in detail with the employee.

3. Guidelines

Procedures for doing the work have been established and a number of specific guidelines are available in the form of Fish and Wildlife Service policy, Federal regulations, the Fish and Wildlife Service Manual, the refuge's Comprehensive Conservation Plan, applicable step-down management plans, and refuge policies and procedures. In some cases the employee may refer to clearly applicable regulations or laws. The employee must use judgment in locating and selecting the most appropriate guidelines, references, and procedures for application and in making minor deviations to adapt the guidelines to specific cases. The employee may also determine which of several established alternatives to use. Situations to which the existing guidelines cannot be applied or proposed deviation from the guidelines are referred to the supervisor or other more senior visitor services staff.

4. Complexity

The employee is assigned varied, frequently recurring tasks to perform in well-defined situations.

5. Scope and Effect

The purpose of the position is to provide the employee with training and experience to complement formal undergraduate education. Assignments will include specific, routine duties that include a variety of tasks or procedures to familiarize the employee with the Service's visitor services program. The work contributes to the efficiency of the day-to-day operation of the station's visitor services program and the enjoyment and safety of refuge visitors.

6. Personal Contacts

Contacts are primarily with refuge visitors, co-workers, and volunteers.

7. Purpose of Contacts

Contacts are for welcoming and orientating visitors, and to explain basic Service and refuge policies and regulations.

8. Physical Demands

The work involves on-site visits requiring some physical exertion such as walking over wet, rough, uneven or rocky terrain; bending, crouching, stooping, stretching, reaching, lifting, or similar activities. The work requires average agility and dexterity. The employee must have the ability to work occasionally under pressure and tight deadlines.

9. Work Environment

The job requires both office/visitor center and outdoor work. Offices and visitors are adequately lighted, heated, and ventilated. Temperature and weather extremes may be encountered in the performance of the outdoor work. The work may require wearing protective clothing.

Appendices





***Fulfilling the Promise
National Wildlife Refuge System Visitor Service Career Team***

Charter

Purpose

Develop standard criteria for determining minimum staffing levels for visitor services specialists in headquarters, regional offices and field stations. Assist the National Wildlife Refuge System in the development of responsive, professional, capable staff that will lead visitor service programs that meet the needs of visitors while keeping wildlife first. The Team will make recommendations to the Leadership Development Council and Promises Implementation Team regarding the function of visitor service professionals, the skills they need and the services they offer. Provide consistent opportunities for staff to develop and demonstrate skills necessary to meet the needs of the Refuge System. Provide guidance on the development of standard position descriptions and training opportunities.

The Team is empowered to

Develop recommendations concerning consistent position descriptions for visitor service professionals System-wide; develop recommendations regarding career development programs, core competencies, and training opportunities; and coordinate greater communication and networking across the Refuge System for Visitor Service staff.

Participants

The Team consists of representatives from each Region, the Headquarters Office Division of Visitor Services and Communications, and the National Conservation Training Center. The Team will be in place through October 2004.

Members of the Visitor Services Career Team are:

Fulfilling the Promise Implementation Team Liaison:
Steve Alvarez, Refuge Ranger, Bitter Lake NWR

Washington Office Representatives:

Allyson Rowell, Chief, Visitor Services and
Communication

Matt Gay, Course Leader, National Conservation Training
Center

Nancy Streeter, Course Leader, Alternate, National
Conservation Training Center

Regional Representatives:

Region 1 - John Gahr, Outdoor Recreation Planner, Mid-
Columbia River NWR Complex

Region 2 - Cheryl Simpson, Branch Chief, Interpretation,
Recreation and Education, Albuquerque RO
Steve Alvarez, Refuge Ranger, Bitter Lake NWR

Region 3 - Donna Stanek, Chief, Visitor Services and
Outreach, Minneapolis Regional Office

Liz Jones, Deputy Project Leader, Cypress Creek
NWR

Region 4 - Robin Will, Park Ranger, St. Marks NWR

Region 5 - Angela Tracy, Supervisory Outdoor Recreation
Planner, Chincoteague NWR

Region 6 - David Jamiel, Park Ranger, Rocky Mountain
Arsenal NWR

Region 7 - Bill Kent, Supervisory Park Ranger, Kenai NWR

Process

The Team will review current staffing at field stations, regional offices, and the Headquarters Office and will make recommendations to streamline visitor services position descriptions used throughout the System. The team will make recommendations regarding consistent roles and responsibilities for field, regional, and national functions. The Team will develop a progressive training program and career path for visitor service staff, and methods to better share knowledge across regions.

Products and Services

Recommended standard position descriptions.

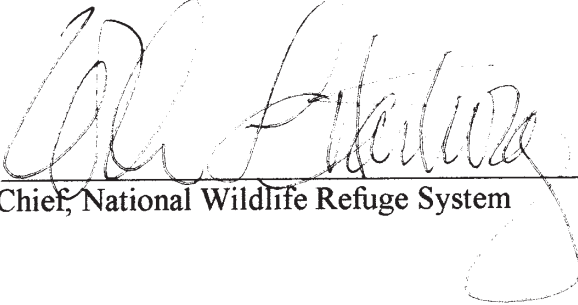
Recommended staffing levels and specific criteria for the Headquarters, National Conservation Training Center, Regional, and field stations.

Recommended training programs and specific career development including core competencies for demonstrable skills.

Clearly define a vision for Visitor Service professionals in the Refuge System.

Reporting Relationships

The Team reports to the Promise Implementation Team, chaired by the Chief, National Wildlife Refuge System.



A handwritten signature in black ink, appearing to read "M. Hartwig", is written over a horizontal line. The signature is cursive and extends above and below the line.

Chief, National Wildlife Refuge System

Visitor Services Career Pathways Team – The Process

The Visitor Services Career Pathways Team first met in June of 2000 at NCTC. It consisted of representatives from each region, NCTC, and the Washington Office. At that meeting a Team Charter was developed and discussions were held regarding what visitor services were, the role and responsibilities, and general skills needed. There were also discussions about mentoring and training. After that meeting the team did not meet again, for a number of reasons. However, some of the tasks that they were charged with moved forward in other ways. An Introduction to Visitor Services training was instituted at NCTC, and planning for and conducting a national workshop was completed.

Team Charter and Revitalization

In the fall of 2001, efforts began to revitalize the team and representatives from each region met during the National Visitor Services Workshop in December. The team was re-established and discussed the next steps. It was decided that we would start with a conference call - which happened in March 2002.

Since that first conference call the team has moved forward fairly rapidly. Through a series of conference calls, the Team Charter was revised to reflect the current condition and an initial Agame plan@ developed. Since we were going to be looking at developing a viable and legitimate career path for visitor services, the first step involved researching position descriptions of other land management agencies. Work was divided among the team to investigate the Park Service, Forest Service, Bureau of Reclamation, and Corps of Engineers. A Amixed bag@ was found regarding the Park Ranger series; the one thing that was relatively consistent was the use of the Park Ranger GS-025 series. So a decision was made to concentrate on the this series, and with draft core competencies already in-hand, the committee set to work.

Research uncovered that the Park Service, and a couple other agencies to a lesser degree, had taken this series and sub-divided it into specialties. When the committee reviewed the Park Service approach, a decision was made to follow a similar path.

Skills and Core Competencies

In May 2002, the committee met for three days in Anchorage to discuss grade levels, needed specialty positions, core competencies, and the level of skill required for each competency as people advance in their careers. During that meeting the committee accomplished the following:

1. Identified seven different job categories and the grades for each.
2. Developed a matrix for each job category and identified the core competencies for each and the level of skill needed for each of the grades.
3. Divided into working teams to develop standard position descriptions for each job category.

Draft Standard Position Descriptions

Work continued through the summer. The team met again in late September 2002 in Minneapolis to complete the drafts of the standard position descriptions and to discuss the next steps.

Results of that meeting included:

1. Most draft position descriptions completed.
2. Met with representatives from Personnel regarding CARES. The result was the development of CARE questions for each job category.
3. The team decided to have the completed work reviewed and supported by others in the visitor services field.
4. The team continued to work with personnel in finalizing the standard position descriptions to ensure they are technically correct for each of the grades.

The team spent the next couple of months refining the draft position descriptions. The entire package of draft position descriptions from GS 3 through 12 was sent to Human Resources in November, where unfortunately they remained unassigned to any classification specialist.

The team continued to work on other elements of the Career Pathways book, focusing on the development of a standard Individual Development Plan and the accompanying training opportunities. The team discussed the best way to approach this part of the tool; the goal being to provide both managers and employees a device that demonstrated all the elements needed to fully develop within their current position and provide information on training opportunities and methods to achieve their potential.

The IDP developed for biologists was reviewed and many of the critical elements found in that document were found to be applicable to visitor services. Skills related specifically to Visitor Services were listed (these were identified earlier in the matrices used in developing the standard position descriptions) along with training that allowed for skill development.

Individual Development Plans and Training

In May 2003 a small sub-group of the team met at Cypress Creek National Wildlife Refuge for two days to refine the Individual Development Plan and to identify appropriate training. The result was a large matrix that cross-referenced skills with training.

At this point a first draft of the Visitor Service Career Book was completed and in June 2003 a presentation regarding the work to date was made to the Leadership Development Council. The presentation summarized the work to date, how the team got to this point, recommendations, accomplishments, and work still to be done.

All the work to date related directly to one of the four tasks identified in the team charter.

Items that had been accomplished to date: the development of new courses related directly to improving skills of visitor services staff, including the Introduction to Visitor Services, the completion of draft of standard position descriptions, a standard Individual Development Plan and associated training.

One of the recommendations made to the Leadership Development Council was to increase the field level positions to GS-13; the Leadership Development Council endorsed the idea and the team was instructed to move forward. It was also during this meeting that the team was assigned a Classification Specialist to finalize the standard position descriptions.

