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



Yvonne G. Stewart
October 13, 1978

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

Dorothy Huyck: 00:00:00 The date is October 13th, 1978. I am Dorothy Huyck. I will be interviewing Yvonne G. Stewart, who is an archeologist in the Western Archeological Center Tucson. Can I ask where you first became acquainted with the National Park Service.

Yvonne G. Stewart: 00:00:23 Oh, my. Traveling with my family when I was growing up.

Dorothy Huyck: 00:00:26 When and where was that?

Yvonne G. Stewart: 00:00:28 I'm not sure that I can remember. We traveled frequently, and we always stopped in national parks. I truly don't remember which was the first national park I ever entered.

Dorothy Huyck: 00:00:38 What part of the country were you wandering in?

Yvonne G. Stewart: 00:00:41 Oh, Missouri, Texas, Arkansas, Oklahoma, that general area; and I don't believe there are many national parks or were at that time. We also traveled extensively throughout the western United States, and it must've been in one of those areas.

Dorothy Huyck: 00:00:54 Were you camping?

Yvonne G. Stewart: 00:00:56 Yes.

Dorothy Huyck: 00:01:00 Did you grow up in Texas?

Yvonne G. Stewart: 00:01:01 Yes.

Dorothy Huyck: 00:01:03 Where were you born and when?

Yvonne G. Stewart: 00:01:04 Texarkana, Texas, in 1935.

Dorothy Huyck: 00:01:10 And how many children were there in your family?

Yvonne G. Stewart: 00:01:12 Three.

Dorothy Huyck: 00:01:13 Which one were you?

Yvonne G. Stewart: 00:01:15 The oldest.

Dorothy Huyck: 00:01:18 And how old was the next sibling?

Yvonne G. Stewart: 00:01:21 There are 16 months between each sibling, all female.

Dorothy Huyck: 00:01:30 Did you grow up in Texarkana?

Yvonne G. Stewart: 00:01:31 Yes.

Dorothy Huyck: 00:01:31 And you graduated from high school there?

Yvonne G. Stewart: 00:01:34 Yes.

Dorothy Huyck: 00:01:37 What about college?

Yvonne G. Stewart: 00:01:38 My undergraduate degree is from, good heavens, Texas State College for Women, now called Texas Woman's University.

Dorothy Huyck: 00:01:47 Where is that?

Yvonne G. Stewart: 00:01:48 Denton.

Dorothy Huyck: 00:01:49 And what year was that?

Yvonne G. Stewart: 00:01:51 That was 19 – Good grief. 1957.

Dorothy Huyck: 00:01:56 And what did you major in?

Yvonne G. Stewart: 00:01:57 I was a language major.

Dorothy Huyck: 00:02:01 Let me go back a minute and ask, were your parents college graduates?

Yvonne G. Stewart: 00:02:04 No.

Dorothy Huyck: 00:02:04 Neither of them?

Yvonne G. Stewart: 00:02:05 Neither of them.

Dorothy Huyck: 00:02:06 What was your father's occupation?

Yvonne G. Stewart: 00:02:07 He was a research engineer for American Telephone and Telegraph.

Dorothy Huyck: 00:02:11 And your mother?

Yvonne G. Stewart: 00:02:13 She has recently been a florist. She had worked in a variety of jobs throughout her life.

Dorothy Huyck: 00:02:20 When you were growing up, was she a florist?

Yvonne G. Stewart: 00:02:22 Yes.

Dorothy Huyck: 00:02:26 You attended graduate school?

Yvonne G. Stewart: 00:02:27 Yes.

Dorothy Huyck: 00:02:28 And you have a master's?

Yvonne G. Stewart: 00:02:30 Yes.

Dorothy Huyck: 00:02:31 From which school?

Yvonne G. Stewart: 00:02:32 The University of Arizona. My master's is in anthropology.

Dorothy Huyck: 00:02:35 Have you done additional graduate work?

Yvonne G. Stewart: 00:02:37 No.

Dorothy Huyck: 00:02:38 I'd like to ask about this educational period during high school and college.

Yvonne G. Stewart: 00:02:44 Yes.

Dorothy Huyck: 00:02:45 Who was it that encouraged you, parents, teachers, a professor, somebody in community, or maybe no one at all?

Yvonne G. Stewart: 00:02:53 I think everybody.

Dorothy Huyck: 00:02:54 Everybody?

Yvonne G. Stewart: 00:02:54 Yes.

Dorothy Huyck: 00:02:55 [crosstalk 00:02:55].

Yvonne G. Stewart: 00:02:55 Literally, my parents definitely wished for me to continue. In fact, I don't think they ever considered anything else. They both felt badly that they had not been able to continue for financial reasons. There were three females in the family. We were all considered as males in the sense that I never realized until I got out into the world that perhaps males or females might be treated differently in terms of career choices and that sort of thing. We were always encouraged to do whatever we wished, and I think my

parents truly believed that was possible at the time. I know now of course it is, but you have to fight a little bit for it.

Dorothy Huyck: 00:03:37 How did they evidence this, this encouragement to do whatever you want to do without any distinctions between males and females?

Yvonne G. Stewart: 00:03:51 I think it was just in the general tone of the conversations that we had more than anything else. I was never compared to males, for one thing. There were only, of course, females in the family; and it literally just never came into consideration at all. It was a matter of, not necessarily you do what you wish. They had some things that they would have preferred that I did. They turned out to be slightly unrealistic. But simply that I should go ahead and do whatever I wished to do, however.

Yvonne G. Stewart: 00:04:30 I think that's really as well as I think I can document it. I don't remember exactly. It was a whole general attitude. Certainly, teachers at school felt that everyone – I think our high school was that way. Most teachers were interested, very interested in the children. Even though knowing educational systems better now, the school was not good in the overall sense from that point of view. It's much better that I see in my children's high school now, much better. And they did encourage everyone.

