

ORAL HISTORY INTERVIEW

Kathy Bauer



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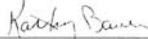
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**STATEMENT OF DONATION
OF ORAL HISTORY INTERVIEW OF
KATHY BAUER**

1. In accordance with the provisions of Chapter 21 of Title 44, United States Code, and subject to the terms, conditions, and restrictions set forth in this instrument, I, Kathy Bauer, (hereinafter referred to as "the Donor"), of, do hereby give, donate, and convey to the Bureau of Reclamation and the National Archives and Records Administration (hereinafter referred to as "the National Archives"), acting for and on behalf of the United States of America, all of my rights and title to, and interest in the information and responses (hereinafter referred to as "the Donated Materials") provided during the interview conducted on December 29, 2004, at Building 67 on the Denver Federal Center, and prepared for deposit with the National Archives and Records Administration in the following format: cassette tapes and transcripts. This donation includes, but is not limited to, all copyright interests I now possess in the Donated Materials.
2.
 - a. It is the intention of the Archivist to make Donated Materials available for display and research as soon as possible, and the Donor places no restrictions upon their use.
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Date: December 29, 2004

Signed: 
Kathy Bauer

INTERVIEWER: _____
Brit Allan Storey

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Signed: _____
Archivist of the United States

Introduction

In 1988, Reclamation began to create a history program. While headquartered in Denver, the history program was developed as a bureau-wide program.

One component of Reclamation's history program is its oral history activity. The primary objectives of Reclamation's oral history activities are: preservation of historical data not normally available through Reclamation records (supplementing already available data on the whole range of Reclamation's history); making the preserved data available to researchers inside and outside Reclamation.

The senior historian of the Bureau of Reclamation developed and directs the oral history program. Questions, comments, and suggestions may be addressed to the senior historian.

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Oral History Interview
Kathy Bauer

Storey: This is Brit Allan Storey, Senior Historian of the Bureau of Reclamation, interviewing Kathy Bauer of the Bureau of Reclamation, in Building 67 on the Denver Federal Center, at about nine o'clock in the morning, on the December 29th, 2004. This is tape one.

Let me ask you where you were born, and raised, and educated, and how you ended up at Reclamation?

Born and Raised in Baltimore City

Bauer: I was born in Baltimore City. I was raised in Baltimore. We moved to Colorado when my father was transferred with what was then Martin-Marietta.

Finished High School in Colorado

I finished high school here in Colorado and took the civil service test while a senior in high school.

Offered Choice of Two Jobs at Reclamation

[I] got a letter, came to the Federal Center, interviewed, and was offered two different jobs. That's how I wound up at Reclamation, and I never left.

Storey: Two jobs at Reclamation?

Bauer: I was offered a job as a typist, and a job as a stenographer, and I had the choice of taking one or the other.

Storey: What was the difference?

Bauer: One, you had to take dictation, and then transcribe letters. One was a—one was for a typing pool that

did correspondence.

One Typing Pool Did Correspondence and the Other Did Specifications

They, we had two typing pools in those days. The other was a typing pool that produced specifications, Reclamation manuals, and all the other reports that Reclamation produced.

Storey: Sort of a technical (Bauer: Yes.) type, (Bauer: Yes.) typing pool?

First Job Was Typing Specs

Bauer: And since I *did not like* stenography, I accepted the job in the pool. My first job was typing specs, in the pool, for construction and supply.

Storey: Huh. How old were you then?

Bauer: I was seventeen when I came to work for Reclamation.

Storey: And, when was that?

Started at Reclamation in July of 1962

Bauer: That was in July of 1962.

Storey: Hmm. The—tell me what the typing pool was like.

Bauer: Well, there were three different sections in the typing pool. The section that I was in had a supervisor, and there were about six of us, or seven of us who were typists, and we typed specs. That was all we typed. Then, there was another section that had about four people in it, and they typed things like Reclamation Instructions, which we now call Reclamation Manual. Then, there was a third section that did other kinds of reports, and we didn't have—I don't exactly know what reports we had in those days, but they did like, I

guess, the numbered reports and the other technical reports that were typed.

Storey: Uh huh. So, what were specs like?

Bauer: Well, of course, these were the things that were put out for bid to the contractors.

“ . . . we had many many construction projects in those days. . . . ”

And, we had many many construction projects in those days.

“ . . . to me it was all just—the next section to type, was it going to be the paint section, or the electrical section, or the concrete section? ”

But, as a seventeen-year-old clerk typist, to me it was all just—the next section to type, was it going to be the paint section, or the electrical section, or the concrete section?

Typed Specs on Duplimats

And, we typed these on what were called duplimats, and then they were reproduced from the duplimats.

Storey: Oh, this was some sort of a stencil of some sort?

Bauer: Yes. It was. You could do a certain amount of erasing on it. It had a, it had a funny surface to it, and if you erased too much the color of the surface changed and you had to throw it away and start over again.

Storey: So, you had to be a pretty accurate typist?

“ . . . they really *watched* how many of those sheets you threw in the trash can. . . . ”

Bauer: You did, because they really *watched* how many of those sheets you threw in the trash can. In fact, there were times when they would go after we left work and *count* how many of them you had in

your trash can. And, if you had *too many* of them in there you got reprimanded the next day. So, some of the typists figured that out, and they would (Laugh) take them out of the trash can, take them down to the restroom when they went on break, and tear them up and throw them away. (Laughter) I, unfortunately, wasn't that smart in those days. So, I got reprimanded once in a while.

Storey: Uh huh. Who was your supervisor? Do you remember?

Bauer: Well, yes. Oh, of course I do.

Supervisor Was Sue Randolph

I had, my immediate supervisor was Sue Randolph, and she supervised just the *specs*

portion of the pool.

**Assistant Supervisor over the Typing Pool Was
Norma Adams**

And then there was an assistant supervisor over the pool, that was Norma Adams, who is still, to this day, a good friend of mine.

**Head Supervisor of the Typing Pool Was Helen
Mullins**

And then, there was Helen Mullins. She was the head supervisor.

Storey: For, all three of the . . . ?

Bauer: For all three of the sections. (Storey: Uh huh.)

Yes. And, she died quite a few years ago.

Setup of the Typing Pool

Storey: The, how—physically, how was it set up?