Park Ranger GS-13 Field Position

The team convened via conference call during the Summer 2003 to discuss the results of the Leadership Development Council meeting and the next steps. During the call the following was discussed:

1. Review of the presentation to the Leadership Development Council.
2. The new task of drafting a GS-13 field position description.
3. Work Force Solutions and how that work will dovetail into the Career Team=s task regarding staffing criteria.
4. Providing more detailed information regarding training and Individual Development Plans based on information provided by the Work Force Solutions Group.

After the conference call the following was accomplished:

1. A package of the existing draft position descriptions were sent to the assigned classification specialist for review.
2. Team members gathered information regarding elements to be included in the GS-13 standard position description.
3. Team members agreed to do additional research regarding training opportunities and gather additional information.

The team met in November 2003 to develop a final draft of the GS-13 position description and to finalize the Individual Development Plan and associated training. After this meeting the draft of the field GS-13 position description was sent to the assigned Classification Specialist.

Classification and Standard Position Descriptions

Beginning in January 2004, the final push to complete the standard position descriptions began. In March 2004, a Classification Specialist from the Washington Office was also assigned to the team. All parties agreed that the GS-13 standard position description needed to be finalized before the lower grades could be cascaded down from that level.

In June 2004, a meeting was held in Minneapolis Regional Office to finalize the GS-13, discuss the remaining position descriptions, and the status of the Individual Development Plan and training module.

The results of that meeting were:

1. The field GS-13 standard position description was finalized.
2. A decision regarding titling of positions was made as follows; Visitor Services Manager (GS-9 through 13); Visitor Services Specialists (GS-5 through 11) and Visitor Services Technician (GS 3 and 4).
3. The classification specialists stated that the positions within the Service should be GS-025 (Park Ranger as the technical classification).
4. The Individual Development Plan needed to be reviewed by Human Resources in Washington for accuracy.
5. The format for the standard position descriptions will be: stand alone documents for the Visitor Services Managers; a checkbox format for the Visitor Services Specialists (allowing for the greatest flexibility in assigning duties at individual field stations) and stand alone documents for the Visitor Services Technicians.

The assigned classification specialist agreed to develop the Visitor Services Manager position descriptions for the team to review; the team agreed to draft the Visitor Services Specialist position descriptions in the checkbox format and forward them onto the classification specialist, along with the Visitor Services Technician position descriptions.

Implementation

Work continues to move forward. The Visitor Services Manager standard positions description are completed as are the Visitor Services Technicians and the Visitor Services Specialists position descriptions are in development.

Matrices

Visitor Services Manager

B - Basic Knowledge

W - Working Knowledge

A - Advanced Knowledge

Minimal Competencies	Entry	Developmental	Full Performance
Communication Skills	B	W	A
Interpretation (writing, talks, media)	B	W	A
Environmental Education	B	W	A
External Affairs -media	B	W	W
-congressional relations		W	W
FWS Mission Comprehension		W	A
Natural Resource Management	B	W	W
Facility Planning & Design	B	W	A
Accessibility		W	W
FWS Operations (fees, budget, concessions, contracting)		W	A
Visitor Use Studies		W	A
Recreation Management	B	W	A
Partnerships -Volunteers	B	W	A
-Support Groups	B	W	A
-NGO=s	B	W	A
-Other Gov. Agencies	B	W	A
Supervision, Management, Leadership		W	A
Cultural & Historical Resources	B	W	W
Special Management Areas -Wilderness		B	B
-Research		B	B
-Closed Areas		B	B

FWS Laws, Policies, Regs, Authority		W	A
Grants		W	W
Facility Management & Operations	B	W	A
Visitor Safety	B	W	A

Volunteer/Support Groups

- B - Basic Knowledge
 W - Working Knowledge
 A - Advanced Knowledge

Minimal Competencies	Entry	Developmental	Full Performance
Communication Skills	B	W	A
External Affairs -media -congressional relations	B	W B	A W
FWS Mission Comprehension		B	A
Accessibility	B	W	W
FWS Operations (fees, budget, concessions, contracting)		B	W
Partnerships -Volunteers -Support Groups -NGO=s -Other Gov. Agencies	B B	W W B B	A A A A
Supervision, Management, Leadership	B	W	A
FWS Laws, Policies, Regs, Authority		W	A
Grants		B	W
Visitor Safety	B	W	W

Permits/Concessions

- B - Basic Knowledge
 W - Working Knowledge
 A - Advanced Knowledge

Minimal Competencies	Entry	Developmental	Full Performance
Communication Skills	B	W	A
External Affairs -media		B	A
-congressional relations		B	A
FWS Mission Comprehension		W	A
Natural Resource Management	B	W	W
Facility Planning & Design		B	W
Accessibility	B	W	W
FWS Operations (fees, budget, concessions, contracting)		W	A
Recreation Management		B	W
Partnerships -Volunteers	B	W	A
-Support Groups	B	W	A
-NGO=s	B	W	A
-Other Gov. Agencies	B	W	A
Supervision, Management, Leadership		W	A
Cultural & Historical Resources		B	W
Special Management Areas -Wilderness	B	W	W
-Research	B	W	W
-Closed Areas	B	W	W
FWS Laws, Policies, Regs, Authority		W	A
Facility Management & Operations	B	W	W

Visitor Safety	B	W	W
Coordination with other offices w/in the Service (Eng., Contracting, etc)		W	A

Fee Collector

- B - Basic Knowledge
- W - Working Knowledge
- A - Advanced Knowledge

Minimal Competencies	Entry	Developmental	Full Performance
Communication Skills	B	W	A
FWS Mission Comprehension		W	A
Natural Resource Management		B	W
Accessibility		B	B
FWS Operations (fees, budget, concessions, contracting)		W	A
Recreation Management		B	W
Supervision, Management, Leadership		W	A
FWS Laws, Policies, Regs, Authority		W	A
Facility Management & Operations		W	W
Visitor Safety		B	B
Accounting, cash management, & reconciliation	B	W	A

Interpreter

- B - Basic Knowledge
 W - Working Knowledge
 A - Advanced Knowledge

Minimal Competencies	Entry	Developmental	Full Performance
Interpretive Talks	B	W	A
Informal Interpretation	B	W	A
Comprehensive Interpretive Planning		B	A
Demonstration/Illustrated Programs		B	A
FWS Mission Comprehension		B	A
Natural Resource Management		B	A
Visitor Needs & Characteristic	B	W	A
Accessibility	B	W	A
FWS Operations (fees, budget, concessions, contracting)		B	A
Interpretive Writing	B	W	A
Conducted Activities	B	W	A
Partnerships -Volunteers -Support Groups -NGO=s -Other Gov. Agencies		B	W
Supervision, Management, Leadership		B	B
Cultural & Historical Resources		B	W
Interpretive Media	B	B	A
FWS Laws, Policies, Regs, Authority	B	B	B
Advanced Interpretive Management		B	W

Visitor Safety	B	W	W
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Environmental Education Specialist

- B - Basic Knowledge
 W - Working Knowledge
 A - Advanced Knowledge

Minimal Competencies	Entry	Developmental	Full Performance
Communication Skills	B	W	A
Interpretation (writing, talks, media)	B	W	A
Environmental Education	B	W	A
External Affairs - media - congressional relations	B	W W	W W
FWS Mission Comprehension		W	A
Natural Resource Management	B	W	W
Environmental Education Program and Facility Planning and Design	B	W	A
Accessibility		W	W
FWS Operations (fees, budget, concessions, contracting)		W	A
Visitor Use Studies		W	W
Partnerships -Volunteers -Support Groups -NGO=s -Other Gov. Agencies	B B B B	W W W W	A A A A
Supervision, Management, Leadership		B	B
Cultural & Historical Resources	B	W	A
FWS Laws, Policies, Regs, Authority		W	A
Grants		W	A
Facility Management & Operations	B	W	A
Curricula Development	B	W	A

Environmental Education Program Evaluation	B	W	A
Visitor Safety	B	W	W

Other Position Descriptions

Supervisory Park Ranger, GS 025 - 14 (Regional Visitor Services Manager)

Introduction

This will be different for each region, provides a place for a description of that region.

A. Major Duties:

Incumbent serves as the Chief, Visitor Services and Communication and is responsible for the management of the region's visitor services program. Work is directed towards providing the public with safe, accessible, and quality wildlife-dependent recreation opportunities (e.g, hunting, fishing, wildlife observation, wildlife photography, environmental education and interpretation) for the benefit of the American people as described in the Refuge Improvement Act of 1997 and for law enforcement activities. Incumbent serves as a member of the regional management team and ensures that all wildlife-dependent recreational activities are appropriate, compatible and support the region's resource management objectives. The incumbent ensures that a balanced approach is provided to field stations on recreation, education and cultural resource programs.

The incumbent represents the Regional Director in establishing and directing activities affecting the refuges across the region. The incumbent provides technical expertise and leadership and directs staff efforts in all areas of visitor services management. This position is responsible for the overall direction, review, planning, and coordination of all visitor services program activities.

Duties Include:

The incumbent supervises the Visitor Services and Communication and as such is responsible for providing technical and professional supervision to all service programs on recreation, interpretation, environmental education, cultural resources and museum property and implementing actions that support the objectives and priorities of the management of the Service. Incumbent coordinates activities among refuges to include comprehensive cultural resource operations throughout the region and coordination advocacy with key public and private partners. The position requires the employee to establish and maintain nurturing relationships with non-Service partners who assist in wildlife conservation and cultural resource efforts through regional and refuge partners in wildlife.

The incumbent is knowledgeable of the technical aspects of communications and visitor services recognizing the effect of capacity on the refuge and the resource, the National Wildlife Refuge System strategic growth acquisition efforts, law enforcement activities, and the cultural resource and historic elements within the refuges. He/she reviews proposed realty acquisitions and habitat developments and acquisition for cultural and historical significance.

