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Dorothy Huyck's National Park Service Oral History Project, 1942-1987



Norma Vaughn
April 10, 1978

Interview conducted by Dorothy B. Huyck
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[START OF TAPE]

Dorothy Huyck: 00:00 The date is April 10th, 1978. I am Dorothy Huyck. I will be interviewing Norma Vaughn in the Southeast Regional Office, Atlanta, Georgia. I'd like to ask you first how you became acquainted with the National Park Service.

Norma Vaughn: 00:20 Okay. I was working with US Forest Service, and when the office was planning to move from Richmond to Atlanta, the regional office move, they sent out an announcement to all the agencies in Atlanta. I applied in response to that and transferred from the Forest Service. That was about seven years ago.

Dorothy Huyck: 00:38 Were there specific factors that went into you deciding that you'd like to work for the National Park Service?

Norma Vaughn: 00:44 Well, one of the main things, with the Forest Service, I was a staffing assistant, and their job was advertised as personnel management specialist. So, it was getting into the professional series. At the Forest Service, they had said and still do, from some of the people I've talked with recently, that you can't go into the professional service even in personnel unless you're mobile. So, they've still got people up there in staffing assistant-type work that are really doing the overall personnel work, because they won't move from the Atlanta area.

Dorothy Huyck: 01:19 How long had you been with the Forest Service?

Norma Vaughn: 01:22 Oh, golly. About six or seven years.

Dorothy Huyck: 01:25 And had you worked previously for any other organization or agency before the Forest Service?

Norma Vaughn: 01:31 I had worked for the federal government. Well, I just finished a total of 15 years last month, so I had quite a bit of government service. It was mostly clerical before the Forest Service experience, secretary, that type thing. But I had some personnel experience with private industry and a little bit of college, so that was how I qualified going to the personnel series.

Dorothy Huyck: 01:54 So basically in moving into the National Park Service, you moved into the professional series?

- Norma Vaughn: 01:58 Right. I came in in the staffing assistant series on a promotion, but then lateraled into the professional series a short time after that.
- Dorothy Huyck: 02:12 You've done all of your Park Service work here in Atlanta, as well as your Forest Service career?
- Norma Vaughn: 02:17 Mm-hmm.
- Dorothy Huyck: 02:18 You came in as a staffing assistant, is that correct?
- Norma Vaughn: 02:21 Right, GS-7.
- Dorothy Huyck: 02:22 And what is your title now?
- Norma Vaughn: 02:25 I'm the employment officer for the region.
- Dorothy Huyck: 02:27 Have you gone through certain stages between those two?
- Norma Vaughn: 02:30 Well, yeah, I went from a staffing assistant to personnel management specialist, and then to a staffing specialist. It was all pretty much the same work, but then they delegated the full employment authority to me. So really, the title now is supervisory staffing specialist. The working title is employment officer.
- Dorothy Huyck: 02:56 Can you give me a quick description of what all that involves currently?
- Norma Vaughn: 02:59 Okay. Really, it's anything that has to do with anyone getting a job with the National Park Service. Prior to this year, we handled the seasonal program out of this office. It's been centralized this year. Same with the intake program. They centralized it to Washington last year. All of the special employment programs, minority hires, cooperative education, handicapped employment. It's really as it says, anything that has to do with the employment situation with the Park Service.
- Dorothy Huyck: 03:37 Have you received encouragement or discouragement from your supervisors as you've gone through this process of moving through the ranks in the Park Service?
- Norma Vaughn: 03:46 Encouragement in what way? What specific?