Bauer: Well, it was actually pretty comical. I mean, there

were three sections, and they were set up in three rows. Three rows that went back. Two desks faced each other all the way back in this row. So, the supervisor sat at one and she faced one employee, then behind them were two more desks where employees faced [one another],¹ and then two more where employees faced.

Storey: Uh huh. And the, so the whole typing group was in one room?

1. Note that in the text of these interviews, as opposed to headings, information in parentheses, (), is actually on the tape. Information in brackets, [], has been added to the tape either by the editor to clarify meaning or at the request of the interviewee in order to correct, enlarge, or clarify the interview as it was originally spoken. Words have sometimes been struck out by editor or interviewee in order to clarify meaning or eliminate repetition. In the case of strikeouts, that material has been printed at 50% density to aid in reading the interviews but assuring that the struckout material is readable.

The transcriber and editor have removed some extraneous words such as false starts and repetitions without indicating their removal. The meaning of the interview has not been changed by this editing.

Bauer: Oh yes. Oh yes.

Storey: And where was this?

Working Conditions in Building 53

Bauer: This was on the first floor of Building 53, right by a loading dock, as I recall. It was pretty primitive. All the electrical cords hung out of the ceilings. In the summertime when it got hot, and they opened the windows, the birds flew in and out. One year they hired some guy to come out and build cages over those windows so that the birds couldn't get in anymore. I do remember that. And mice. We had a lot of mice, mostly in the wintertime.

Storey: What kinds of typewriters were you using?

Bauer: Oh, they were pretty old fashioned. They were

called IBM Selectrics. And, after a few years, they went to some of the first—and I can't remember what they were called—the first tape machines. I can't remember what they were called. But, if I can remember, I will tell you. Anyway, we thought those were just wonderful. Because, if you made a mistake, you could just go back and change it, and it wasn't a matter of spending a lot of time doing erasures.

Storey: When you say a “tape machine,” you mean you were punching a tape?

Bauer: No. You had a typewriter, and attached to the side of it you put a tape in this machine. And, I mean, it was kind of like the first computer, like you were putting a disk in. (Storey: Uh huh.)

And then, you could go back and make changes.

It was about the same thing. I mean, a very primitive form of it.

Storey: Yeah. Huh.

Bauer: But I don't remember.

Storey: We had "Mag Cards" when I was, when I had—it wasn't a federal job—but that wasn't until the late, that wasn't until the '80s, the mid '80s. (Bauer: Hmm.) Hmm.

So, how long did you do this?

Had a Plan to Attend College and Attended for One Year

Bauer: Well, well I worked, I worked here for a year and then I left to go to school at CSU [Colorado State University]. My plan was to work a year, go to school a year, work a year, go to school a year, so

I could afford to pay for it. Of course, after that first year I came back and didn't leave after that, except once when I had my first child. But—what was your original question? (Laugh)

Storey: How long you worked at the typing pool?

Worked about Five Years and Supervised One Section of the Typing Pool

Bauer: Oh, at the typing pool. Okay. Well, I probably, oh I probably did that for four or five years, and then I became a supervisor of that little section. And then, I became the assistant supervisor over the pool, and that must have been in 1968. And, it was at that time that I quit, when I had my first child.

Storey: Um-hmm. Tell me how the, how the supervisors supervised, when you were in the pool.

Supervisors Were Pretty Tough

Bauer: Well, they were pretty tough. You know, like I told you.

“You came in in the morning, you better have your typewriter uncovered, turned on, and be ready to type when the bell rang at seven-thirty. You had two fifteen minute breaks, and a thirty-minute lunch, and you *never ever* exceeded those by a *minute* without getting in trouble. . . .”

You came in in the morning, you better have your typewriter uncovered, turned on, and be ready to type when the bell rang at seven-thirty.² You had two fifteen minute breaks, and a thirty-minute lunch, and you *never ever* exceeded those by a *minute* without getting in trouble. In fact, it seems to me the supervisors went on break with their groups. And, break consisted of, you know,

2. For additional information on “the bell” see oral history interviews of Fred Ruud.

maybe walking up and down the hall, or stopping at the snack bar to get a drink, and then sitting in the ladies restroom talking for your fifteen minutes, and then going back to work. But, they were pretty strict in those days. There were a lot of things you couldn't do.

“You couldn't wear anything but dresses to work. . . . if you were *talking* to someone who sits next to you, you would get reprimanded for that. . . .”

You couldn't wear anything but dresses to work.

Oh, if you got, if you were *talking* to someone who sits next to you, you would get reprimanded for that. But, it was still a fun place to work.

“It was a very fun place to work. . . .”

It was a very fun place to work.

Storey: What made it fun then?

Bauer: Well . . .

Storey: It doesn't sound like fun.

Bauer: Well, there were lots of young women. There were lots and lots of young women who had lots in common. This was a *good* place to work, in those days. I mean, the, we were in Building 53. There were only two floors. *Everybody* got to know *everybody*.

“It was just like, kind of a family organization. . . .”

It was just like, kind of a family organization. Barney Bellport was the chief engineer, and he was very highly respected. He was considered to be a very good chief engineer by the people who worked for him.

Storey: Did you ever meet him?

Bauer: No, but he lived a couple of blocks from me. In

fact, he drove a car pretty much the same make, and model, and year as mine. He was a pretty conservative man, I guess, is what I'm trying to say. (Storey: Hmm.) From all I knew about him.

Storey: Yeah. So, you were typing electrical specs, and paint specs, and . . .?

Bauer: Yeah. Just, they were just all different sections that went into making up a spec.

Storey: So, what would these look like when they came out? Were, what size were the sheets, and . . .?

Bauer: Oh, I would say that the overall size of the sheet was probably something like 9 x 12 inches and they had little holes in the tops and the bottoms, which somehow they put those into the machines that they printed the specs off of, or maybe they

put them in and made negatives. You know, I don't really, I didn't know that end of the process. Once we did our part, they went to the government printing office to be printed, and then they came back as finished jobs.

Storey: Uh huh. So, did you have special-sized typewriters or anything?

Bauer: No. No. They were just regular typewriters, just regular typewriters.

Storey: And, there was a format, I suppose?