He/she supervises a staff responsible for coordinating new developments affecting the work of the Regional staff members and refuges regionwide. Supervisory

counterparts in the other Regional offices and National office are consulted for cooperative efforts and effective implementation. The incumbent may be called upon to brief Service personnel in order to assist in developing and refining Regional and National efforts within the National Wildlife Refuge System.

He/she supervises a staff responsible for coordinating new developments affecting the work of Regional staff members and refuges regionwide. Supervisory counterparts in the other Regional offices and National office are consulted for cooperative efforts and effective implementation. The incumbent may be called upon to brief Service personnel in order to assist in developing and refining Regional and national efforts within the National Wildlife Refuge System.

As the authority and expert in areas of communication and visitor services, the incumbent consults with peer Division Chiefs and the ARD for External Affairs to resolve controversial issues, and participates in Departmental and interdepartmental workgroups on accessible outdoor recreation sites including lakes, recreation fees, and visitor carrying capacities, on education issues, and on cultural resource issues relating to repatriation, fossils, historic sites, and museum properties. The incumbent is required to develop strategies to solve problems or resolve issues as such is considered an expert in all these areas.

The incumbent assists other Regional National Wildlife Refuge System staff in developing communication strategies on policy releases and legislation implementation affecting the National Wildlife Refuge System, recognizing the impact of statements and the interest of a diverse audience.

The incumbent supports the ecosystem approach to refuge management and provides compliance oversight on habitat conservation in relation to the Archeological Resources Protection Act and regulations affecting cultural and historical resource activities throughout the region, and by reviewing habitat conservation plans for endangered species, refuge operations, and regional peer actions in relation to the impact of increasing numbers of visitors to the refuges in response to cultural and historic events and activities.

He/she performs a full range of supervisory/managerial duties and responsibilities over the division staff. Serves as technical program expert in charge of new program policy, procedures and systems for the assigned area, identifying training needs and expectations. Supervises all work performed in subordinate organizations, evaluating such toward meeting division goals and objectives. He/she monitors progress, evaluates effectiveness, and recommends program changes and modifications to specific goals and objectives. Ensures optimal use of administrative resources such as funding, space, supplies, equipment, and personnel. Estimates and justifies funding needs. Manages division budget for special projects and studies to be carried out by subordinates, contractors, and consultants.

Actively supports Service diversity goals in day-to-day activities and provides positive direction through personal commitment.

Supervises a staff of specialists and coordinators to accomplish National and Regional policy direction and technical assistance in the areas of law enforcement, environmental education/interpretation, visitor services facilities, hunting and fishing programs, volunteers, YCC, partnerships, grants, and in the design and production of various products, including publications, interpretive signs, and exhibits. Performs various supervisory activities such as assigning and coordinating work, evaluating performance, resolving issues, recommending and implementing personnel actions, and hiring and training new employees.

Provides technical staff support and direction to the Regional Refuge Chief, Deputy Regional Refuge Chief, and other Assistant Regional Directors for carrying out Refuge and other Program operations and administration including product development, visitor services requirements evaluation, recreation fee, concessions management, outreach, signs, environmental education, scouting, accessibility, publications standards and design, special initiatives, public use in wilderness areas, the Duck Stamp program, partnerships, grants, refuge support groups, volunteers, law enforcement and other areas.

Serves as the primary point of contact with the Division of Refuges in Washington D.C. on nationally coordinated issues or programs related to environmental education, visitor services, volunteers, partnerships, and other areas, in addition to special initiatives. Provides critical review of proposed National policy on a variety of Refuge System issues and develops both written comment and alternatives to such policy.

Provides compliance oversight on National policy, procedures, and regulations affecting National Wildlife Refuges and other Programs throughout the Region. Provides technical assistance on these issues to field stations throughout the Region and develops related Regional policy, as needed.

Assists with development of Refuge Comprehensive Conservation Plans, visitor services plans, and other step-down plans, providing up-front planning services and guidance toward the development of goals, objectives, and strategies. Provides advice and guidance related to environmental education and visitor services to the Regional Refuge Chief and Refuge Supervisors in the area of complex or controversial compatibility issues.

Evaluates Regional and field station-specific public use and environmental education programs based on standard visitor service requirements to determine the effectiveness of the program and adherence to these standards, and makes recommendations for program improvement. Determines a schedule of annual field station evaluations.

Coordinates directly with other Service Programs and Offices such as Fisheries, Ecological Services, Engineering, Contracting and General Services, and others to ensure coordination of projects and activities that affect refuges, and to provide guidance and direction toward the implementation of policy and regulations within these Programs and Offices. Coordinates with State officials, other federal agencies, and non-government organizations on various issues related to all aspects of the visitor services program.

Prepares and reviews correspondence, briefing statements, and plans for the Regional Refuge Chief, Regional Director, and Director in response to Congressional inquiries, State and Federal agency inquiries, Washington Office requests, and general public requests for information on Refuge issues.

B. Factors

1. Knowledge:

Knowledge of Federal fish and wildlife conservation programs, major conservation concerns, issues, and problems of State and local governments and conservation organizations which enable the incumbent to evaluate and assess the appropriateness of policy or program proposals, and to undertake special studies in these areas that have nationwide impact on Service, the Department, conservation organizations and State and local government.

Knowledge of the partnership programs in support of outreach activities to enhance educational programs, increase funding for refuge maintenance, coordinate visitor activities and communicate with non-profit resource protection and conservation organizations.

Knowledge of the concepts, principles, and practices of fish and wildlife biology, archeology, resource management, and public use management including law enforcement sufficient to ensure that National Wildlife Refuge System program activities are substantial and comply with Federal law, regulation and policy, to understand and address competing environmental variables, their relationships to Service goals, and the management and development of resources, to evaluate plans and to assess the effectiveness of the programs and the socioeconomic and political implications of the National Wildlife Refuge System resources.

Ability to apply supervisory/managerial principles and methods to organize work, to direct and motivate subordinates and to achieve concrete results through integration of a highly specialized and scientifically sophisticated work force. A high degree of leadership skill in order to implement agency changes is required.

Knowledge of administrative practices and the Service's budget cycle and processes in order to determine budget needs, justify budget requests, approve submissions, define program requirements, obtain reimbursable funding, and manage financial and human resources in support of the Department and President's budget requirements.

Mastery of oral communication skills in order to negotiate controversial issues and persuade others regarding the validity of findings and recommendations.

Ability to communicate effectively in writing in order to assure tone and content of documents are reflective of purpose, to review and justify budget requests, to document the analysis of or comment on proposed policy, and to issue support to the Service's implementation strategy.

Ability to establish positive working relationships with people that have widely varying backgrounds, objectives, and goals, including persons and groups with diverse cultural backgrounds.

Thorough knowledge of agency policies and procedures and applicable Federal statutes and legislation governing natural resources and public use principles in general, and the National Wildlife Refuge System in particular; to consistently implement policy, develop Regionally specific policy and guidance, to evaluate field station compliance with policy, and coordinate support for the regional refuge program.

Knowledge and skill to deal with diverse, complex, controversial, and technical issues by providing leadership and developing innovative courses of action.

Knowledge of the principles of natural resource interpretation, wildlife-dependent recreation visitor services planning, wildlife-dependent recreation, environmental education, and visitor center and exhibit planning, design, and development to facilitate guidance and technical assistance to Division staff, field staff, the Regional Refuge Chief, Program Assistance Regional Directors, and others.

Knowledge of technical requirements for artwork, graphic design, printing, and editing for proper preparation and development of various publications and interpretive products.

Knowledge of basic accessibility laws, regulations, and philosophies to provide guidance and technical assistance to the Division staff and field station staff in all programs in the implementation of these laws and regulations.

Ability to work independently, make independent decisions, set staff and overall Division priorities, coordinate responsibilities, meet deadlines, and communicate with Supervisor.

2. Supervisory Controls

Incumbent is supervised by the Deputy Regional Refuge Chief who provides broad general objectives for assignments and provides deadlines only when necessary. The incumbent works independently with little supervision in accordance with current National and Regional policies and guidance, determining how each activity and assignment will be completed. The incumbent has the authority to make policy and technical decisions related to environmental education, visitor services, volunteers, partnerships, and grants for the Region. The incumbent proposes solutions, makes recommendations and decisions, and takes actions which have considerable impact on Refuges throughout the Region. The work of the incumbent is reviewed primarily after-the-fact, and in relation to broad policy and administrative controls.

The employee is delegated the complete range of supervisory/managerial authorities including full authority for personnel actions. Incumbent promotes and ensures equal opportunity in recruiting candidates, in selecting employees, in

rewarding employees, and in providing developmental and training opportunities. Complies with the intent of safety and occupational health regulations and laws. Sets performance standards, and evaluates the performance of subordinates according to schedule. Initiates or decides disciplinary actions, e.g., notifications of unsatisfactory performance, suspensions, and dismissals according to personnel management guidelines and principles.

3. Guidelines

Guidelines are available in the form of broad technical policies, legislation, manuals, Director's orders, regulations, and memoranda. Incumbent uses these guides together with a well-rounded background and experience in environmental education, visitor services, volunteers, partnerships, law enforcement, and grants to make decisions, develop Regional policy, and make recommendations affecting the National Wildlife Refuge System. Guidelines are often inadequate to deal with the more unique or complex issues and problems associated with the division's responsibilities, requiring the incumbent to interpret and develop new or modified techniques for special situations in order to arrive at approaches, methods, and conclusions appropriate to solve these issues. Recommendations and decisions are generally accepted as technically authoritative.