Yvonne G. Stewart: 00:05:04 I think most of the people in town, or at least my closest friends, that sort of thing, family friends, all felt that everyone, male and female, should continue with schooling, definitely, and/or have careers if they chose, which was, looking back on it may be a bit unusual. Everyone did. I just never considered anything else.

Dorothy Huyck: 00:05:31 In high school, did you take courses in math and science?

Yvonne G. Stewart: 00:05:38 Yes. We were required to.

Dorothy Huyck: 00:05:39 These were required college prep?

Yvonne G. Stewart: 00:05:41 Exactly.

Dorothy Huyck: 00:05:43 They were not then courses that were considered more appropriate for boys to take?

- Yvonne G. Stewart: 00:05:47 No, everyone took them. I did not take however, advanced math courses. Those were more appropriate for boys to take. And I find, too, that I now feel stupid in that. Yes, I had in junior high school led the class in algebra, and never again, I guess I had geometry after that, never again took a math class until I found that I could not graduate from college without having trig and algebra and found much difficulty in getting into it. I had made some sort of transition, I think mentally then, because I couldn't have made such good grades the first time around; and I continue to feel that way about math.
- Yvonne G. Stewart: 00:06:31 I've intended for years to go back into – I'm certain that I can do math. But I've intended for years to go back into some sort of prep course and get into it just haven't had a chance to get around to it. It's one of those things I'd like to build my ego up on. I'm sure I can do it, and I just don't like not being able to.
- Dorothy Huyck: 00:06:50 Was this true also in the science?
- Yvonne G. Stewart: 00:06:53 Yes, pretty much in the hard sciences.
- Dorothy Huyck: 00:06:55 You took science in school as it was required for college?
- Yvonne G. Stewart: 00:06:58 Yes.
- Dorothy Huyck: 00:06:59 Prep [crosstalk 00:06:59].
- Yvonne G. Stewart: 00:06:59 And I enjoy it now. I enjoyed science in college. I, and again, did not get around to that until my junior year in college, probably would have been a biology major in blood research if I had gotten there early on. There just wasn't time. My family didn't have the money to let me have another major, and I don't think I, for some reason, ever considered working to switch my major and continue that way. But I was much more interested in hard sciences as it turned out than I was in languages.
- Dorothy Huyck: 00:07:32 Had you taken sciences in high school?
- Yvonne G. Stewart: 00:07:35 Yes. But even with my saying they were encouraging teachers, we had one of those dreadful people teaching science, several in fact, who had been teaching for many, many years who were quite old, not interested, and we primarily did things like read out loud from the book, that

sort of thing, yes, so that I really didn't have a science background at all.

- Dorothy Huyck: 00:07:58 Okay. Is it correct to say then that had you had more math in high school and more of an adequate science background, you probably might not have majored in languages in college?
- Yvonne G. Stewart: 00:08:10 I'm certain of that. I definitely would not have majored in languages in college.
- Dorothy Huyck: 00:08:14 Language was a more traditional major for females, I presume?
- Yvonne G. Stewart: 00:08:18 Yes. Actually, it was an unusual major at the time, though. There were not that many people majoring in it. I'm really not quite sure why I did. At about that time I was floating. I did well in Spanish, which was my – I was in both Spanish and French, and it had been required since I was quite young. I had, oh my, the fantasy of being an international interpreter, which is, again, looking at it from a realistic point of view, at age 43, instead of that age, almost impossible if you're not around and near a language for a long time.
- Yvonne G. Stewart: 00:08:57 It took me till about my junior year in college to figure that out, by the way. And my parents, that's why I say that sometimes my parents' ideas were unrealistic. They also encouraged that, but they too just weren't worldly enough to realize that was not a realistic major. It did help me get my first job, but it was not a job as a language major.
- Dorothy Huyck: 00:09:18 All right. I'll come to that. Did you play with boys as a child?
- Yvonne G. Stewart: 00:09:24 Yes.
- Dorothy Huyck: 00:09:24 Were are you a tomboy?
- Yvonne G. Stewart: 00:09:27 No.
- Dorothy Huyck: 00:09:28 No evidence of that?
- Yvonne G. Stewart: 00:09:30 No.

- Dorothy Huyck: 00:09:33 Were their extracurricular activities that you were involved in, in growing up through high school or college that were pertinent to your Park Service work later on, helpful?
- Yvonne G. Stewart: 00:09:43 Yes. Yes. Yes.
- Dorothy Huyck: 00:09:45 Such as?
- Yvonne G. Stewart: 00:09:45 Well, I was in Girl Scouting for a long time and later did Girl Scout leading and was camp counselor at Girl Scout camp. I paid for most of my college by teaching swimming lessons. Always, again, growing up in the South, I think there's a great deal of physical activity among people who are not tomboy types, females who are not tomboy types. As a matter of fact, I always hiked, swam. That sort of thing had always been in the out of doors. My parents fished, and we were always camping and fishing and things like that. So, I've always spent great deal of time in the out of doors.
- Dorothy Huyck: 00:10:28 And you've seen that as helpful since then, as far as the Park Service is concerned?
- Yvonne G. Stewart: 00:10:32 Well, I think everyone in the Park Service is very much interested in conserving and caring for the out of doors. And I think almost no one works for the Park Service who doesn't just feel better when they're out in the parks. So that, yes, I think it definitely was a help. Yes. That's a general inner feeling that you almost have to have to be a good Park Service employee, I think.
- Yvonne G. Stewart: 00:10:52 I consistently see that everywhere except perhaps among clerk-typists. I don't see it among that, or procurement clerks. And I really do specifically mean that, whether they're male, female, or anything, they seem to be of a different breed of cat.
- Dorothy Huyck: 00:11:10 When you graduated from college, was it then that you took your first job?
- Yvonne G. Stewart: 00:11:15 Oh, no. I had worked from the time I was in about the eighth grade.
- Dorothy Huyck: 00:11:19 What did you do for a career in the eight grade?