“ . . . a very strict format for everything. And, of course, a lot of the things were difficult to type. Electrical sections were particularly difficult to type. Paint sections had lots of tables, and in those days everything was done manually. There was *nothing* automatic about typing a table. You had to count characters and figure lines, and it was interesting. . . . ”

Bauer: Oh, *absolutely*, a very strict format for everything.

And, of course, a lot of the things were difficult to type. Electrical sections were particularly difficult to type. Paint sections had lots of tables, and in those days everything was done manually. There was *nothing* automatic about typing a table. You had to count characters and figure lines, and it was interesting. And, we worked with the spec reviewers. You know, first they had the spec writers, who did the actual writing, and then they had a group who were the spec reviewers, and we worked with the spec reviewers.

“We would be typing, most of the time, from handwritten drafts, lots of which you could barely read. . . .”

We would be typing, most of the time, from handwritten drafts, lots of which you could barely

read. (Laugh) (Storey: Uh huh.) You'd have to find a word and then build around it, you know, but we made lots of good friends ~~in the~~, with the spec reviewers, and had a very good rapport.

Storey: So, did you have to go meet with them, or how did that work?

Bauer: Well, when you had a spec to work on, you knew who the reviewer was. They were just across the hall. If you found something you couldn't figure out, you just got up and walked across the hall and they figured it out, and told you what it said. It was pretty informal. That part was pretty informal. And, that's probably one of the few things that was very informal.

“And yet, even though things were strict, and things were tough, people *a/ways* seemed to have

a good time. . . .”

And yet, even though things were strict, and things were tough, people *always* seemed to have a good time. People *always* seemed to enjoy coming to work. They seemed to enjoy interacting with each other. You know, we had quite a few characters.

Various other functions included photography and developing, drafting and graphics, front office, blackline and ozilid, and a copy room

Our section was the typing pool, but we were part of a bigger group which contained the photographic unit, it contained the drafting, or graphic section, it had what was called a front office section, it had a blackline room, it has an ozilid room, and it had a little tiny print shop that

had a couple of copiers, and one or two little presses in it, where they could do the small jobs there rather than sending them to GPO [Government Printing Office], just like we do today.

Storey: Um-hmm. Tell me what all those areas were used for.

Bauer: Well, the photographic area, they had a, they had a group of about three people who went out and did the photographs and came back. And we had a little developing room, where they actually developed the prints themselves. Everything was pretty much done in-house. The graphics people, they set up, a lot of the artwork and things that were done in reports, they did most of that work.

The front office section, they answered the telephones. They took the work that we produced and got it ready, and sent it to the Government Printing Office. Of course, the little copy room did what all little copy rooms do. And, we did lots of blacklines and ozilids in those days. And I don't know, I don't know really what those were used for, whether they were used for the next revision of a drawing, or just what they were, what they were for. But, mostly all that was work—the ozilid room and the blackline room—that was all work done to drawings.

Storey: Was it duplicating the drawings? Do you know?

Bauer: Yes, to some degree, but it wasn't duplicating a drawing like what you can do today on our, on

our engineering drawing copier. A blackline comes out—it's, they call it a blackline, but it actually was blue, and it was a pretty ugly thing when it was finished. Mainly you could just get the information off of it. But, a lot of those were furnished to—I don't [know] whether they were furnished to some of the bidders who wanted full-size copies, because what was produced in the spec for them to bid off of were like copies that were 11 x 18 inches. And so, when they were too small, they would have copies made, full-size copies made, that they could better see what was on them.

Storey: Um-hmm. Hmm. Do you remember any of the specs you worked on?

Bauer: You know, I guess I don't. Not by name. There were so many of them. I mean, in those days we were a pretty bustling outfit. I know I worked on some of the Grand Coulee things. I worked on probably—you know, I can't tell you. There were so many. (Storey: Hmm.) There were just so many many of them.

Storey: Any, ever have any rush orders?

“They were all rush. *Every spec* was a rush. . . . this was *all* wrapped around the bid-opening date . . .”

Bauer: They were all rush. *Every spec* was a rush. You were on a terrifically tight deadline, because from the day that spec came in you had X-number of days for it to be typed, proofread, and sent out to the Government Printing Office, and then they

only had X-number of days to get that printed and out to the bidders, because there was always—this was *all* wrapped around the bid-opening date, of course. They had to have so many days before the bid-opening date to review the bids. So, time was always critical.

Proofing of Specs

Storey: Well, how were they proofed?

Bauer: Well, the supervisor would take one of the employees away from the typing and have, and they would proofread together. One would read to the other one. And, the supervisor would always hold the good copy and mark all the changes. (Storey: Hmm.) And, my supervisor was known to fall asleep more than *once* while

doing that process. (Laughter)

Storey: Uh huh. I've never done that.

Bauer: It was a pretty boring job.

Storey: But, I've watched people do it.

Bauer: It was a pretty boring--(Laugh) that was a pretty boring job. It really was. It would be hard to fall asleep while you were typing a spec but proofreading is a pretty boring job.

Storey: Well, did you ever have to stay late, or do overtime, or whatever?

“We had to do a *lot* of overtime, and *it was mandatory*. . . . Saturdays as well. But, on Saturdays, if you had *special permission* from the branch chief, you could actually wear slacks to work on Saturday. . . .”

Bauer: We had to do a *lot* of overtime, and *it was mandatory*. You had to have a pretty good excuse

for not working overtime. And, when we had a rush spec, like I said they were all rush, there was a lot of mandatory overtime, and Saturdays as well. But, on Saturdays, if you had *special permission* from the branch chief, you could actually wear slacks to work on Saturday.

(Laugh) (Storey: Um-hmm.) That, I'm sure, was because there would be no men around to see you. It was just the women there working, because there were, of course, no men in the typing pool. It was all women. Years later, one or two men might have been in the typing pool, but in those days it was just all women. (Storey: Huh.)

**“ . . . if you were typing the wage rate section . . .
you couldn't leave your desk to go to the
bathroom unless you had someone come and
relieve you and continue typing while you went to**

the rest room, because they were on an even more strict deadline than normal. . . .”

And, if you were typing the wage rate section of—those all—the wage rates always went out in the Supplemental Notices, which later became known as Amendments. If you were typing that portion, you couldn’t leave your desk to go to the bathroom unless you had someone come and relieve you and continue typing while you went to the rest room, because they were on an even more strict deadline than normal.