- Dorothy Huyck: 03:51 Have you been encouraged to look toward assuming greater responsibilities and being more creative in your work and being promoted eventually?
- Norma Vaughn: 04:00 If it had to be encouragement or discouragement, I'd say encouragement, but—
- Dorothy Huyck: 04:04 Maybe you'd like to use a different word?
- Norma Vaughn: 04:06 Yeah. I—
- Dorothy Huyck: 04:07 I don't want to put that word in your mouth.
- Norma Vaughn: 04:08 Really, it would be hard to sit down and define one or the other. I think in the operation in here, we're relatively small and everyone is encouraged to take on and do whatever they can. There's no blockage of, "This is your job, and this is your job, and don't get into something that's not in your area." From that respect, yes. The person I worked for when I first came to work here, John Thompson, he was assistant personnel officer then. We don't have one now, but we did it that time. And everything was packed in boxes, and really when I said, "Okay, I'm here, what do I do?" Well, John says, "There's the boxes, unpack them and do it." And he was really great because you learn from John by just picking it up and doing it. There was a lot of encouragement on his part to just do whatever you could.
- Dorothy Huyck: 04:58 Would you like to substitute another word for encouragement or discouragement?
- Norma Vaughn: 05:02 I don't know. We filled out a form not long ago for a commission audit that we're going to have, where we got into that very thing. I've never said and dwelt that much on an encouragement thing. I haven't been discouraged from doing anything, but it's been more of a self-instilled encouragement, that it's there and you can do it. And sometimes, it's been almost an "I'll show them" type attitude that I can do it. There's a lot of work, is there is everywhere in the Park Service. We all feel like there're not enough people to get the job done.
- Norma Vaughn: 05:45 And at the beginning, there were two people doing the staffing work, two staffing specialists, and we had a reorganization and lost a position. And as a result, I got all the staffing. Well, I guess the encouragement was the

personnel officer saying, "Do you think you can handle it?" And I said yes, and that was the beginning. There was no grade or anything with it at that time. As far as the encouragement, if you do this so that your grade can go up, it hasn't been that much of it.

- Norma Vaughn: 06:19 Southeast Region is pretty conservative about their grades. That's an opinion service wide. I think probably ours are right and the others are wrong, but ours come in a little bit lower than most of the other regions.
- Dorothy Huyck: 06:32 There are some people who consider that the National Park Service is a rather male-oriented organization. Would you agree with that, or disagree with that?
- Norma Vaughn: 06:43 The old Park Service was very male-oriented, even though there were some females in jobs then. It still is, and I don't know, it always will be as far as general public opinion, that type of thing, is concerned, but not so much so anymore.
- Dorothy Huyck: 07:07 I'm thinking of within the organization itself.
- Norma Vaughn: 07:11 You mean the attitude of the people that work in the Park Service? We're getting away from it a lot more, from the superintendents we have in Southeast--and they're the ones I deal directly with -- we have calls quite often where they want females to consider, which I—
- Dorothy Huyck: 07:32 In professional positions?
- Norma Vaughn: 07:33 Right, mm-hmm. And when they get females, when they're assigned females through the intake program, there's very little hesitancy to take them. I've seen a change in that in the time I've been with them over the last seven years.
- Dorothy Huyck: 07:49 Can you explain that change in any way? Do you observe how that's come about?
- Norma Vaughn: 07:54 Well, unfortunately, I think most of it is because of female programs, and they've been told that you are going to consider females, you'll get females. The only good part about that is they end up with good employees, and even though in some cases, they're forced to take a female in the job, that's not all bad because then if they go in and do a

good job, then the next time they're ready to consider females too.

- Norma Vaughn: 08:19 I think most of them would've liked to have kept it an all-male, especially park ranger type, part Service, the law enforcement jobs. I think it's still hard for most all the men, and a lot of the women, to consider a female as well qualified for a ranger job, carrying a gun, super cop type.
- Dorothy Huyck: 08:41 As there have been professional women taken on and put in specific positions under superintendents, do you think the attitudes of those superintendents have shifted somewhat? Are they more open to the fact that a woman can perform a job responsibly?
- Norma Vaughn: 08:57 I think they are, of course in the majority of the cases, I think they feel they've got an exception, that they have got a good one there, but that's the beginning. If they get a good one and then that's replaced with another good one, then it'll spread a little bit more. Overall, our superintendents have a pretty good attitude about it. It's just that a lot of them, especially the older ones, knew the Park Service is an all-male organization and they have to be shown that the women can do the jobs.
- Dorothy Huyck: 09:28 Going back to your own experience, do you think that your specific talents and your training have been used well in National Park Service?
- Norma Vaughn: 09:40 Overall, yes, I think so. I've got a lot of my training while I've been with the Park Service. About the only thing I haven't used as fully as I would like is some of the experience, I have had in actually doing training, and I do that from an employment standpoint as much as can be allowed with our work schedule. I know that unless you're like in a training officer job or a training instructor, you can't be putting on training programs all the time. So, it's utilized some in my job as we can set it up.
- Dorothy Huyck: 10:17 Would you tell me a little more about that? The kind of training you've done.
- Norma Vaughn: 10:21 Well, this was a breakthrough, a first thing when I was with the Forest Service. I took a course on oral communications that they gave there, that was a one-week course. And then I was the first female they had to teach that course, and we

taught it over a three-week period. And it was real intensive because really what it is teaching others how to put on training programs, that, and in college, I had some public speech and from some of the training I've had when I was with the Park Service, we had an assertiveness training course and they evaluated me on that as being a good speaker, being able to prepare training programs real well. I'm about to get into something of that type I hope on the outside, so that I can do what I want and still do the job here too.