4. Complexity

The incumbent's decisions, long-range vision, and program recommendations are accepted and implemented without change. The incumbent plans and establishes priorities based on program demand and employee availability, defines topics for work, and makes significant decisions and management recommendations. Work influences overall management direction of the Service's activities in the region, and ensures integration of the plans and decisions with other Service programs and objectives. Many issues that surface are at the national level extremely sensitive and may involve legislation, policy, or the interpretation of rules and regulations.

Incumbent must exercise a high degree of independent judgement in the management and direction of National Wildlife Refuge System activities, proposed actions and special initiatives. Direct supervision is limited to matters of broad policy and budgetary considerations, high controversial, or sensitive issues affecting the refuge system. Additionally, incumbent must exercise independent initiative in the supervision of day-to-day activities of the Division to assure timely and adequate and accurate submission of work products.

He or she is responsible for planning and execution of annual and multi-year activities that include a multi-million dollar budget. Incumbent manages and coordinates the use of financial resources, and manages the work of highly skilled professionals. Coordinates work, including that performed under contract and in relation to cooperating organizations from outside the Service. He or she collaborates with representatives of private industry, and with officials from non-government organizations, the states, and other Federal government entities.

5. Scope and Effect

The incumbent has regional refuge program responsibilities throughout the region, and the majority of these responsibilities extend beyond the regional refuge program to all other programs within the region, and often outside the region as well. These responsibilities directly affect and benefit the operations of all staffed refuges and their ability to meet their legislative or executive order purposes and the mission of the National Wildlife Refuge System. Work also affects all program areas across the region. This work contributes to the efficiency and success of the environmental education, visitor services, law enforcement, volunteer, partnerships, and grant-related programs.

In addition, the scope of this position requires the incumbent to be involved in various national committees and teams, whose responsibilities include the development of National policy, guidance, and direction. Incumbent also provides training in National training courses. This work affects all refuge staff and other program staff nationwide. Incumbent is also required to frequently comment on proposed national policy and direction, again, affecting and benefiting regional and national refuge staff and other programs.

6. Personnel Contacts

Personal contacts include project leaders and staff from refuges and all other program areas, including senior staff, representatives from other regions and the Washington Office. In addition, coordination with engineering, contracting, and personnel for various projects and information exchange. Meets with State and local representatives as well as the members of scientific and academic community, environmental action groups, media representatives, the public, and local, state and other Federal agencies. Contacts sometimes require supporting documents as testimony, or the development of complex briefing materials, which are frequently discussed at conferences, and open meetings. Coordinates regularly with other Service program offices, other division chiefs, and peers in other Regional Offices and other Federal agencies. Manages outside contractors especially in the area of engineering and architecture, exhibit design and fabrication, and publication design and printing.

7. Purpose of Contacts

The purpose of contacts is to explain, support, and defend decisions, influence and negotiate work internally and across agency and Regional Office lines and, as appropriate, inform program specialists in other Federal agencies, State agency representatives, and other government agencies, private industry, non-governmental organizations, contractors and individuals. Persuades others to accept recommendations that contribute to the National Wildlife Refuge System program development, agreements with outside organizations, and changes in program requirements. Negotiates successful resolution of controversial issues or findings associated with communications and visitor services. Manages outside contractors in developing products, facilities or services that meet the needs of the National Wildlife Refuge National System program.

The ability to work cooperatively and effectively with personnel of other agencies and private organizations significantly impacts the completion the National Wildlife Refuge program. Incumbent must exercise high degree of tact and diplomacy when explaining, defending, or negotiating the Service's actions or position.

8. Physical Demands

Work is predominately sedentary. On occasion, field work is necessary, resulting in intermittent physical exertion, such as walking over rough, uneven terrain. Frequent travel is required. Lifting of heavy boxes and packages also frequently necessary.

9. Work Environment

Most of the duties of this position are preformed in an office setting. Some exposure to weather extremes may occur during field visits.

**Lead Park Ranger, GS-0025-14
(Visitor Services Team Leader-Washington Office)**

Introduction

The incumbent is responsible for developing and overseeing the implementation of a strategic, coordinated, and integrated National Wildlife Refuge System Visitor Services Program. Incumbent provides leadership for national programs and activities of the National Wildlife Refuge System that serve visitors from all over the world who come to our 93 million acres in 50 states and territories to enjoy wildlife experiences. These activities link to and benefit other programs within the U.S. Fish and Wildlife Service because they support programs such as endangered species and migratory birds by teaching the public the value of conserving wildlife. This position will be located in National Wildlife Refuge System Headquarters, Division of Visitor Services and Communications, Branch of Visitor Services, Arlington, Virginia.

Major Duties

The incumbent serves as Leader for the Visitor Services Branch and senior staff on all matters related to visitor services for the Chief, National Wildlife Refuge System. The branch consists of a Team Leader, four outdoor recreation planners, a refuge program specialist, and a program analyst. This team provides the Headquarters' expertise and support necessary to nationally implement the Refuge Improvement Act of 1997 that mandates outstanding recreational opportunities in the form of hunting, fishing, photography, wildlife observation, environmental education and interpretation be provided to visitors of the National Wildlife Refuge System. This team also provides Headquarters' expertise necessary to nationally implement the Volunteer and Community Partnership Act of 1998. This team creates the "look and feel" of the National Wildlife Refuge System for every visitor who steps foot on a refuge all the way from first sight of the sign at entrance to every refuge to the look of the uniform all employees wear on every refuge. Such themes and messages to visitors area created, coordinated, and communicated through visitor services programs much like the media and outreach programs. The Visitor Services Programs attract a variety of audiences, including Congress, media, conservation and corporate partners, Refuge System and Service leaders, and most notably community organizations such as Refuge Support Groups and the millions of private citizens seeking their own refuge at our 538 field stations.

The incumbent provides leadership, supervision, direction, and technical guidance to branch staff; identifies, balances, and distributes workload among branch staff in accordance with established programs, priorities and deadlines, skill level, and area of specialization; and ensures Refuge System Headquarters' national priorities, strategies, mission, and values are integrated into branch strategies, goals, objectives, work plans, and services. Specifically, the incumbent articulates and communicates to the team the assignments, projects, problems to be solved, milestones, and/or program issues under review, and deadlines and time frames for completion; coaches the team in the selection and application of appropriate problem solving methods and techniques; identifies, distributes and balances the workload and tasks among the team in accordance with skill level and/or occupational specialization; train or arrange for the training of team members in methods and techniques of team building and working in teams to accomplish tasks or projects; monitor and report on status and progress of assignments or objectives; serves

as team facilitator in coordinating team initiatives; prepare reports and maintain records of work accomplishments and administrative information, as required, and coordinate the preparation, presentation and communication of work-related information to Chief; provide input to supervisor on individual performance of the team; approves emergency leave for up to three days; eight hours or less for medical appointments; resolve simple, informal complaints of employees and refer other to supervisor; makes recommendations to the supervisor on individual awards, rewards and recognition; and incumbent is involved when requested by supervisor involvement in personnel or recruitment relation actions.

In addition, the incumbent:

- Oversees and manages issues and initiatives mandated in the Refuge System Improvement Act of 1997. Our visitor services in the National Wildlife Refuge System recognize the close historical connection between fish, wildlife and the American character and this team works to preserve wildlands and wildlife for future generations to enjoy. Every one of the 39 million annual visitors to a refuge has the expectation of a wildlife experience and these programs strive to make that experience a valuable lesson in conservation and a memorable event. Visitation includes not just those who travel to a refuge, but interested citizen who seek information, use the internet or other media to lean more about the opportunity and benefits the Refuge System provides. Visitors must be made welcome.
- Develops national policy for the “Big 6” recreational uses of hunting and fishing programs and other priority wildlife dependent recreation uses mandated in the Refuge System Improvement Act of 1997. Oversees the implementation of the policy in standard operating procedures across the Refuge System. Motivates visitor services staff across the System to improve recreational opportunities for the public.
- Oversees and provides guidance on developing environmental education and interpretation policies for the Refuge System. The future of wildlife is best ensured by raising the public’s awareness and understanding of wildlife conservation and the Leader is focused on this goal. Oversees efforts to meet the many challenges of providing facilities (such as visitor centers, trails, and interpretive displays) and outdoor education programs that showcase the wildlife treasures, but which do not intrude upon the habitat.
- Oversees and manages the Services Cultural Resources Program and Museum Property Program. National Wildlife Refuges contain some of our nation’s most important archaeological and historic sites such as Midway Island, famous in World War II. The National Historic Preservation Act of 1966 and the native American Graves Protection and Repatriation Act of 1990 require survey of archaeological sites. FWS is now responsible for over 4.4 million museum property objects. One the primary purposes of the Region 9 RONS project for \$150k is to begin to build a thorough inventory of these materials for accountability purposes (they are government property and have to be accounted for).

We have identified over 11,000 cultural resources on FWS lands. Perhaps on the best known archaeological sites is located in North Dakota – the Lake Ilo archaeological site (on Lake Ilo NWR) which is over 11,000 years old!