Storey: What are wage rates?

Bauer: Well, that’s how much, how much they expect a painter to get paid in, per hour, and how much they expect . . .

Storey: On that particular job?

Bauer: You know, I think so. Or, it might have just been retyping what the current legal wage rates were for those jobs.

Storey: Uh huh. Interesting. So, how did you get promoted?

Bauer: I was a *wonderful employee*. How else? (Storey: Uh huh.) I was a good employee. I was a good employee. I had a friend who sat across from me, and she and I were *always* in trouble for visiting, but we always had our work done, and it was always done well. So, we didn't get into as much trouble as we might have. But, I don't know, as time went on one supervisor left, another took over, and that's how it went.

Storey: Um-hmm. Did you have to apply for the job?

Bauer: Absolutely. Absolutely. And, we had a branch chief who was, he was a funny guy.

How R. J. Malloy Chose Workers for the Typing Pool

His name was R. J. [James]. Malloy. And, he had this, he had this practice, when it was time to hire people—and I probably shouldn't even tell you this. When, his office was right next to these two supervisors that we had, and the head supervisor interviewed the incoming candidates for jobs. He would look over his partition, and he would decide if he liked the looks of that person, and he would nod “yes” or he would nod “no.” And if he nodded “yes,” after she was through, she took that employee into him for an interview, and he hired her. Or, if he nodded “no,” she ~~told him there~~

wasn't, told them there wasn't a job available and sent them back to personnel. (Laugh) (Storey: Huh.) And, everyone was afraid of this guy. He—he had some interesting ways. He used to tell all of his subordinate supervisors, "Praise in public, and reprimand in private." And, he would take someone in his cubicle—now, all he had was a cubicle with wooden walls that went up about three feet, and then glass that went up a couple more feet. And, he would stand in there as though he were in a soundproof room and scream at someone (Laugh) while he was reprimanding them in private. But, when he interviewed me, he said to me, "Do you know why I'm hiring you?" I said, "No." He said, "It's not because you can

type, because I *know* you can type or you wouldn't be here." He said, "I like the way you dress and the way you're wearing your hair." Well, I knew at that moment that that certainly was *not* something that a supervisor should be saying to a young person coming in applying for a job, so from that minute on he was never able to scare me, because I knew at some level, even though I was only seventeen and I was afraid of everything that moved and half the things that didn't, I knew that somewhere in the depths of my mind that I was a little smarter than he was.

(Laughter)

Storey: Was he still there when you left to have your first child?

Bauer: Yes. Oh yes. See, and he was still there when I came back. Yes, he was. By then we were over in, in this building, in Building 67.

Storey: Oh, that would have been '67, '68? Where were you in this building?

Bauer: We were on the first floor where the library is now. We had *wonderful* space when we first came over here. We had all those great windows. It was a pretty nice place. Coming from where we came from, we thought we were in heaven.

(Storey: Uh huh.) It was pretty nice.

Storey: Do you remember the move?

Bauer: I do.

The Move into Building 67

Storey: Do you remember what people were feeling about

Building 67?

Bauer: We were all pretty excited about it, after working in the building that we had worked in, with the mice, and the birds. We were pretty excited about this building. We had our nice groundbreaking ceremony at the beginning, and all the employees came to that. And then, you know, we watched as it was built. And, when we moved in it was a pretty neat day for all of us.

Working Conditions in Building 53

Storey: Yeah. Before we go on, tell me more about working conditions in Building 53. What about in the winter? In the summer you said they opened the windows and you got birds, and so on.

Bauer: You know, I don't remember it being cold in the

wintertime at all. So, whatever the heating system was there, it must have worked all right, because I have no recollection of being cold over there in the winter. It was pretty hot in the summer, because obviously there was no air conditioning, but I have no recollection of being cold in the winter over there.

Storey: So, how did you get to and from work?

Bauer: Well, I just lived in Applewood. I had a little old Ford I drove back and forth. It took about five minutes to get here.

“There was nothing out here, at that time, but the Federal Center. All the things that have built up were just open space when I came to work out here. . . .”

There was nothing out here, at that time, but the Federal Center. All the things that have built up

were just open space when I came to work out here.

Storey: Yeah, on the west side?

Bauer: On the west side.

Storey: Yeah. So, then you left in, what did you say, '68?

Took off a Year and One-half to Have Her First Son

Bauer: Yes. I left in '68 when I had my first son, and I was off, I took off for about a year and a half. And then, I came back to work, but not back—let's see. Did I come back into the typing pool? Yes, I did. I came back into the typing pool. But, of course, having been gone, I was no longer a supervisor. I was a typist.

Returned Briefly to the Typing Pool and Then Moved to the Front Desk Where Kept Track of the Work in the Pool

And, after about a month of that I went to R. J. Malloy, who was that boss I was telling you about, and I said, "Get me out of there." And, he said, "Okay." So, he moved me out into the front office and made me a printing clerk. And, no, I'm sorry. That's not true. He put me on what they called the "front desk." In those days, when people brought work in, it all came what was called the front desk. Every job had to be, had to be checked in. When it was finished, every job had to be priced out, and checked out. And, customers called, and that was basically my job. And that was kind of the beginning of my moving into the printing field. (Storey: Uh huh.) And that was a fun job, because you met *lots and lots*

of people.

Storey: Do you remember what grade you came to

Reclamation as?

Grades at Reclamation

Started as a GS-3 Clerk Typist and Later Became a GS-4

Bauer: Yes. I was a GS-3 clerk typist.

Storey: And do you remember the salary, by chance?

Bauer: I do. It was \$3,260 a year, I think.

Storey: In '62?

Bauer: In '62.

Storey: And then you became a supervisor. How did that
change your salary?

Bauer: Well, before I became a supervisor, our boss had
gotten us all upgraded.

The machines I couldn't remember were

called Magnetic Tape Selectric Typewriters.

When we got those type, when we got those Magnetic Tape Selectric typewriters, R. J. Malloy fought, and fought, and fought with personnel until he got us upgraded to GS-4s. And, we were then classified as, instead of clerk typists we were classified as cold-type composing machine operators. So, then I was a GS-4. (Laugh) (Storey: Uh huh.) Of course, there were lots of laughs over that title.