- Dorothy Huyck: 11:13 Outside of the Park Service? Outside office hours?
- Norma Vaughn: 11:16 Yeah, as a consultant.
- Dorothy Huyck: 11:19 So although you've done some of this kind of work within the Park Service, you'll probably never qualify technically speaking to be a training officer, would that be the distinction?
- Norma Vaughn: 11:27 Oh, no. I think I'd qualify to be a training officer now. It's just Southeast has one training officer and the job is filled, and as I said, I do some of the training on my job now.
- Dorothy Huyck: 11:41 Have you yourself been given opportunities to attend courses, training center programs, things of this sort, classes that would enhance your knowledge and ability to perform your job?
- Norma Vaughn: 11:56 Yes. It's pretty open, any training that is presented that we think we should have, that we can get. More often, we're putting on the training for the rest of the region.
- Dorothy Huyck: 12:11 You've told me quite a bit about some of the satisfying details of your position. Are there any categories that might be less satisfying or have you experienced any frustrations within this effort over these some years?
- Norma Vaughn: 12:24 In the Park Service frustrations? Oh, sure. It's frustrations that anyone would have in the federal service, or any large organization where they're trying to get ahead, I would think. It's a long time between grades. One of the most frustrating things now, and I think it's probably because there are some errors in our classification system is the comparison of my grade with the employment officers in the other regions. We've got them as high as 13s, and I'm

an 11, but that type of thing is frustrating when anyone compares their grade with those. It's hard to understand the difference, and it's hard to sit and wait.

- Dorothy Huyck: 13:07 Is there a good explanation for that differential? That's a fairly substantial difference.
- Norma Vaughn: 13:12 If you ask the 13s, you'd probably have a real good explanation. I don't know. I think the Park Service should be a little bit more uniform, at least in their regional jobs at that level, where you have the same basic authority. I don't think there should be that much of a variance in grades. I can see maybe one grade difference in some locations, if you had something like a service center under you, but from an 11 to 13, it's really a pretty big jump for that type thing.
- Dorothy Huyck: 13:45 So you really don't have a good explanation for that differential?
- Norma Vaughn: 13:50 No, not one that I have found acceptable, no.
- Dorothy Huyck: 13:53 Or you haven't been given a good explanation either?
- Norma Vaughn: 13:54 No.
- Dorothy Huyck: 13:57 Do you think that being a woman has in any way affected your opportunities with Park Service?
- Norma Vaughn: 14:02 I don't know. I've tried not to think so. I mean that honestly. I started to work with the government before there was really a push for women's rights. I never really felt that I was treated differently because I was a woman. I never thought about it very much until the women's program became so vocal. And yet sometimes, you get almost gun shy on it, because you'll start to think, "Is this happening to me because I'm a woman?" I honestly don't know. If I were the same grade as the other people, I'm speaking of who are men, that might erase it completely.
- Norma Vaughn: 14:45 I honestly don't think that's it though. I think it's a classification problem more than that. The people I've worked with directly, I could not say that they have treated me differently because I'm a woman.