- Yvonne G. Stewart: 00:11:24 Well, it wasn't a career, of course. These were part-time jobs, and we were not wealthy. I think my first job was working behind the candy counter in Cresses' [phonetic], and I wrapped in department stores, did typing work, secretarial work, taught swimming lessons, worked for the Red Cross. Oh, gosh. By the time I was graduated from college – Of course, when I was in college, I was a TA. By the time I graduated from college, I probably had 15 or 20 jobs with just a wide variety of things.
- Yvonne G. Stewart: 00:11:59 I also had done a great deal of charity work, too, which is another thing growing up in the South you're encouraged to do. So, I had candy striping and, oh, good grief, the equivalent of sewing quilting bees, where you make things, handling – teaching disabled people to swim. Oh, gosh. There was a really wide range of that sort of thing, campaigns for collecting money and all sorts of things.
- Dorothy Huyck: 00:12:28 And when you did graduate from college, you took your thirty-third job?
- Yvonne G. Stewart: 00:12:33 Really, yes.
- Dorothy Huyck: 00:12:34 And what was that?
- Yvonne G. Stewart: 00:12:36 Oh, my. I was an airline stewardess.
- Dorothy Huyck: 00:12:38 For which airline?
- Yvonne G. Stewart: 00:12:38 American Airlines.
- Dorothy Huyck: 00:12:40 For how long?
- Yvonne G. Stewart: 00:12:41 Nine months. The reason I say that language could be used, my regular trip was to Mexico City; and I was paid extra for speaking Spanish.
- Dorothy Huyck: 00:12:52 And at the end of nine months?
- Yvonne G. Stewart: 00:12:54 I was married.
- Dorothy Huyck: 00:12:54 And you were married in what year?
- Yvonne G. Stewart: 00:12:58 1958.

- Dorothy Huyck: 00:12:59 And were you employed during the time that you were married?
- Yvonne G. Stewart: 00:13:06 No. I became immediately pregnant and spent the next – I’m very bad at math, as I said before – a very long-time raising children until I returned to graduate school in 1969. You’ll have to do the math on that yourself.
- Dorothy Huyck: 00:13:26 Let’s ask what your children’s ages are?
- Yvonne G. Stewart: 00:13:28 All right. I have a son who is 19, a daughter who is 18, and a daughter who is 16.
- Dorothy Huyck: 00:13:35 And what was your husband’s occupation?
- Yvonne G. Stewart: 00:13:41 He was in the Air Force, a colonel in the Air Force, well, when he died.
- Dorothy Huyck: 00:13:50 Was that at Vietnam?
- Yvonne G. Stewart: 00:13:51 Yes.
- Dorothy Huyck: 00:13:56 You went back to graduate school then in ‘69?
- Yvonne G. Stewart: 00:13:59 Yes.
- Dorothy Huyck: 00:14:01 Here?
- Yvonne G. Stewart: 00:14:02 Yes. In fact, I had to move here for graduate school. That’s specifically the reason I moved to Tucson.
- Dorothy Huyck: 00:14:09 And then you actually took off in a whole new area of anthropology?
- Yvonne G. Stewart: 00:14:13 Yes. I had a real reason for that. Pardon me. My husband was killed in Vietnam, but he was declared missing in action in 1967. After settling in and deciding I would wait for a long time, which, of course, I did, I found that waiting meant sinking downhill and in limbo. I decided that I would have to find something that was really interesting.
- Yvonne G. Stewart: 00:14:39 All the reading that I had done through the years seemed to fall into anthropology and archeology, so I decided that would be it. I chose the University of Arizona because it was the only one of the ten best schools in anthropology that was not in a major city complex, and I did not want to

raise my children in a major city complex. It's perhaps not the best choice of graduate school, but it's worked out very well as a matter of fact.

- Dorothy Huyck: 00:15:05 How did you find being a student and a single parent?
- Yvonne G. Stewart: 00:15:10 Very, very difficult. It was hard work, really hard work. The first two years were particularly difficult. After that, it settled down. But I had, well, for one thing, ego problems, as anyone returning to graduate school does. There were at that time, no – I noticed that they now have evening courses for females and other people to help them adjust to that sort of period. I felt very old. I was only 31 at the time, and I felt ancient. It was difficult to relearn studying. The whole thing, it was very, very difficult, very difficult.
- Dorothy Huyck: 00:15:49 You must have learned some skills then that carry over into your Park Service life in terms of being a single parent and an employee?
- Yvonne G. Stewart: 00:15:56 Oh, yes. Oh, yes. I also, by the time – I just started working with the Park Service in 1975 – and by that time I had been handling the family and all the family finances and all that sort of thing, even unrelated to school, for a great many years. Bob was shot down in 1967, so it's quite a long time. I had a long background of handling essentially managerial things before I ever took a job at Park Service.
- Dorothy Huyck: 00:16:27 Were you in school full time from '69 into the '70s?
- Yvonne G. Stewart: 00:16:33 No, I alternated semesters. I took a half course load one semester and a full course load the next semester, is essentially how I operated. And that was from '69 through '73. I did do field work in the summers, if I could get field work where I could bring the children and not have them intrude on the field crew and vice versa, as a matter of fact. So, I had to be a little careful where I did my field work.
- Dorothy Huyck: 00:17:02 And therefore you actually finished your master's degree in what year?
- Yvonne G. Stewart: 00:17:06 '73.
- Dorothy Huyck: 00:17:06 '73.