Became Supervisor, GS-5, of Typing Pool

But anyway, then when I became the supervisor of that little group, I was a five [GS-5].

Storey: And then?

Became Assistant Supervisor, GS-6, over Both Groups

Bauer: And then when I became the assistant supervisor over both groups, then I was a six. (Storey: Uh huh.)

Returned to Reclamation as a GS-4 in the Typing Pool

And then, of course, when I left and came back, I was back to being a four.

Storey: And, were you a four when you went up to the front desk?

Lateralized to Work at the Front Desk

Bauer: Yes. Yes. It was just a little lateral move. It was just to get me out of the typing pool.

Storey: So, now let's see if I'm understanding the front desk? This, this is where you figured out how much to charge people, in Reclamation, for their printing jobs?

Bauer: That's right, or for whatever, (Storey: And . . .)
copying, printing.

Storey: Okay, and so you went to their cost authorities?
How did this work?

Bauer: No. Not really. They just turned in a little, a
form which we still use today. It was just called a
Request for General Services. I'm not sure what
it was called then. And, there was just a little set
price for each item. And, I don't think anybody
probably ever got charged back. It was all just a
matter of keeping track of what you were doing.
(Storey: Hmm.) I don't really think there was a
lot of cost accounting going on for all those little
jobs.

Storey: So, were you sort of the front line for, "Well, you

know, this isn't printable quality."

Bauer: No. No .No.

Storey: No?

Bauer: No. I as like a receptionist. That's really what that job was more like, a receptionist.

"You checked the work in, you gave it to whatever section it belonged to, you answered the telephones, you checked the work out, called the customers to come pick it up. It was just a receptionist-type job. . . ."

You checked the work in, you gave it to whatever section it belonged to, you answered the telephones, you checked the work out, called the customers to come pick it up. It was just a receptionist-type job.

Functions Supervised by R. J. Malloy

Storey: So, now Malloy had then the printing shop, and

the photographer, and the typing pool?

Bauer: And the, and the graphics.

Storey: And the graphics (Bauer: Uh huh.) folks?

Bauer: Right.

Storey: How many graphics folks would there have been maybe?

Bauer: You know, for a long time there was just one. Eventually, I think, we got up to having two or three. But, for a long time there was just one.

Storey: And so you would hand this work out to these folks?

Bauer: Yeah. I would just hand it to them as it came in.

Storey: And then did you give it back? Did it come back through you?

Bauer: Yes. It came back, and then you called the

customer to come and pick it up.

Storey: You were *the* front desk at the front door, in effect?

Bauer: Oh. That's right.

Storey: Okay.

Bauer: (Laugh) Well, it was a fun job. It was a fun job.

Storey: And you met a lot of people?

Bauer: Got me in—I met a lot of people. It got me in trouble several times, but it was a pretty good job.

Storey: Tell me about that.

Bauer: Well, after we were in this building for a while, Malloy—I'll have to think this through. Who was in charge of what at that time? Okay, Malloy's—I'm trying to think if Malloy's boss—I can't remember who Malloy's boss was. No, Malloy

got a promotion. He got a promotion, and we got a new boss, and our new boss was [C. R.] “Nick” Bloedorn. Well, Malloy, then he was just a higher, at a higher level for us. He was the division chief for us at that time, and he was just adamant that the person on that front desk where I worked *always* knew where the boss was. When he would call, you either got the boss on the line or you told him exactly where the boss was. Well, one day he called. I didn’t have a clue where Nick Bloedorn was. I said, “He went to the restroom.” (Laugh) And, about that time he walked into Malloy’s office. (Laughter)

END SIDE 1, TAPE 1. DECEMBER 29, 2004.

BEGIN SIDE 2, TAPE 1. DECEMBER 29, 2004.

Became Printing Clerk, Printing Assistant, and

Bureau of Reclamation History Program

Then Printing Officer

Storey: Let's see. You said you became a printing assistant? Could you tell me what that was all about? And then a printing clerk? And then a, what, a printing . . .?

Bauer: Officer.

Storey: Officer.

Printing Clerk Is the First Step

Bauer: That was, actually the printing clerk job is the first step.

Storey: Okay.

“The printing clerk is the one who takes the finished jobs and prepares them for the Government Printing Office to have them printed. . . .”

Bauer: The printing clerk is the one who takes the finished jobs and prepares them for the

Government Printing Office to have them printed.

And that's the lowest level in that series, is the printing clerk.

Printing Assistant (Printing Specialist)

The printing assistant—and our printing assistants are now referred to as printing specialists. Over time, as technology changed, and the abilities of the people in the jobs changed, and the grades changed, we went from assistants to specialists.

“ . . . printing specialists are the ones who take the raw draft and have it typeset, and have the graphics work done, and work with the authors on the jobs until they get a completed job ready to go for printing. . . . ”

And, the printing specialists are the ones who take the raw draft and have it typeset, and have the graphics work done, and work with the authors on

the jobs until they get a completed job ready to go for printing.

Storey: You were talking about records on that one, I think? Having so many different jobs going that you had to know what they were.

“In that position, there were times when I had over fifty jobs going at the same time, where I had to keep very detailed records of where everything was. . . . to make sure that nothing got waylaid, nothing got lost, nothing got off-track as far as completion dates . . .”

Bauer: Oh. Oh, that’s right. In that position, there were times when I had over fifty jobs going at the same time, where I had to keep very detailed records of where everything was. You had to log in *what* date you handed it to this person, *what* date they handed it back, *what* date you handed it to the next person. We were pretty, we were pretty

cautious, to be, to make sure that nothing got waylaid, nothing got lost, nothing got off-track as far as completion dates, and keeping the authors as happy as possible.

Storey: Um-hmm. Tell me about the grades and so on.

Eventually the Printing Supervisor Became a GS-9

Bauer: Well, the printing clerk was a GS-5, and the printing assistants were GS-7s. In those days, the printing assistants never went up past a GS-7. It was not until they hired a supervisor for the, just for the printing group and the graphics group that there was a nine position [GS-9], and that actually *was* the supervisor's position. (Storey: Uh huh.)

And . . .

Storey: What about when you were in the typing pool?

What were the grades then?