- Dorothy Huyck: 14:57 You refer to the woman's program. Are you speaking in general or of the program within the Park Service?
- Norma Vaughn: 15:03 No, no, in general.
- Dorothy Huyck: 15:06 Do you think that a woman can do any job in the National Park Service, or are some types of things that a woman just shouldn't tackle?
- Norma Vaughn: 15:18 I don't know. Offhand, I can't think of a job that there's not probably some women that have been trained in that and that would like to do it. Overall, the first thing that you usually think of is lifting-type jobs. But really, I have seen on TV and things like that jobs that require that skill even, that there are women that can do. So basically, no. I can't think of very many jobs in or outside of the Park Service that probably a woman could do the same as a man if you find the right woman or the right man for the job.
- Dorothy Huyck: 15:57 Does this suggest that some of our viewpoints on what a woman can do in the Park Service are conditioned by our basic attitudes more than what a female can in fact do?
- Norma Vaughn: 16:11 Oh, I think they're conditioned probably by just the way it's always been, who you've seen doing that job before.
- Dorothy Huyck: 16:19 Have you yourself received or given assistance to women in identifying jobs that they could fill?
- Norma Vaughn: 16:27 In identifying jobs they could fill? Yes, as employment officer with the colleges, of course, when we go to the college visits, we have male or females both there. Actually, I give them the same information. If anything, now in talking with the females, if they're very well qualified, I'll tell them that they do have a better chance now in getting a job with the federal government overall and with the Park Service, because we are looking for women in the professional--primarily in the ranger jobs.
- Dorothy Huyck: 17:05 May I ask where and when you were born?
- Norma Vaughn: 17:07 I was born in what is now Atlanta, it was outside Atlanta then, 1940.
- Dorothy Huyck: 17:13 Are you an only child?

Norma Vaughn: 17:15 No, I'm the youngest of five. I have three older brothers and an older sister.

Dorothy Huyck: 17:22 And you grew up in this area?

Norma Vaughn: 17:23 Right, in and around Atlanta.

Dorothy Huyck: 17:25 Yes, is your father a college graduate?

Norma Vaughn: 17:27 No, he's not.

Dorothy Huyck: 17:28 And what was his occupation?

Norma Vaughn: 17:31 Oh, he was involved in a variety of things, usually self-employment ventures.

Dorothy Huyck: 17:40 You attended high school where?

Norma Vaughn: 17:42 In Atlanta.

Dorothy Huyck: 17:44 And college?

Norma Vaughn: 17:46 Georgia State University. I think I've got about two years there.

Dorothy Huyck: 17:52 And what did you particularly study at Georgia State?

Norma Vaughn: 17:54 Journalism.

Dorothy Huyck: 17:58 I'd also be interested in knowing who encouraged you during the schooling years. Would those persons who encouraged you include your family or teachers, maybe church or community leaders?

Norma Vaughn: 18:11 The encouragement too is something that I almost didn't know it was there until a while back when I was at a training session where we had to evaluate where we were in our life and how we got there. And that's the first time I had really realized what an influence there was. Both my parents always said, "You can do anything." Just the general statement. With five kids and at the time we grew up, there wasn't much money. If you wanted to go to college, you worked and went to college on your own.

Norma Vaughn: 18:43 With three older brothers, I wasn't treated differently from a boy. That's probably part of that attitude, but my older

sister would have to be the most encouragement I had. She's eight years older than I am, so she went through everything quite a bit earlier than I did. And she was a constant encouragement. I talked with her quite a bit when I made the change from Forest Service to here, because I was devoted to that agency, and it's scary to go to a new job where you don't know anybody and more responsibility. My husband—

- Dorothy Huyck: 19:18 Is she employed?
- Norma Vaughn: 19:19 Yes. She works for vice president at Lockheed Georgia Company. She was the first female to join the officers club there. So, it runs to the family. My mother was the first female member of the official board of her church. So, it's just something that was really always there, that if you want to do something, there's no reason why you can't do it. And it was never a male/female separation of it.
- Dorothy Huyck: 19:46 You started to mention your husband.
- Norma Vaughn: 19:49 Yeah. Before they came out, was saying you should be equal in marriage and all that, we were married 15 years ago. And we laugh about it now because I've always worked. And as far as sharing things that you do at home, that type of thing, we've done it from the beginning. There's never been a thing of me doing the housework. In fact, sometimes he does more of it than I do. Yesterday, I slept late while he did the washing. I'd just been real lucky in that respect.
- Norma Vaughn: 20:22 Earlier this year, I went to Yellowstone for a three-week detail, and a lot of people were saying then, "What would your husband do?" When it first came up, I told him I'd like to go, but that was such a long time. And he said, "Well, if you're going to stay with the Park Service, you need the experience, so go."
- Dorothy Huyck: 20:42 What's your husband's occupation?
- Norma Vaughn: 20:43 He's with Ford Motor Company, the large assembly plant in Atlanta.
- Dorothy Huyck: 20:49 Am I correct in thinking then that he has definitely been an encouraging person as far as—