- Directs and manages the Service’s Sign Program to ensure all entrance signs on National Wildlife Refuges meet national standards and carry the same themes and messages.
- Directs the Youth Conservation Corps funded at \$2 million and dedicated to providing gainful employment for youth from all social, economic, ethnic, and racial classifications while developing an understanding of the nation’s natural environmental and heritage.
- Directs and manages the Recreation Fee Program which is being implemented on 99 National Wildlife Refuges. This program, authorized by the Emergency Wetlands Resources Act of 1986, provides authority for refuges to charge entrance fees and user fees and these fees being returned to the refuges for management of the refuge lands.
- Develops policies and oversees the management of the Refuge System Concessions Program to ensure that commercial operations on refuges run for the convenience, education, and recreation of visitors are in compliance with applicable laws and provide good services to our visitors.
- Directs and manages the Service’s Accessibility Program that, by Federal law, ensures that all persons with disabilities have access to the visitor services that are offered to all citizens. The Americans with Disability Law and the Barriers Act mandate construction regulations and policy guidelines which the National Coordinator oversees.
- Develops policies and oversees the management of the Service Uniform Program. All employees wear the same uniform components depending on the occasion. The National Uniform Coordinator works with regional coordinators to ensure that refuge employees project a professional and visitor-friendly image while working in comfortable clothing.
- Oversees and manages the Refuge System Volunteer Program of 35,000 volunteers and coordinates activities at the national level to help foster and manage the development of our nationwide network of 218 Refuge Friends Organizations comprised of local citizens with a political and conservation interest in wildlife and public lands. Improving wildlife conservation is a constant process that involves counsel from dozens of private organizations with shared and often conflicting objectives. Ensures that coordination with Regional Volunteer Coordinators and Full-time Volunteer Coordinators on individual refuges are working together to meet volunteer goals and funding requirements.

- Oversees and manages national level efforts in visitation modeling and recreation research, working with universities and nonprofit organizations to develop sophisticated techniques.
- Provides professional advice and support on visitor services issues and policies to Refuge System and Service leaders.
- Supervises staff, articulates team assignments and deadlines, resolves obstacles to effective team work and individual responsibilities, and monitors and reports on progress of team work to the Division Chief.
- Advises and reports to the Division Chief on personnel and other administrative issues of branch staff.
- Prioritizes and manages the budget for the Visitor Services Branch.
- Develops standardized methods of evaluating the effectiveness of visitor services programs including contracts for surveys and statistical analysis.
- Represents the branch in dealings with the Division Chief and other Refuge System leaders.

Knowledge Required by the Position

- Professional and comprehensive knowledge of various services programs to identify, analyze, and develop visitor service policy and programs.
- Knowledge, skills, and abilities to effectively lead visitor services initiatives of national scope and impact.
- Knowledge, skills, and abilities to effectively communicate orally, in writing, and graphically to a variety of audiences, including Congress, media, conservation and corporate partners, community organizations, internal audiences, and the general public.
- Knowledge, skills, and abilities to effectively communicate with individuals and organizations of varied cultural backgrounds and perspectives.
- Ability to serve as an agency spokesperson in order to foster and maintain mutually beneficial relationships with representatives from a variety of external audiences.
- Knowledge of the principals of design and production of a visitor service products.
- Overall knowledge of Refuge System and Service programs and activities, and operations at all levels of the System.
- Knowledge, skills, and abilities to establish clear priorities and responsibilities in order to lead, direct, and facilitate team work, including managing workload, problem-solving, conflict resolution, and meeting established deadlines.

- Ability to manage a program budget to accomplish established priorities.
- Knowledge of a variety of computer software, including WordPerfect, email systems, Internet and Intranet, DOS, and Windows.

Supervisory Controls

The incumbent supervises a staff of professional employees and serves as a member of the National Wildlife Refuge System Headquarters management team.

The incumbent works under the broad general supervision of the Chief, Division of Visitor Services and Communications, but has wide latitude in initiating, formulating and implementing visitor services strategies and activities for the Refuge System.

The incumbent independently organizes and schedules work of the branch within established priorities and budget. The incumbent keeps the Division Chief appropriately informed of all significant activities within the branch. The incumbent manages all matters relating to the branch budget, personnel and administrative issues, and activities affecting other work of Refuge System Headquarters.

The Division Chief will periodically review the incumbent's completed work for general adequacy in accomplishing priorities and objectives, and compatibility with other work of Refuge System Headquarters.

The incumbent is responsible for actively supporting and implementing the equal employment opportunity program as specified in national, Regional and local affirmative action plans. This includes ensuring equal opportunity for all subordinate employees in selections for training and education programs, promotions and awards, as well as fair and impartial recruitment and selection of new employees.

Guidelines

General guidelines are available in the form of acts of Congress, the Department and Service Manuals, regulations, policies, directives, memoranda, and guidelines from the Chief, Division of Visitor Services and Communications. The Division Chief provides clarification and interpretation of these guidelines as they pertain to the goals, objectives, and special projects of the Team Leader. The incumbent uses professional knowledge, skills, and abilities, and experience and independent judgment, in decision-making related to branch work, in coordination with the Division Chief.

Complexity

The work involves a high degree of initiative, independence in decision-making, sound technical judgment and professional experience in expediting the development, conduct, implementation and evaluation of Refuge System Visitor Services programs. The position requires coordination of activities and consolidation of broad Service goals and objectives to focus on funding specific projects, programs, and tasks. Innovation and management skills are required in directing the work of others to carry out assignments, establishing priorities and meeting deadlines. Effective leadership in the supervision of a varying number of professional and technical subordinates is also required.

The incumbent directs the integration of numerous facets of visitor services expertise and resources to develop and implement visitor services initiatives, strategies, projects, and products, and projects with national scope and impact on the National Wildlife Refuge System and Service. The incumbent uses discretion and discernment in tailoring interpersonal communications and coordination in order to mobilize and facilitate others in carrying out visitor services priorities.

This involves responding to a variety of circumstances by identifying needs, objectives, and strategies considering quality; efficiency; funding constraints; time frames; resources; and educational, social, and cultural backgrounds of external audiences.

Scope and Effect of Work

Purpose: The major purposes of work described are to provide and improve visitor service for the National Wildlife Refuge System and the conservation mission of the Service, strengthen fish and wildlife conservation programs, and foster positive experiences for visitors to national wildlife refuges.

Impact: The major impacts of the work described are national public visibility of the Refuge System and the Service, strong and long-term national partnerships that support and benefit the System and the Service, and adequate resources nationwide to carry out the conservation mission and public services of the System and Service.

The development and implementation of the visitor services program will affect refuge management decisions for substantial periods. It will influence Service coordination with other agencies, Service and Division priorities, and the allocation of funding and personnel resources within the Refuge System.

Personal Contacts

The incumbent's responsibilities involve contact and networking with a variety of individuals within and outside the Service, including the national and Regional leadership team of the National Wildlife Refuge System, Service leaders, and other Federal land management agencies visitor services leaders, contractors, and representatives of conservation organizations, professional associations, and community partners.

Purpose of Contacts

Contacts are established to coordinate and synthesize comprehensive strategies for effectively providing visitor services programs, activities, and policies for the National Wildlife Refuge System and the Service. Contacts facilitate cooperative work to the benefit refuge visitors and interested citizens. Contacts help maximize opportunities, explain and resolve obstacles to effective implementation of conservation programs and facilitate effective coordination on national efforts.

Physical Demands

Work is predominately sedentary, requiring no extraordinary physical demands. Frequent travel is required (the equivalent of at least one week per month).

Work Environment

Work is generally performed in an office environment.

Fish and Wildlife Administrator, GS-480-15 (Division Chief, Division of Visitor Services and Communications-Washington Office)

Introduction

The U.S. Fish and Wildlife Service is responsible for conserving, enhancing and protecting fish, wildlife, and plants and their habitats for the continuing benefit of people. The incumbent serves at the discretion of the Chief of the National Wildlife Refuge System (NWRS), who bears nationwide responsibility for leading the management of the Nation's refuges, totaling 93 million acres and located in every State and in most U.S. territories, in order to advocate and thereby enhance the habitat for fish and wildlife resources, and provide for their suitable enjoyment by the American public.

The incumbent oversees the activities of the Division of Visitor Services and Communications, in support of public recreation, interpretation, and environmental education programs for the National Wildlife Refuge System. The division is responsible for developing policy and administration for cultural resources, for supporting the implementation of the priority public uses prescribed in the Refuge Improvement Act, and for law enforcement activities. The incumbent ensures a comprehensive and balanced approach is provided to Regional Offices and field stations on recreation, education and cultural resource programs. The incumbent represents the Washington Office in establishing and directing activities affecting the refuges and Regional Office activities nationwide. Such activities affect State wildlife resource agencies and require coordination with staff from other agencies such as the USDA Forest Service and the Department of Defense. The incumbent may be called upon to brief legislative staff members regarding the impact of proposed legislation on the NWRS operations. Implementing new legislation or changes to the NWRS requires obtaining cooperation and maintaining effective relations with representatives of associations, conservation organizations, civic groups, fishing and hunting associations, and the news media. The incumbent has oversight authority and provides technical assistance over the Service's museum collection, comprised of 4 million objects held in museums and provide collections scattered throughout the United States.

Major Duties

- The incumbent directs the division staff for the Chief and Deputy Chief, NWRS, and as such is responsible for providing technical assistance to all service programs on cultural resources and museum property, implementing actions that support the objectives and priorities of the management of the Service, coordinating activities among refuges and Regional Offices, coordinating comprehensive cultural resource operations throughout the Regions, coordination and advocacy with key public and private partners, and establishing, and maintaining and nurturing, relationships with non-Service partners, particularly State agencies, wildlife conservation organizations, other Federal agencies, corporations, and other partners who assist in wildlife conservation and cultural resource efforts through regional and refuge partners in wildlife.