Bauer: Three. Threes and fours [GS-3; GS-4], for the Typists, five [GS-5] for the unit supervisors, six [GS-6] for the assistant overall supervisor, and seven [GS-7] for the head of the pool, the head of the typing pool.

R. J. Malloy Might Have Been a GS-12 or GS-13

Storey: And then, Mr. Malloy? Do you know what he would have been?

Bauer: You know, I don't know for sure. But, I'm *thinking* he was either a twelve or a thirteen, (Storey: Hmm.) because he had other areas, as well, like I said, under him. So, I think that was his grade at that time.

Storey: Well, tell me about getting this supervisor for the

graphics and the editorial assistant.

“Well, when they decided to hire a supervisor over the printing people and the graphics people, they elected not to give it to a well-qualified employee. Instead they hired a fellow from the Government Printing Office . . . who didn’t know anything about the job that we did . . .”

Bauer: Well, when they decided to hire a supervisor over the printing people and the graphics people, they elected not to give it to a well-qualified employee. Instead they hired a fellow from the Government Printing Office who was actually a pressman, who didn’t know anything about the job that we did, and yet they hired him as the supervisor.

“The woman who did not get the job, who was well-qualified for it, filed a grievance, and after probably over a year, she *won* her case and they then gave her a GS-9 as well. That was the first GS-9 printing specialist . . .”

The woman who did not get the job, who was

well-qualified for it, filed a grievance, and after probably over a year, she *won* her case and they then gave her a GS-9 as well. That was the first GS-9 printing specialist that Reclamation had.

Requested a Desk Audit and Was Given the GS-9

And, at that time I was a GS-7 printing specialist, and they were not planning to give *me* the nine, but my friend gave me her job description and told me to read it, and request a desk audit. And, I did that, and then I also got the nine. And, shortly thereafter she retired.

Storey: Sort of moving you into the spot?

Bauer: That's right.

Storey: How long were you in that job?

Promotions after Reaching GS-9 Were All Based on Accretion of Duties

Bauer: You know, a lot of that is hazy, because my promotions after that were, they were never competitive promotions. They were all—what is the term—accretion [of duties] promotions for acceptance of additional responsibilities and learning of higher technology. I went from the nine, to the eleven, to the twelve, all as just accretion promotions. (Storey: Uh huh.)

In 1996 There Was a RIF in Which the Boss Retired and the Job Duties Were Transferred to Bauer

And then, my boss retired in '94, and that was when we had the big RIF [Reduction in Force]. And when he retired, they basically *abolished* his job, and they gave me the duties of his job.

Storey: Who was that?

Ron McGregor

“ . . . they abolished the other printing specialist job. . . . and gave me *her* duties. And then they had a *lead* worker over the Copy Unit, and they abolished *that* job, and they gave me *her* duties. So, by that time I had the duties of four different positions that I was handling. And, in order to do that I worked a *lot* of overtime, and I did that for over a year. . . .”

Bauer: That was “Ron” [Ronald E.] McGregor. And, they abolished the other printing specialist job. There were two printing specialists. They abolished the other one, and gave me *her* duties. And then they had a *lead* worker over the Copy Unit, and they abolished *that* job, and they gave me *her* duties. So, by that time I had the duties of four different positions that I was handling. And, in order to do that I worked a *lot* of overtime, and I did that for over a year.

When the Forms Program Was Transferred to the Office Insisted on the Return of Vicki Romero as a Printing Specialist

And then, my boss, who was at that time Larry Schultz, came to me and he said, "I'm going to give you the Forms Program, and I'm going to give you Diane Buck to run it." And I said, "No, you're not." (Laugh) I said, "If you're going to give me the Forms Program, you're going to give me Vicky Romero who is the only one who knows *how* to run the Forms Program." She was *also* the printing specialist that they demoted in the RIF and sent her to the library to work. I said, "If I'm going to have to take the Forms Program, I'm going to have to have Vicky back. And, she's going to have to get her grade back that you took

away from her in the RIF, because Diane Buck knows nothing about forms, and I know nothing about forms, so there isn't any way that I could run that program.”

“So, they gave me Vicky back, and put her back on her career ladder that she was on when she left in the RIF. And so, then there were two of us as printing specialists, which took a lot of the load off of my job . . .”

So, they gave me Vicky back, and put her back on her career ladder that she was on when she left in the RIF. And so, then there were two of us as printing specialists, which took a lot of the load off of my job, because I had no one to help me with anything at that time.

Went to Larry Shultz and Requested Promotion to Printing Officer and the Grade That Went with that Job (GS-13)

And then, a little while later, I went to my boss and I said, “You know, I’ve been doing the work of the printing officer now for quite some time, and I believe I’d like to have that job, and I’d like to have that grade.” And he totally supported me on it, and I became the printing officer through an accretion [of duties] promotion, which is pretty much unheard of, an accretion to a thirteen.

(Storey: Um-hmm.) So, I was a pretty fortunate woman. And, that was in about 1996, maybe.

And then, I’ve had that position ever since.

Storey: Well, now, you talked about learning new technologies. Tell me about these new technologies.

Learning New Technologies

Bauer: Well, years ago, we didn't do any color printing—none at all.

Reclamation Started Doing Color Printing Which Required a New Set of Skills

And then we started doing some color printing on brochures, and things like that. And, actually I was a printing *clerk* at that time, but the printing assistant said, “Well, when we're receiving this work, it's ready to go to the printers, so we're not going to do it, you have to do it.” So, as a GS-5, I was doing the most complicated work that was coming into the section. And that, that of course, later, certainly helped with my grade. (Storey: Um-hmm.) So, the color work, I mean there, when you do color work there were a lot of things involved in those days. You had to make sure

that all the overlays for every color were correct. You had to make sure they were positioned properly. You had to make sure *nothing* was *missing*. It was, it was pretty intricate. And then there were press inspections that had to be done, where you would go to the printing plant and check the job as they were printing it on the press. So that, that was some of the new technology.

Typesetting Changed and Computers Altered the Industry

And, of course, everything advanced. You know, things in the printing industry changed. Things in the typesetting area changed. All the new technologies that have come to pass with computers, and I guess just all the different technologies. (Storey: Um-hmm.) And of course,

the standards, well the government standards are pretty clear. If you do this, you're this grade. If you do this, you're this grade.

“ . . . over the years, as I did more and more of what the higher level work was, I was able to get those accretion [of duties] promotions. . . .”