- Norma Vaughn: 20:53 Definitely. Yes. On anything I want to do, even to the point of transferring. There have been a couple of park jobs open that I've thought about, and he said all along, "If you want to go, go." Especially the seashore areas, he would go into charter fishing or something of that type.
- Dorothy Huyck: 21:13 That's very interesting because one of the factors that often comes up with women as professionals is the fact that they're not mobile. The assumption is that a husband is frequently not interested in moving. In your particular case, your husband has not only been encouraging, I gather he would be happy to move if you felt that were the right thing to do.
- Norma Vaughn: 21:31 Yeah, well, he's not from Atlanta. He's from Oklahoma and he had lived all over the country before he came here. I don't want to move now. I'm the one that has really decided that I don't want to be mobile right now, and for the type of jobs I'm interested in, that's part of it. I don't want to be a park superintendent. I'm probably one of the half dozen people in the Park Service that doesn't want to do that. I am more interested in administration.
- Norma Vaughn: 21:59 My goal right now is regional personnel officer. Every year on my evaluation, I tell my boss that his job is my goal, and I feel for that type of job and for the employment officer type job, you need stability there. The programs are changing constantly. And really, if I left now and someone from outside Park Service came in, it would be hard for them to know where the Park Service is on all their employment practices.
- Dorothy Huyck: 22:26 So in your particular type of employment, stability is a positive factor rather than mobility?
- Norma Vaughn: 22:31 I think so, and I think it's that way in a lot of administrative-type jobs.
- Dorothy Huyck: 22:38 I think we have an overall assumption rather often that mobility is a necessity.
- Norma Vaughn: 22:42 Right.
- Dorothy Huyck: 22:44 But your feeling is administrative situations often benefit from a person having been on the scene?

- Norma Vaughn: 22:50 I feel they do from being in my job, and from seeing the turnover at the park levels, when the administrative technicians or administrative officers or personnel officers leave, no matter how good the employee is that comes in, it usually takes us several months to get them accustomed to the way it's done in this particular region. Because in Park Service, things are even varied in that respect from region to region, and I really think there should definitely be stability in certain jobs, in the parks and in regional offices.
- Dorothy Huyck: 23:22 And you must have seen a number of instances where stability has therefore been useful, and other cases where this transition has simply taken time?
- Norma Vaughn: 23:29 Right. It certainly has.
- Dorothy Huyck: 23:31 I'd like to go back to your schooling for just a minute. Did you take classes in school or were you encouraged to take classes that were mainly courses taken by boys such as math and science?
- Norma Vaughn: 23:50 No. When I was going to school, as I said, if we went to college, it was on our own in our family. I took the courses that I had to take to get into college, and I knew I had to work at the same time. So, after I had all those, I took all the business courses I could. Because well, at that time, and really right now with just a high school education, you got to be able to type and take shorthand and get into some kind of clerical job to start with.
- Dorothy Huyck: 24:21 And is that how you funded your way through college?
- Norma Vaughn: 24:23 Yes, mm-hmm.
- Dorothy Huyck: 24:25 Did you play with boys as a child?
- Norma Vaughn: 24:27 Oh, yes. All the time.
- Dorothy Huyck: 24:28 Were you considered a tomboy?
- Norma Vaughn: 24:30 Very much so. Yes. I had three brothers that were very aggravated with me because I was right behind them every time, they climbed a tree. I'm afraid I still am considered as one of the boys quite often.