- The incumbent formulates policies, plans, standards, and procedures to carry out comprehensive fish and wildlife refuge programs, such as providing assistance to Ecological Services in bringing the Habitat Planning Process into compliance with the Archeological Resource Protection Act. The incumbent provides advice and assistance to the Chief and Deputy Chief relative to the acquisition of additional property and cultural resources, visitor capacity and activities and law enforcement activities, for the 532 refuges nationwide.
- The incumbent establishes and maintains close working relationships with the regional office staff as well as the individual refuge managers whenever a new policy coordinated staff effort, such as visitor services and communication action, is initiated that affects the resource or a specific refuge.
- The incumbent is knowledgeable of the technical aspects of communications and visitor services recognizing the effect of capacity on the refuge and the resource, the NWRS strategic growth acquisition efforts, law enforcement activities, and cultural and historic elements within the refuges. He/she reviews proposed realty acquisitions and habitat developments and acquisitions for cultural and historical significance.
- He/she supervises a staff responsible for coordinating new developments affecting the work of Regional staff members and refuges nationwide, such as liaison with the Cooperative Alliance for Refuge Enhancement (CARE), a consortium of 17 non-profit organizations concerned with increasing the budget for refuge facility maintenance, and the Refuge Advisory Commission, comprised of heads of agencies and devised for funding the Refuge Centennial of 2003. Supervisory counterparts in the Regional offices nationwide are consulted for cooperative efforts and effective implementation. The incumbent may be called upon to brief Service personnel or Congressional staff members in order to assist in developing and refining Regional and national efforts within the NWRS.
- He/she secures cooperation and maintains effective relationships with staff members in agencies and organization interested in and affected by decisions of the Division or the Chief, NWRS, which may include high level officials in other Federal agencies, Tribal representatives, State agency officials, county officials, Governors, State legislators, non-governmental organizations, fishing and hunting associations, Congressional staff, the media, and members of the general public. Some activities may require coordination beyond national boundaries such as those extending beyond the borders of the United States.
- He/she provides technical information in support of concessions management, recreation fees and national volunteer and “friends” efforts, and the law enforcement and fire management retirement program, and negotiates with State fish and Wildlife directors on controversial and technical matters regarding communications and visitor services. This includes advising these officials on uniforms and signs for all refuge activities, including law enforcement actions, or other items supported for purchase through public funds, such as those expended on fish hatcheries.

- As the authority and expert on the professional, scientific and technical areas of communications and visitor services, the incumbent consults with peer Division Chiefs to resolve controversial issues, and participates in Departmental and interdepartmental workgroups on accessible outdoor recreation sites including lakes, recreation fees, and visitor carrying capacities, on education issues, and on cultural resource issues relating to repatriation, fossils and museum properties. The incumbent is required to develop strategies to solve problems or resolve issues and as such is considered an expert in all these areas.
- The incumbent assists other headquarters NWRS staff in developing communications strategies on policy releases and legislation implementation affecting the NWRS, recognizing the impact of statements and the interest of a diverse audience.
- He/she may be called upon to act as a consultant to the Director, USFWS, the Regional Directors, State fish and game directors, and executive level managers of other Federal and State agencies as well as leaders of Native Corporations and Tribal entities, in order to address technical refuge management and cultural and historic issues, habitat conservation plans for endangered species, and cultural resource protection laws.
- The incumbent actively supports the ecosystem approach to refuge management and provides compliance oversight on habitat conservation in relation to the Archeological Resource Protection Act and regulations affecting cultural and historical resource activities throughout the regions, and by reviewing habitat conservation plans for endangered species, refuge operations and regional peer actions in relation to the impact of increasing numbers of visitors to the refuges in response to cultural and historic events and activities.
- He/she performs a full range of supervisory/managerial duties and responsibilities over the division staff. Serves as technical program expert in charge of new program policy, procedures and systems for the assigned area, identifying training needs and expectations. Supervises all work performed in subordinate organizations, evaluating such toward meeting division goals and objectives. He/she monitors progress, evaluates effectiveness, and recommends program changes and modifications to specific goals and objectives. Ensures optimal use of administrative resources such as funding, space, supplies, equipment, and personnel. Estimates and justifies funding needs. Manages the division budget for special projects and studies to be carried out by subordinates.
- Actively supports Service diversity goals in day-to-day activities and provide positive direction through personal commitment.

Knowledge Required by the Position

The incumbent must have a mastery of current fish and wildlife management concepts, principles, and practices in order to administer and exercise control over scientific work relative to refuge land use issues, biological problems, conservation issues, and planning and programming assignments.

Professional recognition and skill sufficient to ensure cooperation and acceptance of evaluations and recommendations is required.

Knowledge of scientific disciplines, such as ecology, botany, and air and water quality, relative to the division work supervised, and its integration with economic, social and cultural values is required.

Extensive knowledge of Federal fish and wildlife conservation programs, major conservation concerns, issues and problems of State and local government and conservation organizations which enable the incumbent to evaluate and assess the appropriateness of policy or program proposals, and to undertake special studies in these areas that have nationwide impact on Service, the Department, conservation organizations, and State and local government.

Knowledge of the partnership programs in support of outreach activities to enhance educational programs, increase funding for refuge maintenance, coordinate visitor activities and communicate with non-profit resource protection and hunting organizations.

Ability to create effective education programs and bring them to fruition, implementing new outreach programs, that respond to Congressional requirements and mandates and that demonstrate conservation to a large audience consisting of culturally diverse constituents having varying levels of interest and education.

Knowledge of the concepts, principles, and practices of fish and wildlife biology, resource management, and public use management including law enforcement sufficient to ensure that NWRS program activities are substantial and comply with Federal law, regulation and policy, to understand and address competing environmental variables, their relationships to Service goals, and the management and development of resources, to evaluate plans and to assess the effectiveness of the programs and the socioeconomic and political implications of the NWRS resources.

Ability to apply supervisory/managerial principles and methods to organize work, to direct and motivate subordinates and to achieve concrete results through the integration of a highly specialized and scientifically sophisticated work force. A high degree of leadership skill in order to implement agency changes is required.

Knowledge of administrative practices and the Service's budget cycle and processes in order to determine budget needs, justify budget requests, approve submissions, define program requirements, obtain reimbursable funding, and manage financial and human resources in support of the Department and President's budget requirements.

Mastery of oral communication skills in order to negotiate controversial issues and persuade others regarding the validity of findings and recommendations.

Ability to communicate effectively in writing in order to assure tone and content of documents are reflective of purpose, to review and justify budget requests, to document the analysis of or comment on proposed policy, and to issue support to the Service's implementation strategy.

Ability to establish positive working relationships with people that have widely varying backgrounds, objectives, and goals, including person and groups with diverse cultural backgrounds.

Factors

1. Program Scope and Effect

The incumbent exercises program responsibilities in initiating national policy development and implementation, in comprehensive conservation planning, in strategic growth of the NWRS, in maintaining the biological integrity and environmental health of refuges themselves, and in creating an atmosphere of possibility among refuge managers and concerned conservation groups, as well as ensuring the continuation of the NWRS objectives. The scope of the position entails providing program policy, guidance, and management services throughout the NWRS by participating in the compliance review and oversight activities for communications, law enforcement and fire management retirement program actions, visitor services, and volunteer policies and programs.

Decisions and advice affect economic, educational, and recreational opportunities, and have a direct influence on the protection and conservation of biological resources across the Nation. The program activities affect many government and non-governmental organizations and activities and involve negotiations with Congressional representatives, other Federal agencies, State conservation agencies, State legislators and Governor's offices, national conservation organizations, Native American organizations and Tribal entities, private industry and fishing, hunting, and other recreation industries. Legal decisions influenced by the programs tend to set national precedents. Inappropriate or incorrect decisions or recommendations to the Directorate could result in costly litigation, which adversely affects funding for the Service and has a negative impact on refuge activities and programs, creating delays in implementing needed legislation or seriously damaging the Service's credibility.

2. Organizational Setting

The incumbent is accountable to the Deputy Chief, National Wildlife Refuge System or the Chief, (an SES position).

3. Supervisory and Managerial Authority Exercised

Direct supervision is limited to matters of broad policy and budgetary considerations, highly controversial, or sensitive issues impacting the System. Recommendations and decision are accepted as technically correct. Assignments are provided in terms of ongoing program responsibilities. The incumbent plans work, identifies and defines topics for work, and makes significant decisions and management recommendations. Work influences the overall management direction of the System's activities and ensures that integration of the plans and decisions with other Service programs and objectives.

Incumbent must exercise a high degree of independent judgment in the management and direction of NWRS activities, proposed actions and special initiatives. Additionally, incumbent must exercise independent initiative in the supervision of day-to-day activities of the Division to assure timely, adequately and accurate submission of work products.

He/she is responsible for planning and execution of annual and multi-year activities. Manages and coordinates the use of financial resources, and manages the work of highly trained experts.

Collaborates with representatives of private industry, and with officials from States, and other Federal government entities.

The incumbent exercises a complete range of supervisory/managerial authorities. Ensures equal opportunity in recruiting candidates, in selecting employees, in rewarding employees, and in providing developmental and training opportunities. Complies with the intent of safety and occupational health regulations and laws. Sets performance standards, evaluating the performance of subordinates according to schedule. Initiates disciplinary actions, e.g., notifications of unsatisfactory performance, suspensions, and dismissals. The work is difficult and complex because the incumbent manages and directs activities involving diverse groups with differing viewpoints, and because many issues that surface at the national level are extremely sensitive and may involve legislation, policy, or the interpretation of rules and regulations.

4.a. Nature of Personal Contacts

Frequent and potentially confrontational personal contacts are characteristic of the position and occur in both structured and unstructured settings. Meets with influential State and local representatives and high-ranking Congressional and national officials, as well as the members of the scientific and academic community, environmental action groups, media representatives, Native American organization representatives, the public, consulting firms, and other Federal agencies. Contacts sometimes require providing support documents as testimony, or the development of complex briefing materials, which are frequently discussed at conferences and open meetings. Coordinates regularly with other Service program offices, other division chiefs and peers in Regional Offices and other Federal agencies.

4. b. Purpose of Contacts

The purpose of contacts is to explain, support, and defend decisions, influence and negotiate work internally and across agency and Regional Office lines, and, as appropriate, inform Congressional staff members, program specialists in other Federal agencies, high-level State agency representatives, Native American organization and Tribal entity representatives, private industry, non-governmental organizations, and individuals. Persuades others to accept recommendations that contribute to NWRS program requirements. Negotiates successful resolution of controversial issues or findings associated with the communications and visitor services, the national volunteer efforts, and the LE and FM retirement programs.