- Yvonne G. Stewart: 00:17:06 Mm-hmm (affirmative). And actually, that only came, I could have finished it sooner. I was unwilling to make the decision to go ahead and begin working, actually. I sort of drug out going to graduate school until the end of the war came and I knew for sure that my husband would not be returning. Then I made a decision to go ahead and, of course, follow the career.
- Yvonne G. Stewart: 00:17:28 I actually got into it in an effort to have an interest rather than something besides just being around the house rather than thinking of a career per se and hoping of course that if my husband was declared dead, I'd be able to make a decent living after.
- Dorothy Huyck: 00:17:46 Did you then enter the Park Service as your first job [crosstalk 00:17:49]?
- Yvonne G. Stewart: 00:17:49 No. Oh, no. I had begun working. I held a variety of jobs as research assistants and so forth at the time I was in graduate school, particularly for summer excavation projects. I had been working off and on, on a contract basis with Arizona State Museum since, I believe, 1972 and continued to do so until 1975 when I began work with the Park Service. That way I could work as I chose. They would call and say, "Do you wish to take this particular contract?" And if I had something to do at home, then I would not take the contract. I could choose my time and money and so forth. It was a very handy thing.
- Dorothy Huyck: 00:18:36 And when in '75 then did you formally enter the Park Service?
- Yvonne G. Stewart: 00:18:40 I believe it was January the sixth, as a matter of fact, 1975.
- Dorothy Huyck: 00:18:44 I presume you have veteran's preference.
- Yvonne G. Stewart: 00:18:46 I did not at the time. I do now. My husband was just declared dead this April.
- Dorothy Huyck: 00:18:51 [crosstalk 00:18:51].
- Yvonne G. Stewart: 00:18:51 So, until that time, I did not have it. I have made everything on my own hook without the veteran's preferences, as a matter of fact.
- Dorothy Huyck: 00:19:00 And at what grade did you come in?

- Yvonne G. Stewart: 00:19:02 GS-7.
- Dorothy Huyck: 00:19:03 Archeology?
- Yvonne G. Stewart: 00:19:04 Yes.
- Dorothy Huyck: 00:19:04 And what is your current grade?
- Yvonne G. Stewart: 00:19:07 GS-9. I should be promoted to an 11 within the month, I hope. If it comes back from – We had a call for personnel that it should be coming through pretty soon. All the signatures are not done.
- Dorothy Huyck: 00:19:26 What have you been working on since January 6th of 1975?
- Yvonne G. Stewart: 00:19:30 Oh, my. Do you have another several hours? There's been an extreme variety. I was originally hired to write a, it was a research project, an archeological overview of Petrified Forest National Park. I was immediately put on within a week. Great Scott! Field work in Organ Pipe Cactus and another major project at Coronado National Memorial which involved writing research designs and getting a field crew and the publication at the end and so forth.
- Yvonne G. Stewart: 00:20:10 And there were just a series of things like that that happened. Keith was understaffed and over-projected, is essentially what it amounted to; and so, it continued that way for about a year and a half, gradually picking up more and more responsibility. I was a temporary employee at the time, gradually picking up more and more responsibility and handling more and more decisions. That sort of thing.
- Yvonne G. Stewart: 00:20:35 He had been looking for a permanent job. I was one of several people who were working as temporaries or had worked as temporaries that were considered, and was chosen, luckily. A fluke position came up. You know how hard positions are to get in the Park Service. And he was able to put me in that position as a 9, as a matter of fact.
- Yvonne G. Stewart: 00:20:58 Again, in that position I acquired more and more responsibility and more and more variety, in what I was doing, including – Let me see. Well, I have handled entire projects, budgeting, coordination, of course, with all the parks, acting chief. Isn't that funny? It's very hard for you to remember everything. Essentially acted, since that time, as an administrative assistant to him, is basically what it

amounts to, aside from professional review of things, publications and so forth, that come in; on occasion helping with contracts or being completely in charge of setting up the contract and carrying it through; all the professional, the actual professional writing.

- Yvonne G. Stewart: 00:22:02 I think I've had about four, I say publications tongue-in-cheek. They're not publications in the sense that their technical publications is essentially that. I'm trying to think how many actual field projects I've run, and I just can't remember; about ten, I think. Continue to do the professional things if we don't have employees to do, writing national registry nominations, all the different aspects of cultural resource management that we have in the office I have at one time or another done.
- Dorothy Huyck: 00:22:37 I'd like to ask supervisors during this period.
- Yvonne G. Stewart: 00:22:43 Yes.
- Dorothy Huyck: 00:22:43 Have you found your supervisors most during this Park Service career to be encouraging or discouraging or possibly both?
- Yvonne G. Stewart: 00:22:54 It depends on what you mean by encouraging and discouraging, as a matter of fact. That varies. I would say both and never discouraging, purposely. Definitely encouraging, but not – That's a personal variable and what one person might consider – I'm not trying to hedge on this, but I just want to make it clear – that what one person might consider encouraging and I'm speaking as a supervisor now, another would think might not be much of anything. My particular supervisor is not a complimentary person.
- Yvonne G. Stewart: 00:23:38 And, again, that's personal. He just doesn't think about that sort of thing. Whether he has been pleased or displeased with the project, I guess after I did my first publication, it was two years before I heard from someone else that he really liked it a lot and had a lot of rewarding feedback from it, that sort of thing. Not really interested on a practical basis in career counseling, that sort of thing.
- Dorothy Huyck: 00:24:14 I take it that there's been no purposeful discouragement, though, from what you're saying?