- Dorothy Huyck: 24:44 As you entered the teenage years, were you expected to try to be more of a lady?
- Norma Vaughn: 24:49 Probably by my mother and father for a little while, but I don't think they worried that much about it. I think you're more comfortable with a daughter who is a tomboy instead of too boy-crazy. There were always a lot of boys hanging around the house, but they were usually friends. And I think my parents became more comfortable with that. It was more of, "Why don't you wear a dress?" that type thing, than really caring how I acted.
- Dorothy Huyck: 25:18 Did you go along with that?
- Norma Vaughn: 25:23 Only when I had to when I lived at home. And as I say, they didn't fight it too much. It was just that with growing up and getting older, they thought I should settle down a little bit and be a little bit more of a lady.
- Dorothy Huyck: 25:37 Had you traveled in any of the national parks or the national forests before you got into government service?
- Norma Vaughn: 25:43 I had been to some. Like most people in the public, I didn't recognize them as national parks when I was in them, the ones in this area of Blue Ridge Parkway, Great Smoky Mountains, we had always been up around that part of the country.
- Dorothy Huyck: 26:01 I'm not certain whether you have any children or not.
- Norma Vaughn: 26:03 I have one daughter, 12 years old.
- Dorothy Huyck: 26:06 Would you recommend the National Park Service to your daughter if she were at all interested in a position with the Park Service?
- Norma Vaughn: 26:12 I'm not sure that my recommendation would be in order. She says that she's going to be one of those people that works with the Park Service and tells people about the service. She has been able to travel with me quite a bit. When I was at Yellowstone, she was with me and went to school out there for three weeks and lived in the park. And from the beginning, she was quite young when I went to work with the service. In the summer particularly, she has gone on some of the trips with me and has pretty much grown up being in and around the Park Service.

- Norma Vaughn: 26:47 Knows quite a few of the superintendents and regards them as her friends. Right now, she says she wants to work for the Park Service. I tell her to be an airline pilot, but really, yes, I would recommend it to her at the age that she will be when she's ready to go to work for the Park Service. I think it will be an excellent time for women in the service, I think it will be completely accepted by then.
- Dorothy Huyck: 27:12 At the time that she was born, were you away from the office for any substantial length of time?
- Norma Vaughn: 27:18 I took off the usual few months, and I did decide to stay home with her because I had gone for about three months without sleeping. She did not sleep as a child. I stayed home for 18 months and then I took a job that was supposed to be for three weeks, and from that, went back to work full time and had worked ever since. My husband said he was so glad when I went back to work because my daughter and I were driving each other crazy really. I didn't know anything about taking care of a child, and I think she got tired of being with me all the time. I think it was much better when she was put with other children.
- Dorothy Huyck: 28:03 Were you employed by the Forest Service at this time?
- Norma Vaughn: 28:05 I was with Social Security Administration. I came back after my maternity leave to the Forest Service.
- Dorothy Huyck: 28:11 You seem to have found that having a family and working for the Park Service mixes fairly comfortably.
- Norma Vaughn: 28:18 I think so. In the job I'm in, I can pretty well schedule my travel most of the time. I've had a lot of help from non-working women.
- Dorothy Huyck: 28:29 In what form?
- Norma Vaughn: 28:30 Well, on the trips, during school, when my daughter can't go and I have to be gone for two or three nights, they've just been excellent. Real good neighbors, parents of her friends because they don't work, or some of them are in clerical jobs. They seem much more fascinated by my job than I am, seeing it every day. And I would not have been able to go on the trips if there hadn't been someone to take care of her at night, so I've just been real fortunate from that standpoint.

- Dorothy Huyck: 28:58 Do you usually travel several times each year?
- Norma Vaughn: 29:02 Quite a few trips a year, yes. There's usually about three one-week trips, service-wide training, that type of thing. And then quite a few one or two-night trips to parks in the region.
- Dorothy Huyck: 29:18 What would you anticipate in the long run for women? You just said you thought the situation would be hopeful if your daughter maintained her interest. Can you look ahead five or so years, and tell me what you would expect at that stage for women in the Park Service?
- Norma Vaughn: 29:35 Five or so years? Well, we're already getting them into park superintendent jobs. That was one of the greatest barriers to overcome. Within five years, I would hope to have some in associate jobs in the regional office. I think it would be very few. Those seem to be the hardest type to break into. Part of that of course is because the women are relatively new to the jobs where they can work up and qualify and go into those grade levels.
- Norma Vaughn: 30:08 But within five years, I would think we would have some at that level. I know now we've got some at Washington in responsible jobs, but when I look at the overall picture, somehow Washington is separate. It's always been able to attract women and minorities, whereas a lot of the regions scattered around have not. So, I would think within five years at the regional office level.
- Dorothy Huyck: 30:34 So what happens in Washington is not necessarily what's happening at the regional level?
- Norma Vaughn: 30:38 No, no. I think not. I would hope within five years to have my boss' job too. That would make that come true.
- Dorothy Huyck: 30:50 Is that a possibility?
- [TAPE STOPPED]
- Dorothy Huyck: 30:55 You were saying that you are currently blocked, as far as—
- Norma Vaughn: 30:57 Grade-wise. His job is a 14, I'm an 11. And even if they filled it at a 13, 14, which they often do when it's vacated, I couldn't go from 11 to a 13. There are four men in the office right now at a 12 level that are good candidates for

that job. Plus, I'm sure many more service wide. So, until I can get at least one more grade, I'm blocked from that I know. So that's my immediate goal is to get that one more grade, so I can at least be in line for the regional job at some point.