The ability to work cooperatively and effectively with personnel of other agencies and private organizations significantly impacts the completion of NWRS program. Incumbent must exercise a high degree of tact and diplomacy when explaining, defending or negotiating the Service's actions or position. Additionally, the incumbent must

be cognizant of the viewpoints of Congressional member representatives and their constituents.

5. Difficulty of Work Directed

Supervises a base level for work of at least the GS-13.

6. Other Conditions

Supervises work of a professional, scientific and technical nature performed the GS-13 grade level. Work directed requires extensive coordination. The incumbent makes major recommendations concerning program/project decisions, organizational resources and funding of regional services. The incumbent directs and/or participates in analyzing policy issues involving legislative, scientific, and economic conditions that affect the NWRS and the Service.

CARES Questions

Questions for Park Ranger 025

1. Select the choice below that best reflects your ability to communicate orally to a variety of audiences:
 - a. I have no experience in this area.
 - b. I have only presented information to small groups on an informal basis.
 - c. I have made formal oral presentations to a wide variety of audiences.
 - d. I have been acknowledged for my ability to orally communicate and I have trained others in public speaking.
 - e. My oral communication skills are considered to be of superior quality.

2. Select the choice below that best reflects your ability to communicate in writing.
 - a. I have no experience in this area.
 - b. I have formal training in writing reports, correspondence, general leaflets and other interpretive products.
 - c. I have prepared a variety of written materials including reports, correspondence, general leaflets and other interpretive products.
 - d. I have been acknowledged for my superior writing skills, and edit the work of others.

3. Select the choice below that best describes your knowledge and understanding of natural resources practices for developing, planning, managing and coordinating a comprehensive visitor services program.
 - a. I have no knowledge or understanding of these practices.
 - b. I have experience as a professional managing elements of a visitor services program.
 - c. I have experience as a professional with responsibilities for planning and evaluating key portions of a visitor services program.
 - d. I have experience as a natural resource professional responsible for planning, directing and evaluating a visitor services program.

4. Select the choice that best describes your knowledge of environmental education and interpretation principles and techniques.
 - a. I have not had education, training or experience in environmental education and interpretation.
 - b. I have had education or training in environmental education and interpretation, but have not yet conducted programs on the job.
 - c. I have conducted environmental education and interpretive programs on the job with close supervision.
 - d. I have conducted environmental e and interpretive programs as a regular part of the job independently and usually without supervisory review.
 - e. I have supervised the development of environmental education and interpretive programs or I have trained others in these tasks and am frequently consulted as an expert.

5. Select the choice below that best describes your experience in monitoring and maintaining visitor services facilities for safety and cleanliness.
 - a. I have had no experience performing this task.
 - b. I have training in performing this task but have not yet performed it on the job.
 - c. I have performed this task on the job with close supervision.
 - d. I have performed with task independently as a regular part of my job.
 - e. I have supervised the performance of this task or have trained others.

6. Select the choice below that best describes your knowledge and ability in managing wildlife-dependent recreational programs (wildlife observation and wildlife photography).
 - a. I have had no experience in this area.
 - b. I have training in managing this type of program but do not have on the job experience.
 - c. I have experience managing these types of programs with close supervision.
 - d. I have managed these programs independently as a regular part of my job.
 - e. I have supervised and/or trained others in the management of these programs.

7. Select the choice below that best describes your knowledge and ability in managing hunting programs
 - a. I have had no experience in this area.
 - b. I have training in managing this type of program but do not have on the job experience.
 - c. I have experience managing these types of programs with close supervision.
 - d. I have managed these programs independently as a regular part of my job.
 - e. I have supervised and/or trained others in the management of these programs.

8. Select the choice below that best describes your knowledge and ability in managing sportfishing programs
 - a. I have had no experience in this area.
 - b. I have training in managing this type of program but do not have on the job experience.
 - c. I have experience managing these types of programs with close supervision.
 - d. I have managed these programs independently as a regular part of my job.
 - e. I have supervised and/or trained others in the management of these programs.

9. Select the choice that best describes your knowledge and experience in working with volunteers, support groups, community partners and other agency representatives in implementing natural resource initiatives.
 - a. I have had no experience in this area.
 - b. I have education or training in managing volunteers and/or partners but have not managed a volunteer program or partnership.
 - c. I have experience managing these types of programs with close supervision.
 - d. I have managed these programs independently as a regular part of my job.
 - e. I have supervised and/or trained others in the management of these programs and am frequently consulted as an expert in this area.

10. Select the choice that best describes your knowledge and experience in planning and designing universally-accessible trails, boardwalks, observation platforms, kiosks and other visitor services facilities.
 - a. I have had no experience in this area.
 - b. I have education or training in planning and designing facilities but have not performed this task on the job.
 - c. I have experience planning and designing facilities with close supervision.
 - d. I have planned and designed facilities independently as a regular part of my job.
 - e. I have supervised and/or trained others in planning and designing facilities.

11. Select the choice that best describes your knowledge and experience in communicating with media representatives, Congressional and other government liaisons, and local officials.
 - a. I have had no experience in this area.
 - b. I have education or training in communicating with media and government officials but have not performed the task on the job.
 - c. I have experience communicating with media and government officials with close supervision.
 - d. I have communicated with media and government officials independently as a regular part of my job.
 - e. I have supervised and/or trained others in communicating with media and government officials.

12. Select the choice that best describes your knowledge and experience in fiscal management (operational budgets, fees, and grants and other alternative funding).
 - a. I have had no experience in this area.
 - b. I have education or training in fiscal management but have not performed the task on the job.
 - c. I have experience in budget management with close supervision.
 - d. I have managed budgets independently as a regular part of my job.
 - e. I have supervised and/or trained others in fiscal management.

13. Select the choice that best describes your knowledge and experience in visitor use trends, demographics, site carrying capacities, and monitoring visitor use impacts.
 - a. I have had no experience in this area.
 - b. I have education or training in this area but have not applied my knowledge on the job.
 - c. I have experience in applying these elements on the job with close supervision.
 - d. I have applied these elements independently as a regular part of my job.
 - e. I have supervised and/or trained others in this area.

14. My level of supervisory experience can best be described as:
- Non-supervisory.
 - Team leader.
 - First line supervisor.
 - Second line supervisor/manager or above.
15. Select the choice that best describes your awareness of laws pertinent to wildlife conservation, wilderness management, and cultural and historical resources.
- I am not familiar with the applicable laws.
 - I am somewhat familiar with the pertinent laws and have applied them in the management of a visitor services program under close supervision.
 - I have had experience applying pertinent laws independently in the management of a visitor services program.
 - I am very knowledgeable of the pertinent laws and have had experience applying them in the development and management of a visitor services program.
16. Select the choice that best describes your ability to operate a personal computer, including: word processing, communication, graphics, database management, and utilizing the Internet.
- I have not had education, training or experience in performing this task.
 - I have had education or training in this area, but have not yet performed this task on the job.
 - I have performed this task on the job with close supervision.
 - I have performed this task independently as a regular part of my job.
 - I have supervised performance of this task and/or I have trained others.

Intepretive Specialist

1. My level of supervision and training of interpretive docents can best be described as:
 - a. Non-supervisory.
 - b. Team leader (or leader of specific project)
 - c. First Level supervisor (directly supervised ?)
 - d. Second Level supervisor (directly supervised volunteer leader/coordinator?)

2. Select the choice that best describes your knowledge and experience in intepretive program planning and development:
 - a. I have had no experience in this area.
 - b. I have education or training in interpretive planning and development, but have no practical experience.
 - c. I have experience in interpretive planning and development, under close supervision.
 - d. I have experience in interpretive planning and development, as a regular part of my job.
 - e. I have supervised and/or trained others in this area.

3. Select the choice that best describes your experience in providing orientation, interpretive, and regulatory information to visitors:
 - a. I have had no experience in this area.
 - b. I have experience providing this type of information under close supervision.
 - d. I have experience providing this type of information as a regular part of my job.
 - e. I have supervised and/or trained others in this area.

4. Select the choice that best describes your knowledge and experience in development of interpretive programs and products:
 - a. I have had no experience performing this task.
 - b. I have education or training in performing this task, but have no practical experience.
 - c. I have performed this task on the job, under close supervision.
 - d. I have performed this task independently as a regular part of my job.
 - e. I have supervised performance of this task or trained others.

5. Select the choice that best describes your knowledge and experience in developing and managing budgets for interpretive programs and products:
 - a. I have had no experience performing this task.
 - b. I have education or training in performing this task, but have no practical experience.
 - c. I have performed this task on the job, under close supervision.
 - d. I have performed this task independently as a regular part of my job.
 - e. I have supervised performance of this task or trained others.

Volunteer Coordinator

6. My level of volunteer supervision can best be described as:
 - a. Non-supervisory.
 - b. Team leader
 - c. First Line supervisor
 - d. Second Level supervisor

7. Select the choice that best describes your knowledge and experience in recruiting volunteers:
 - a. I have had no experience in this area.
 - b. I have education or training in recruiting volunteers, but have no practical experience.
 - c. I have experience recruiting volunteers under close supervision.
 - d. I have experience recruiting volunteers as a regular part of my job.
 - e. I have supervised and/or trained others in this area.

8. Select the choice that best describes your knowledge and experience in volunteer training:
 - a. I have had no experience in this area.
 - b. I have education or training in volunteer training, but have no practical experience.
 - c. I have experience training volunteers under close supervision.
 - d. I have experience training volunteers as a regular part of my job.
 - e. I have supervised and/or trained others in this area.