- Yvonne G. Stewart: 00:24:16 No. Absolutely, no purposeful discouragement. There has been some unpurposeful discouragement, but never any purposeful discouragement at all. No. In fact, he has taken every opportunity to let me expand. He does not take the opportunity to help me learn how to expand. That has to come from me, and that's okay. I'm both assertive and aggressive, so I don't mind learning. He has from time to time, there have been discouraging in that sense.
- Yvonne G. Stewart: 00:24:48 I, for instance, began doing budgeting. I had been doing project estimating before I worked here. But I began doing budgeting within the National Park Service budgeting process before I knew how to do it and begged for help. Did not get any. I begged to go to a training session where I could learn how to do it. This was before I was a permanent employee, actually. I was still a GS-7 at the time and still didn't really get any help. Most of the things of that nature, I have learned myself by going to various people and asking them how to do this. I just found out who I could find out things from, so I learned how to do it that way.
- Dorothy Huyck: 00:25:28 Your request to go to this training session then was not approved?
- Yvonne G. Stewart: 00:25:31 No. Well, I was a temporary employee. He doesn't feel strongly about Park Service training courses. And after having been to a few, I can understand why, as a matter of fact. This particular one is very good, and I did eventually last year get that course. By the time I had the course, I, of course, knew the whole course up one side and down the other. But that's okay. I did learn a few other things in the course.
- Dorothy Huyck: 00:25:55 You've been sent to a variety of these courses?
- Yvonne G. Stewart: 00:25:58 No. I've only had two training sessions, that one, and I went to safety for first line supervisors last January.
- Dorothy Huyck: 00:26:10 You commented on knowing about some of the Park Service courses, I see.
- Yvonne G. Stewart: 00:26:15 That's from I've been to some short-term courses. I think there's a lot of wasted time on Park Service training courses, a great deal of wasted time. They seem to me to be set up for the least level of understanding rather than highest level. They move very slowly, very slowly it seems

to me. That may be because I think many people here feel that way, and it's perhaps because most of us have graduate degrees and are used to being in really fast-moving courses. That could be it.

Yvonne G. Stewart: 00:26:57

I think many of them could be taught in half the time that they are, and we could save a lot of per diem travel money and other kinds of things, that sort of thing. Quite frankly, if that's the sort of thing you'd like to get into, I think that Park Service loses a great deal of money by poor planning, a great deal of money by poor plan, not just money. I'm using money because I know that's something that really people both in Park Service and other areas seem to sit up and pay attention to.

Yvonne G. Stewart: 00:27:29

But I think that poor planning pretty well characterizes, from a management point of view, pretty well characterizes the Park Service, very poor planning. And I think that's across the board from the highest to the lowest levels, as near as I can see. Mind you, I am not operating at the highest levels, however. I understand that fully. But from the level of regional directors on down, it seems to me very, very poorly planned, very much unwillingness to – The old boy system.

Yvonne G. Stewart: 00:28:02

And I'm not thinking in terms of getting jobs and so forth here, but the general attitude to me seems to be, "Why change at all if we've been getting along just fine for such a long time?" And I can understand that point of view to a certain extent. There are hundreds of ways that within just this region things could be changed just slightly to have all sorts of operations, I think, come out a lot spiffier, and I don't mean – I have to talk in terms of archeology right now, although I've seen it in other sorts of areas.

Yvonne G. Stewart: 00:28:43

It's very easy to set up systems where you can know, even without a lot of extra money, at least what your resources are and where they are and show park managers or help them to manage their archeological resources and give archeological clearances from here, which is of course what I'm involved in. It's a very easy thing. I've made suggestions since the second week that I worked. They're just now as of this week starting to be followed through, as a matter of fact, major suggestions.

- Yvonne G. Stewart: 00:29:28 That is partly, of course, directly related to my supervisor; but it's more directly related to the intertwined interrelationships. And I'm not talking about personal interrelationships now, but just that the intertwined chains of command, the way the monetary system is set up so that it doesn't necessarily correspond to the hierarchical system, double hierarchical system set up where one group takes care of one part of a certain thing and another group takes care of another part of a certain thing when you could cut each group down to a third and combine them, that sort of thing is the kind of thing I'm talking about.
- Yvonne G. Stewart: 00:30:10 I was glad to see that there were management studies being done. I don't know what has happened as a result of it, and I'm feeling a little cynical. I doubt that a lot will happen as a result of it, but I was glad to see that. I was also glad to see Civil Service Commission is going to be--help to get rid of incompetent employees. Since I am talking so much, on the other side, one thing I think that really does characterize both at all levels of management and all lower levels too, is a true and honest desire for parks to operate well. People just seem to be so entrenched in, "This is the way it's always been," that it's hard to switch over into something that might work a little bit better.
- Dorothy Huyck: 00:30:56 It seems as if you may be saying that there is not enough recognition of innovation and the fact that innovation could bring about some creative changes. Am I generalizing too much?
- Yvonne G. Stewart: 00:31:12 No, because I think I said it that way, and I'm not sure that's exactly what I meant, although there certainly is that. Oh, I'll have to think just a minute to -- The sorts of changes that I'm thinking about can sometimes be generated by people at my level. But mostly the sorts of changes that I'm thinking about would be better generated from higher levels, and they're not being seen -- somewhere, someone.
- Yvonne G. Stewart: 00:31:44 If we at lower levels can see them and even see how to change them, then somewhere, someone at higher levels is not taking a close enough look at how things are done in and organized; or if they are, and this is what I really think is the case, they know it's there and they don't care. That's what I really think, as a matter of fact. I think that's pretty well happening. You can't help but know that there are

double systems for various things operating and not be willing to do something about it. As a matter of fact, you can't help but know that.

Dorothy Huyck: 00:32:18

I gather that in one case, at least, you early on in your career at the Park Service made a suggestion that is just now being implemented?

Yvonne G. Stewart: 00:32:24

Well, it was a whole series of suggestions, and they directly relate to what happens within my own division, as a matter of fact. I mentioned specifically the database because I had done other work in cultural resource management. One of the things that had to have instantly, you cannot tell what is going on if you don't know what the resources are. We still can't tell because we still don't know what the resources are. We don't have anywhere in the region maps which show where all the archeological sites are and that sort of thing. Oh, no.