And, over the years, as I did more and more of what the higher level work was, I was able to get those accretion promotions.

Storey: So, you went from a nine to what?

Bauer: A nine to an eleven, to a twelve, to a thirteen.

Storey: And the eleven, what was that job?

Bauer: That was the same job, only at a higher level. It was all, it was a ~~Printing, I was a printing~~ specialist from the nine through the twelve. They were all printing specialist positions at just

different degrees of expertise, I guess you'd say.

Storey: Um-hmm. And then you got to be the printing officer?

Bauer: Yes.

Storey: And then you had people descending on you saying, "Oh, I need this book by week after next," and stuff?

As Printing Officer Makes Decisions about Priorities and Workloads and Works on Reclamationwide Policy

Bauer: Yeah. (Laugh) Yeah. But, you know, I actually haven't had to do—other than helping make decisions about priorities and workloads, as the printing officer most of my work is more in the *policy* area, than in the actual operations area, because I have nationwide responsibility for

printing policy, and oversight responsibility also, nationwide.

Storey: For Reclamation?

Bauer: For Reclamation.

Reclamation's Visual Identity Program

Storey: Well, something like the Visual Identity Program, how do you get involved in that?

Bauer: Well, in the beginning I was not involved in that, and I had felt that I probably should be because a lot of the areas that they were working on were my policy areas. But, for one reason or the other Trudy Harlow had decided not to involve me in that. And, well, you know, I didn't know her well. She didn't know me well. She didn't know what I did.

**Worked on the Subcommittee for Publications
and Reports of the Visual Identity Program**

And, in the end, I was asked to be on the
subcommittee for the publications and reports.

And that was the portion of the Visual Identity
that was the most critical to me, anyway. So,
(Storey: Uh huh.) it worked out well.

Storey: Hmm. Tell me what kind of policy would be
coming out of the print, the printing area?

Bauer: What kind of policy?

Storey: Yeah.

Bauer: Well, what you can print. What you can't print.
How you can print it. Where you can print it. I
could give you a copy of the policy.

Storey: No. I'm more interested . . .

Bauer: I mean, it's policy—pardon?

Bureau of Reclamation History Program

Storey: Go ahead.

“I have three different policy areas that are mine: printing and publications is one, forms is one, and reprographics . . .”

Bauer: I mean, I have, I have three different policy areas that are mine: printing and publications is one, forms is one, and reprographics is another, and they all have their own set policies as to how the operation is run for Reclamation. And, of course, how I run it for Reclamation is subordinate to government regulations. Title 44 of the U.S. Code is what governs printing for federal agencies, and the Joint Committee on Printing is the congressional group that runs the printing. (Storey: Um-hmm.) So, I have to make sure that what we do falls within their guidelines, and then

whatever other—I don't want to say restrictions—
but whatever other policies we decide are
necessary, than those are what I write.

Publications Approval Policy for Reclamation

We have, I've written ~~an approval~~, for one thing,
an approval policy for publications so that we
have good records of what we're publishing and
why we're publishing it, and it has been approved
by all the proper people before it is done.

Storey: So, for instance, you're aware I'm doing two
books this year?

Bauer: Right.

Storey: Who has to approve those?

Bauer: Your books will have to be approved first by your
immediate director, and then by me, and then by

Trudy Harlow in Washington, the Public affairs officer.

Storey: Really? Now, why would Trudy be involved?

Bauer: Because what you're doing is a Reclamationwide effort, and it's over the dollar limit that can be approved locally.

Storey: Okay.

Bauer: Anything that's Reclamationwide, in content, has to be approved through the public affairs office in Washington, other than technical reports.

Technical reports that are done in strictly black and white do not have to be approved in Washington. In fact, if it's a technical report, and it's done in black and white, it does not have a formal approval process.

Storey: Yeah. So, you set policy, but is your shop also at the center of like regional printing, and so on?

Bauer: Well, we set the policy for the regional printing, we don't *do* their printing. We have, I have contacts in each Region. I have people who do the printing in each Region, and they do it by the regulations that we set forth.

Storey: Oh. Okay. I guess I didn't realize that ~~there were policy~~, there was policy outside of OPPS [Office of Policy and Program Services]. (Bauer: Uh . . .) Probably of lots of that, then?

Bauer: Well, maybe I should say Directives and Standards. Does that, is that better?

Storey: Well, it's all policy to me. (Laugh)

Bauer: Okay. All right. Okay. Okay.

Storey: Yeah. Interesting.

So, you have how many people in the, in the printing shop now?

Copy Unit

Bauer: I have two printing specialists who do the work for the Denver Office, and then we also have an in-house Copy Unit with four employees who do the *smaller* rush jobs. (Storey: Um-hmm.)

Joint Committee on Printing Limits What Can Be Printed In-house

There are limits to what you can print in-house that are governed by the Joint Committee on Printing. So, anything that's larger than that we have to send out to the Government Printing Office for printing, and the printing specialists handle those jobs.

Storey: Hmm. How has the number of people changed over the years?

“ . . . our numbers have diminished considerably, *but* what Reclamation is producing has diminished considerably. . . . ”

Bauer: We have a *lot* fewer people than we did ~~over the~~, in the past years. Until the RIF in '94, our group consisted of a graphics unit, which had, at that time, only one person in it. But, the technical writers and editors were also a part of our group, and we had anywhere from two to four of those at any given time, and then the printing specialists. And, we had a printing clerk. So, our numbers have diminished considerably, *but* what Reclamation is producing has diminished considerably. (Storey: Um-hmm.)

“You know we do a lot more in-house printing than we did in years past, because the technology has improved so much with duplicating equipment, a lot of what we used to send to the Government Printing Office that was printed on printing presses is now just run off duplicating machines with very good quality. . . .”

You know we do a lot more in-house printing than we did in years past, because the technology has improved so much with duplicating equipment, a lot of what we used to send to the Government Printing Office that was printed on printing presses is now just run off duplicating machines with very good quality. So, we send a lot less work *out* than we used to. (Storey: Yeah.) So, we don't need as big a staff in that area. *But*, the printing staff does a lot of other things, as well. The printing staff handles the forms

program. Vicky is the forms manager for Reclamation.