9. Select the choice that best describes your knowledge and experience in development of volunteer job descriptions:
 - a. I have had no experience performing this task.
 - b. I have education or training in performing this task, but have no practical experience.
 - c. I have performed this task on the job, under close supervision.
 - d. I have performed this task independently as a regular part of my job.
 - e. I have supervised performance of this task or trained others.

10. Select the choice that best describes your knowledge and experience in coordinating volunteer projects to successful completion:
 - a. I have had no experience performing this task.
 - b. I have education or training in performing this task, but have no practical experience.
 - c. I have performed this task on the job, under close supervision.
 - d. I have performed this task independently as a regular part of my job.
 - e. I have supervised performance of this task or trained others.

11. I would best describe my experience in working with others as:
 - a. I have little or no experience in working with diverse populations of people.
 - b. I have often worked with groups of 10 or more people.
 - c. I have trained others in interpersonal skills and group dynamics.

12. My level of interpersonal skills would best be described as:

- a. I have no interpersonal skills and resent this question (Loner).
- b. I only like my Mom and my dog.
- c. I was known as a partier and a good time guy/gal in college; technical advisor to Animal House.@
- d. I am regularly sought after

Permits and Concession Questions

15. Indicate your level of knowledge and experience in developing and awarding concession contracts.
- I have no experience performing this task.
 - I have training in performing this task but have not yet performed it on the job.
 - I have performed this task on the job with close supervision.
 - I have performed with task independently as a regular part of my job.
 - I have supervised or others in the performance of this task and am frequently consulted as an expert.
16. Select the choice below that reflects your knowledge and experience in administering monitoring concession contracts.
- I have had no experience performing this task.
 - I have training in performing this task but have not yet performed it on the job.
 - I have performed this task on the job with close supervision.
 - I have performed this task independently as a regular part of my job.
 - I have served as a Contracting Officer Technical Representative for concession contracts.
17. Select the choice below that reflects your knowledge and experience in developing and managing recreational permits.
- I have had no experience performing this task.
 - I have training in performing this task but have not yet performed it on the job.
 - I have performed this task on the job with close supervision.
 - I have performed this task independently as a regular part of my job.
 - I have served as a Contracting Officer Technical Representative for concession contracts.

Fee Collector

15. Select the choice below that reflects your knowledge and experience in collecting fees.
- I have no experience performing this task.
 - I have training in performing this task but have not yet performed it on the job.
 - I have performed this task on the job with close supervision.
 - I have performed this task independently as a regular part of my job.
 - I have supervised the performance of this task or have trained others.
16. Select the choice below that reflects your knowledge and experience as a fee site manager responsible for establishing and maintaining fee collection boxes or booths, associated signage, and a fee collection schedule.
- I have no experience performing this task.
 - I have training in performing this task but have not yet performed it on the job.
 - I have performed this task on the job with close supervision.
 - I have performed this task independently as a regular part of my job.
 - I have supervised the performance of this task or have trained others.
17. Select the choice below that reflects your knowledge and experience in basic accounting, including daily cash management and reconciling balances.
- I have no experience performing this task.
 - I have training in performing this task but have not yet performed it on the job.
 - I have performed this task on the job with close supervision.
 - I have performed this task independently as a regular part of my job.
 - I have supervised the performance of this task or have trained others.

Environmental Education Questions

1. Select the choice below that best reflects your ability to communicate orally to a variety of audiences:
 - a. I have no experience in this area.
 - b. I have only presented information to small groups on an informal basis.
 - c. I have made formal oral presentations to a wide variety of audiences.
 - d. I have been acknowledged for my ability to orally communicate and I have trained others in public speaking.
 - e. My oral communication skills are considered to be of superior quality.

2. Select the choice below that best reflects your ability to communicate in writing.
 - a. I have no experience in this area.
 - b. I have formal training in writing reports, correspondence, general leaflets and other interpretive products.
 - c. I have prepared a variety of written materials including reports, correspondence, general leaflets and other interpretive products.
 - d. I have been acknowledged for my superior writing skills, and edit the work of others.

3. Select the choice below that best describes your knowledge and understanding of natural resources practices.
 - a. I have no knowledge or understanding of these practices.
 - b. I have experience as a professional managing elements of a visitor services program.
 - c. I have experience as a professional with responsibilities for planning and evaluating key portions of a visitor services program.
 - d. I have experience as a natural resource professional responsible for planning, directing and evaluating a visitor services program.

4. Select the choice that best describes your knowledge of environmental education and interpretation principles and techniques.
 - a. I have not had education, training or experience in environmental education and interpretation.
 - b. I have had education or training in environmental education and interpretation, but have not yet conducted programs on the job.
 - c. I have conducted environmental education and interpretive programs on the job with close supervision.
 - d. I have conducted environmental e and interpretive programs as a regular part of the job independently and usually without supervisory review.
 - e. I have supervised the development of environmental education and interpretive programs or I have trained others in these tasks and am frequently consulted as an expert.

5. Select the choice below that best describes your experience in monitoring and maintaining visitor services facilities for safety and cleanliness.
 - a. I have had no experience performing this task.
 - b. I have training in performing this task but have not yet performed it on the job.
 - c. I have performed this task on the job with close supervision.
 - d. I have performed with task independently as a regular part of my job.
 - e. I have supervised the performance of this task or have trained others.

6. Select the choice below that best describes your knowledge and ability in managing environmental education programs
 - a. I have had no experience in this area.
 - b. I have training in managing this type of program but do not have on the job experience.
 - c. I have experience managing these types of programs with close supervision.
 - d. I have managed these programs independently as a regular part of my job.
 - e. I have supervised and/or trained others in the management of these programs.

7. Select the choice that best describes your knowledge and experience in working with volunteers, support groups, community partners and other agency representatives in implementing natural resource initiatives.
 - a. I have had no experience in this area.
 - b. I have education or training in managing volunteers and/or partners but have not managed a volunteer program or partnership.
 - c. I have experience managing these types of programs with close supervision.
 - d. I have managed these programs independently as a regular part of my job.
 - e. I have supervised and/or trained others in the management of these programs and am frequently consulted as an expert in this area.

8. Select the choice that best describes your knowledge and experience in communicating with media representatives, Congressional and other government liaisons, and local officials.
 - a. I have had no experience in this area.
 - b. I have education or training in communicating with media and government officials but have not performed the task on the job.
 - c. I have experience communicating with media and government officials with close supervision.
 - d. I have communicated with media and government officials independently as a regular part of my job.
 - e. I have supervised and/or trained others in communicating with media and government officials.

9. Select the choice that best describes your knowledge and experience in fiscal management (operational budgets, fees, and grants and other alternative funding).
 - a. I have had no experience in this area.
 - b. I have education or training in fiscal management but have not performed the task on the job.
 - c. I have experience in budget management with close supervision.
 - d. I have managed budgets independently as a regular part of my job.
 - e. I have supervised and/or trained others in fiscal management.

10. Select the choice that best describes your knowledge and experience in visitor use trends, demographics, site carrying capacities, and monitoring visitor use impacts.
 - a. I have had no experience in this area.
 - b. I have education or training in this area but have not applied my knowledge on the job.
 - c. I have experience in applying these elements on the job with close supervision.
 - d. I have applied these elements independently as a regular part of my job.
 - e. I have supervised and/or trained others in this area.

11. My level of supervisory experience can best be described as:
 - a. Non-supervisory.
 - b. Team leader.
 - c. First line supervisor.
 - d. Second line supervisor/manager or above.

12. Select the choice that best describes your awareness of laws pertinent to wildlife conservation, wilderness management, and cultural and historical resources.
 - a. I am not familiar with the applicable laws.
 - b. I am somewhat familiar with the pertinent laws and have applied them in the management of a visitor services program under close supervision.
 - c. I have had experience applying pertinent laws independently in the management of a visitor services program.
 - d. I am very knowledgeable of the pertinent laws and have had experience applying them in the development and management of a visitor services program.

13. Select the choice that best describes your ability to operate a personal computer, including: word processing, communication, graphics, database management, and utilizing the Internet.
 - a. I have not had education, training or experience in performing this task.
 - b. I have had education or training in this area, but have not yet performed this task on the job.
 - c. I have performed this task on the job with close supervision.
 - d. I have performed this task independently as a regular part of my job.
 - e. I have supervised performance of this task and/or I have trained others.

14. Do you have one of the following: A BA/BS degree in environmental education; environmental, physical, or natural science; resource management; or equivalent.
- Yes
 - No
15. Do you have a teaching credential and/or practical experience in environmental education.
- Yes
 - No
16. Select the choice that best describes your experience in using national and state standards in to develop environmental education curricula.
- I have not had education, training or experience in performing this task.
 - I have had education or training in this area, but have not yet performed this task on the job.
 - I have performed this task on the job with close supervision.
 - I have performed this task independently as a regular part of my job.
 - I have supervised performance of this task and/or I have trained others.
17. Select the choice that best describes your experience in planning and designing environmental education programs and facilities.
- I have not had education, training or experience in performing this task.
 - I have had education or training in this area, but have not yet performed this task on the job.
 - I have performed this task on the job with close supervision.
 - I have performed this task independently as a regular part of my job.
 - I have supervised performance of this task and/or I have trained others.
18. Select the choice that best describes your experience in managing environmental education programs.
- I have not had education, training or experience in performing this task.
 - I have had education or training in this area, but have not yet performed this task on the job.
 - I have performed this task on the job with close supervision.
 - I have performed this task independently as a regular part of my job.
 - I have supervised performance of this task and/or I have trained others.
19. Select the choice below that best describes your knowledge and experience in evaluating environmental education programs.
- I have not had education, training or experience in performing this task.
 - I have had education or training in this area, but have not yet performed this task on the job.
 - I have performed this task on the job with close supervision.
 - I have performed this task independently as a regular part of my job.
 - I have supervised performance of this task and/or I have trained others.