Yvonne G. Stewart: 00:32:56

They do exist, but you have to call them. Sometimes in a particular park, you might have to call them from, oh, 45, 50, 60 maps. And there are parks which have two, three or 4,000 sites now so that you have to – Well, I'm exaggerating a little bit, but the largest I know is almost 2,000. But still, that's mostly unsurveyed, so you can figure that there are six or eight times as many sites within the park. No maps or files located in one spot which show exactly what areas have been surveyed and at what intensity.

Yvonne G. Stewart: 00:33:34

The kinds of things where we could easily over the telephone take care of things, we're just now getting into that, take care of things over the telephone by looking at the same maps instead of having to spend a great deal of money sending an archeologist out to survey, which is not to say that won't happen anyway in an unsurveyed area. Of course, that would have to be done. But that sort of thing, it's so simple.

Yvonne G. Stewart: 00:33:56

Check-off systems for making sure that particular things have been done, filed, and put away. The dual system or one of the dual systems that I'm talking about, of course, operates between this division and another area to drop that, to at least separate the authority so that two groups of people are not doing the same thing and creating problems with park managers in the sense that they're not quite sure

how to turn to. No memos to park superintendents saying, “This is how we operate, and these are the laws that we operate under,” since apparently there’s nowhere that I have noticed—

- Yvonne G. Stewart: 00:34:42 And it may, again, exist because I don’t have access to some sets of information – but I don’t believe that park managers are really informed about what all the environmental laws are, that sort of thing. Just in general, no educational program to let people know. Again, most of these things are now being done. Many of them are either at my suggestion or at the suggestion of others at my level who came in about the same time who had done cultural resource management of that sort.
- Yvonne G. Stewart: 00:35:23 We couldn’t believe, and I still find it hard to believe, that wouldn’t be the first thing done and then after that you can do other things. Park Service is disorganized. That’s all there is too it. It’s disorganized. That’s really as much as I need to say on that, I think.
- Dorothy Huyck: 00:35:45 All right. Okay. There are some who consider that Park Service is rather a male-oriented organization. Do you?
- Yvonne G. Stewart: 00:35:57 Yes, it definitely is male oriented in the sense that there’s a higher percentage of male employees than female, gigantically higher percentage of male employees. It is male-oriented, too, and I’m going to switch to female-oriented rather than male oriented. It is not female-oriented. The prejudices that occur, however, are not overt prejudices, almost never. I only know of two cases overt out-and-out prejudice where, say, an EEO complaint or something of that nature could have occurred.
- Yvonne G. Stewart: 00:36:45 It’s a lot more insidious than that, I think, a great deal more. And I think that two things. First of all, when it occurs, rarely are the men aware of the fact that they are prejudiced. I wasn’t kidding when I said it’s not overt, and they do not mean to be prejudiced. The intentions are very good, I think, clearly throughout the Service. They more frequently occur at lower levels than they do at higher levels.
- Yvonne G. Stewart: 00:37:16 It’s been my experience that most really excellent managers have absolutely no feelings whatsoever about whether a person is male or female, but they will sit back and wait

and see how good they are and then make their decision rather than maleness and femaleness doesn't count at all in that. I do say good managers have, where I think perhaps others may not do it quite so well.

Yvonne G. Stewart: 00:37:45

The sort of thing – Let me try to think of a good example. Again, that sort of thing is so subtle. I'm sure you've been faced with the kind of thing that I'm thinking of, that it's almost impossible to pinpoint it is actual prejudice and yet you know. Not too long ago, I was at one of the parks on a task force, and all the other people on the task force were male. Okay? It was perfectly okay that I was female. Nobody thought anything about that, and they were aware of my professional reputation. Most of them I had worked with before. So, there were no problems at all.

Yvonne G. Stewart: 00:38:26

One person, however, I had not worked with before, he found me, as a female, attractive. One morning I was driving one of the trucks from here, and he was driving another one. We're both meeting at the gasoline station early in the morning. We had to get going early in the morning to get done what we had to do. And he leaned over yelled from his window to mine, there was another male sitting in the right-hand seat, to the other male, "Does your wife know that you're sitting in the car with a beautiful woman this early in the morning?"

Yvonne G. Stewart: 00:38:59

Now, he intended that, and I know he did, as a compliment to me. He did not – But I'm a professional female working in a professional job, and that demeans me as far as I'm concerned. I came back and mentioned it to my supervisor and a male equal worker who both felt that I was being grossly uptight. Now, I mentioned it casually, not like something should be done. That's one of those things, obviously, that you don't go around stomping about. You try to get it stopped, but quietly. And they both thought that I was being very sensitive and feminine. Okay?

Yvonne G. Stewart: 00:39:39

Yes. And that's the kind of thing that I'm speaking that. They did not at all consider that to be an erosion of – That's the sort of—

Dorothy Huyck: 00:39:52

An erosion of one's professional status?

Yvonne G. Stewart: 00:39:54

Exactly. Exactly. Because they both feel that way, of course, themselves. I frequently listen to that sort of remark

around here. In fact, constantly listen to that sort of remark around here. About six months ago, I finally said to my supervisor – And again, I consider him a good supervisor. It's not this is – He clearly recognizes, first of all, that he has difficulty with that, and he tries very hard to be sure that he hires many females and all those overt things. Again, I say, it's subtle. It's not – And yet – Darn it. I forgot what it was going to say on that. I'm sorry about that.

Yvonne G. Stewart: 00:40:37

And yet still this sort of thing occurs. Oh, I know what it was. I've listened to so many jokes about females and on and on and so forth. And that's okay. I can make jokes about males and so forth, too. It's a reciprocal kind of thing. But sometimes they get really hard and tough about feminism and so forth until I finally said to my supervisor about six months ago, that kind of joke to me was the equivalent of something that he would never do, never joke.