Print Business Cards for Denver and Two Regions

And, we have also taken on doing business cards for Denver, Upper Colorado, Lower Colorado, and part of GP [Great Plains].

Printed Materials Distribution Program

We run the, what's called the Printed Materials Distribution Program, where other agencies are publishing materials that are of value to all government agencies. And so, we get what are called "riders" from the Government Printing Office. When some agency sends in a job for printing they send out what they call a "rider" asking us if we want copies of it. And so, we

Bureau of Reclamation History Program

survey the regions, and Denver, to determine how many copies to order on all those projects, and we handle that program. So, ~~we do~~, we're a pretty diverse group in what we do.

“ . . . send all of the technical, scientific, and engineering information to NTIS [National Technical Information Service], and . . . send all unclassified government publications to the Department Library, and offer them to the Superintendent of Documents, either for sales or for just libraries and files. . . .”

We're also the ones responsible to send all of the technical, scientific, and engineering information to NTIS [National Technical Information Service], and we're responsible to send all unclassified government publications to the Department Library, and offer them to the Superintendent of Documents, either for sales or

for just libraries and files. So, we have a lot of diverse duties.

Storey: This superintendent of documents thing, they distribute—is this distributing like to the document section at Denver Public Library?

Bauer: Yes. It is. Yes.

Storey: So, for instance, if I order 10,000 copies of one of these books I'm going to do, (Bauer: Uh huh.) does this mean there are *actually* more printed?

Bauer: Yes. Yes. We send what's called a, oh like a "Proposal to Publish." I'm not sure if that's quite the right name of the form, but we send it to superintendent of documents telling them that we're going to publish this, and we're telling them who the *audience* is, how many *copies* we're

ordering, *how* we're going to distribute it, and we make a recommendation to them for whether they sell it or do not sell it, depending on what *value* we think it will have to people outside of Reclamation.

Depository Libraries Program

And, in addition to the superintendent of documents' Sales Department, they also have their Depository Libraries Program. And, certain libraries want copies of certain types of materials. And so, what they do is they come back to us or to GPO and say how many copies they want in addition to the copies that we're ordering. And then, they pay for their own copies.

Storey: So, they pay for the depository (Bauer: Yes.)

copies? Interesting.

Bauer: Unless we print the product in-house. And, if we do the product in-house in a duplicating facility, and they want copies, then it's our responsibility to furnish those copies free of charge.

Storey: Hmm. Now, there's also supposed to be a program, as I understand it, where *all* publications go to the archives?

Sending Reclamation Publications to the National Archives and Records Administration

Bauer: That's correct.

Storey: Are you involved in that?

Bauer: Yes. Everything that we produce either in-house or through the Government Printing Office, we give one copy of that publication to records, who happens to be Roy Wingate. And then Roy, I

guess, catalogs everything and sends it to the archives.

Storey: Okay. Interesting. What else should we be talking about?

Bauer: I don't know.

Storey: Talk about how Reclamation has changed over the years.

Reclamation has changed and “we live in a much more casual atmosphere than we used to, we don't have the family feeling that we used to have. . . .”

Bauer: Well, so much of what Reclamation does has changed. So, consequently, what we're producing, what *we're publishing* has changed. We're not building major dams, so we're not producing a lot of specifications. We're not, you know, we're into more operation and

maintenance, and other fields, so what we're doing is very different. As far as the feel of Reclamation, I think we live in a much more casual atmosphere than we used to, but we do not seem to have the, we don't have the family feeling that we used to have. When you're on two floors and you see people all day every day, I think you grow to know people better. When you're in a fourteen-story building, there are people that I don't see for six months at a time. So, I think that *cohesiveness* we used to have has diminished considerably. (Storey: Um-hmm.) And, of course, from my perspective most of the people that I started working with are long-since retired. And, I see a lot more faces that I *don't* know than

faces that I *do* know some days.

Storey: Hmm. Well, now, when's your last day?

Bauer: That would be tomorrow.

Storey: Tomorrow. The 30th of December?

Bauer: That's right.

Storey: So, how long, how many years of service do you have then?

Bauer: Forty years and seven months.

Storey: Are you looking forward to retirement? Got plans?

Bauer: A few. (Laugh) And yes, I'm looking forward to it. This has been a very *long* week, for some reason, a very *long* week. So, I am looking forward to the end of tomorrow. With a little bit of fear, after coming here for forty years, of not

coming here anymore. But, other than that, I think I'm ready. (Laugh) And, I can't think of anything else to tell you, Brit.

Storey: And, you're not planning to rush off to Florida, or something like that?

Bauer: No. I have some trips—I do have a trip to Florida planned, but not until June. I have a trip to Texas in February, and then I have another trip next fall, to Hawaii. But . . .

Storey: But, you're not dropping everything and moving somewhere, (Bauer: No.) or anything like that?

Bauer: No. My family is pretty much all here, and this is where I'm going to stay.

Storey: Good. Anything else we ought to talk about?
How about the chief engineers? Did you ever, did

you start meeting them in the printing office?

Bauer: Never. Never. And, of course, we haven't had chief engineers for a long time.

Storey: Yeah.

Bauer: But, my position has been low enough to not really have a lot of contacts with that level of management. So, I can't really say I've met any of them.

Storey: What about your immediate supervisors? You talked about Mr. Malloy and Ron McGregor, and I've forgotten the man's name. (Bauer: Nick Bloedorn.) It started with a "B." Yeah.

Bauer: Nick Bloedorn.

Storey: After him, who was your supervisor?

Bauer: Well, first it was Malloy, then it was Bloedorn,

then it was McGregor.

Storey: Oh. So there are three there?

Bauer: After McGregor there was me. After McGregor it was me.

Storey: Yeah. Interesting.

Bauer: Of course I had, I had other supervisors. Larry Schultz was my supervisor for a while. And then Merle Coffey was our division chief.

Storey: Uh huh. They're all gone?

Bauer: Larry's retiring tomorrow with me, and Merle retired a couple of years ago.

Storey: Yeah. Well, let me ask, then, if you're willing for the information on this tape to be used by researchers?

Bauer: Any part of it that's worth using, (Laugh) you're

welcome to.

Storey: Thanks.

END OF SIDE 2, TAPE 1. DECEMBER 29, 2004.
END OF INTERVIEW.