- Dorothy Huyck: 31:33 Technically speaking, are you qualified for that?
- Norma Vaughn: 31:35 Yes.
- Dorothy Huyck: 31:36 So there is not a barrier in terms of your background experience or qualifications?
- Norma Vaughn: 31:40 No.
- Dorothy Huyck: 31:44 I've been asking you all the questions. Maybe there's something you'd like to tell me that I haven't even thought of, either in terms of your own personal experience or the general outlook, as far as females are concerned?
- Norma Vaughn: 31:59 Maybe it'll take some thought.
- Dorothy Huyck: 32:01 Please do.
- Norma Vaughn: 32:07 Well. Sometimes, I get a little tired of again from being in the job I'm in, at seeing females and other groups get such special consideration for some of the jobs. It's getting much too hard I think for the very highly qualified white male to get into the Park Service. And I think that's very sad. I'm fortunate I have a daughter; she may make it. If I had a son at that same age, when he's the age to get into the Park Service, I would not feel that he would have the same chance and I don't really feel that's right.
- Norma Vaughn: 32:49 I know someday, it will come when we'll get to the point where we can consider male or female, regardless of race or anything equally, but right now, it's really gone too much I feel the other way, by trying to consider the special emphasis groups and females. I don't think as far as entrance level getting into the Park Service, that females as such need any special help now. They're going to the same colleges as the male candidates. They're getting the same training, the same educational degrees, like for our seasonal jobs, which is where most of our employees start as rangers, except for veteran's preference.

- Norma Vaughn: 33:33 They're coming out as high and in many cases, higher than the men, and I would really – I hope I stay with the service until it gets to the point where if a white male and a white female or Black female or whatever are competing, that really the one that's the best candidate will get that job without having to give special consideration to groups. I get really discouraged and actually feel sorry for some of the good male candidates that come in here because they don't have a very good chance now.
- Norma Vaughn: 34:05 And they know that if you can find female candidates or Black candidates for the job, that they probably won't get it, and it's sad that we've gone so far, the other way in trying to catch up.
- Dorothy Huyck: 34:18 Does this suggest that the female or minority candidate may not even be as well qualified as the Black--I mean, as the white male?
- Norma Vaughn: 34:25 In some cases, yes, that's true.
- Dorothy Huyck: 34:28 What about the veteran's preference factor?
- Norma Vaughn: 34:31 Well, of course that's blocking some of our very good white male candidates, as well as the minorities and the females. That's just an overall blockage. You may get some very good candidates out of there, but quite often, they're not that good, especially your five-point veterans, and they would not be up that high if they didn't get those extra points added onto their score.
- Norma Vaughn: 34:58 I can see some special preference for disabled veterans, but not particularly in all jobs in the government, maybe in specific jobs where they could be given priority and maybe a little bit more leniency on the commission's part in passing over these veterans, when you can show that they really aren't as highly qualified for your job as other people. From working in staffing, it just gets to be a real hang up that really the person who is the best qualified for that job should be able to get it.
- Norma Vaughn: 35:32 And I think it will be a few years before we'll be back in that position. And for so many years, when we did get behind on women and minorities, I suppose the white males were the best qualified because they knew what schools to go to get the training, to get into the Park Service. They

knew about our summer employment program. Minorities did not. We just started introducing them to the fact that the Park Service is here and that we have those programs.

- Norma Vaughn: 36:01 But in a few years when they've had the opportunity to work seasonal, and the females as well, when they've had the same opportunity, then when the permanent jobs come open, I'd like to see them go to the best person for the job.
- Dorothy Huyck: 36:18 Is there anything else that we may have overlooked, may not have touched on that's pertinent to this experience of yours?
- Norma Vaughn: 36:31 Nothing that I can think of no.
- Dorothy Huyck: 36:33 All right. Thank you.

[END OF TAPE]

[END OF INTERVIEW]