Yvonne G. Stewart: 00:41:10

It was exactly the same thing. The very fact that you make the joke at all shows a sort of prejudice. That's all there is to it. I'll really give him credit for that. He thought for about a week about it and finally came to me, and he said, "I won't be doing it anymore because it's true." But he has. Those are ingrained things that people have almost learned by osmosis, and it seems to me that the only way to get rid of that sort of thing is to maintain your dignity always, be professional always, be female and feminine always, by the way.

Yvonne G. Stewart: 00:41:47

I feel strongly about being – I am a female, but to be very firm, not so much about the jokes. Be very good at what I do. I have to be better at what I do, still. It shouldn't be so with all the laws, but it's true. I'm better at what I do than my male equivalent are. That's all there is to it, and I am promoted later. I'd like to talk about that sort of thing also. I had to really stomp for this promotion that I'm going to get, really stomp hard, when I had a man in my office carrying a quarter of the work that I was at a GS-12, fully \$5,000 a year more than I was for much less the responsibility, much less the responsibility. And as long as I didn't stomp about it and really make waves—

Dorothy Huyck: 00:42:41

How did you make waves?

- Yvonne G. Stewart: 00:42:42 Oh, well I hate to admit that. I can be a railroader. It's been almost a year now. First of all, I might as well just go through the whole thing. First of all, I've been getting job inquiries from many other places for a while at the GS-11 level. I have been doing the work of a GS-11 since about the time I became a 9. It has been expanding and I can, after supervising a few people myself now, see where, to give him credit where credit is due, my supervisor would have wished me to learn a few more things, expand a bit before he might do that.
- Yvonne G. Stewart: 00:43:25 But even with the expansion, it didn't make any difference. He did not think of it by himself ever, nor even when he was aware of the difference between my male cohort and me, did he consider really doing anything about it as long as no one made waves. When I received word that my husband would be declared dead, that meant that I would have a widow's compensation rather than my husband's salary, which is why I had been willing to let things go and not really make waves. I was financially well taken care of. I still am on my own, but as I expand professionally and in a managerial way, it seems more and more important to me that I be paid for my real work.
- Yvonne G. Stewart: 00:44:21 I don't like for people to not work well for me, and I want to pay them what I think they're worth. It's only just plain ordinary fairness. A year ago, I went to him and said, again, I stress on a non-emotional basis because I get that sort of joke when I am not an emotional person around the office, quietly and said that I was going to need to either look for another job or receive a promotion here for what I felt was the job that I was doing because I had to make sure that I was well taken care of and that I was able to maintain the standard of living with which I was accustomed, but primarily argued on the basis of what I was doing in my job and what other persons in equivalent jobs in other federal agencies were being paid.
- Yvonne G. Stewart: 00:45:19 My supervisor really had never paid any attention to that sort of thing, what equivalents are paid. For instance, in the BLM, in an area that I deal with extensively, the Death Valley Lake Mead area, that sort of thing. A person who is running a large survey is paid at the GS-11 level, rather than the 5 or 7 level in this office. I think they're perhaps overpaid, frankly, for what they do. But a person who is a 9 never has the sets – I have the same sets of responsibility

that many the 13s have in other federal agencies. An 11 is perfectly okay for right now. Later, I will wish more as I learn more, and I will wish more responsibility, too.

Yvonne G. Stewart: 00:46:12

But it was not fair. I asked him to consider for promoting me for a while, realizing full well that part of that depended on his budget as well but that was going to be his problem. As a matter of fact, it really is his problem. And to get a yes or a no answer that I didn't have to have explanation or anything like that, it was just a professional request so that I could consider other possibilities and have some basis upon which to make up my mind, as a matter of fact.

Yvonne G. Stewart: 00:46:44

And I waited, and he would from time to time, every two or three months say, "Well, I'll get to it. I just haven't gotten to it." Well, that was of course stupid on my part, because after waiting for a while, one should go ahead and make the decision. I like Tucson. I have a child in high school, and I really preferred to stay here and keep her in high school, not move her before that time. As a result of that, however, I have made up my mind, as much as I dearly love the Park Service, if this sort of thing occurs again, I will switch agencies. I had a major inquiry yesterday for a very nice job, and I will do it if I had to and be able to expand and everything.

Yvonne G. Stewart: 00:47:25

Anyway, he did not consider it until two months ago. Yes, when it became – Well, two things were happening. Again, the male cohort was being brought more and more. He had not previously worked in cultural resource management, although he had been under the umbrella of Keith, you might say. Oh, I said a name, and I apologize. Anyway, he did not have the experience and background to make decisions about particular things, and still I was doing that sort of work.

Yvonne G. Stewart: 00:48:08

Keith decided to reorganize the office in a hierarchical manner, which would have left my male cohort in charge of everything that I had done before and would have put me in charge of all the – Essentially, the head of the map room, that kind of thing. Now, it was done as a manager. It's not a bad – There are five or six ways at least that you can always organize things and had the previous situation not existed and had he been able to pull in two people at two different levels, that would have been a very nice organization. It's a very good way to organize our division.

It could have been done very well. But given the situation, it was to put it mildly, very bad.

Yvonne G. Stewart: 00:48:56

And again, I went in and talked about it, and he thought that over and decided that perhaps we'd do something different so that he wrote up our PDs as equivalents. The way they were written up we're at about the GS-7 level. Well, he's never really been aware of what goes on. He's slightly absentminded, and he's never really been aware of how much of that sort of work either one of us does, as a matter of fact. He just hasn't been, so that we both unanimously went in and actually really raised cane. And that was upgraded.

Yvonne G. Stewart: 00:49:41

Then when I went in for my annual review, I, for the first time in all these years, lost my temper. He downgraded me extensively. I had made a supervisory mistake. I hired a person to do something who couldn't do the work, and I had to redo the work. It is, however, a supervisory mistake that he has frequently made as well, and it didn't deserve a downgrading. I argued about it, and he did bring the rating back up again. He always grades me harder on those sorts of things than he does, and has said so himself, then he does other people. Without thinking, again, this is that subtle thing that I was talking about, although not so subtle for some of these other things.

Yvonne G. Stewart: 00:50:27

When I lost my temper, I told him the truth about how I felt and how things were and the promotion. I guess he had already decided to put in for the promotion when Donna and I both lost our tempers, as a matter of fact, at the same time about – Well, we had just been doing work that was more important, and my PD has never agreed with what I do, never. But I had had no training in that sort of thing, in management of any sort, so that I wasn't aware of the fact of how important a PD is to other people's understanding.

Yvonne G. Stewart: 00:51:12

Other people that I work with, because I work with many parks and with the Denver Service Center and with other areas where I had to maintain close liaison with quite a variety of people, and they're perfectly well aware of how much responsibility I had and so forth. And people are always stunned when they find out what my GS rating is. So, in that sense, I see a lot of prejudice, yes, unequivocally in that sense. But most of the prejudice is of a much more subtle variety than that sort of thing, much more so.

- Yvonne G. Stewart: 00:51:42 And again, I don't feel that – I have no idea whether this is because I'm a female or not. I suspect some of it is. I also think that some of it is strictly related to, and I see that true with many, many managers, if a thing is maybe not working too well, but still working and nobody is complaining, then they don't change it as long as no one complains. And I've gotten to where now I complain loud.
- Dorothy Huyck: 00:52:24 On the other side of that same issue, is there anyone who has acted as a mentor for you?
- Yvonne G. Stewart: 00:52:30 Yes. And the same supervisor has acted as a mentor and a very good one in many ways, very good one. He's a very complex person, and he has obviously, as anyone does, a lot of really strong points and a lot of not so strong points. And as a professional mentor, he has been super outstanding. As a managerial mentor, he has not been super outstanding.
- Dorothy Huyck: 00:52:59 I think we've answered this question but let me be sure. Do you think that being a woman has affected your opportunities for added responsibility and advancement?
- Yvonne G. Stewart: 00:53:12 In the light of what I've just said, I think you'll get a chuckle out of what I'm going to say, because I think it's affected it favorably, frankly. Even though I may have had difficulty from time to time in this way, I'm always remembered in parks, and I'm always remembered in regional offices in other sorts of areas because I am female and there are so few. I am competent, and competent females at even lower-level management are so few in the Park Service that people do not forget you. And I think that in another few years, it stands me in good stead now, and I think that I will continue to have more opportunities than I've had before.
- Dorothy Huyck: 00:53:59 Therefore, is a competent female sometimes threatening?
- Yvonne G. Stewart: 00:54:05 I've never seen that happen. I don't think that I know any male that I have worked with other than at very low levels – that has twice happened with males I have hired who felt threatened that way – but that almost never happens. I think a great deal of that has to do with the attitude of the female, or course. I almost never see that. I don't think most men are threatened at all. I really don't. I think they're leery at

first and perhaps would wish to wait and see what they really think, but almost never do they feel threatened.

- Dorothy Huyck: 00:54:43 Are there any jobs in the Park Service that you think a woman really should not tackle?
- Yvonne G. Stewart: 00:54:53 No. I can't think of a single one right now.
- Dorothy Huyck: 00:54:55 Do you see any evidence of an old-girl network evolving in the Park Service?
- Yvonne G. Stewart: 00:55:02 I can see how one could start. For instance, when you asked the question about the mentor, there is a particular female in a professional office that I would like to get to know better because I can see her as a mentor for me. Whereas, I think there are very few males that I would have the ability to – [whispers “okay” to someone] – the ability to get close enough to, without other complications, since my direct supervisor does not in that sense act for future career planning, that kind of thing. So, I can see how an old-girl network could begin. Yes.
- Dorothy Huyck: 00:55:41 But you do not see it as of now?
- Yvonne G. Stewart: 00:55:43 I do not see it now. No.
- Dorothy Huyck: 00:55:47 If you look down the road, say five years, how do you see the opportunities for women in general five years from now?
- Yvonne G. Stewart: 00:55:57 That would be – varied answers to that. I think that in general it could be super good. I think right now Park Service is making a large effort to try and do something about it. However, given the fact that there are only a certain number of positions in the Park Service and that females and males, and others have to come through the Civil Service Commission, which has a set of rules that we can't get past, then in fact, things may not change at all in the next five years if the Civil Service Commission itself doesn't change its rules.
- Yvonne G. Stewart: 00:56:32 We here at the center can – We had to hire so many temporary employees that we can make sure, try as hard as we can to, and we do, to hire both females and other minorities and that sort of thing and advertise in different places, although we're dealing mostly with professionals at

least in our office, so that – There are only two or three schools that we can get professionals from and that presents a real problem, too.

- Yvonne G. Stewart: 00:56:59 But unless the rules under which we work are changed, or our organization numbers are changed, then I think it would be very difficult. We may perhaps pull from the ranks, for instance, secretarial pools, that sort of thing and that certainly wouldn't be a bad idea in many, many cases. And that's the only way I can say that there can be a really big expansion.
- Dorothy Huyck: 00:57:22 If one of your daughters expressed an interest in working in the Park Service, would you encourage her?
- Yvonne G. Stewart: 00:57:27 Yes, but it would be dependent. It would depend on what area that she wished to. No, I take that back. Yes. I would encourage her to.
- Dorothy Huyck: 00:57:37 Where would you like to be in five years?
- Yvonne G. Stewart: 00:57:39 Ah, that's the hardest one of all. I'll be honest about that, too, because I'm into what passages calls the typical early-forties decision time, as a matter of fact, and trying to decide whether I would like – Of course, I started very late in my career, so that I still have some more career feelings left more so than the typical male discussed, and I assume would have. I am trying now to make a choice between whether I would like to continue to advance as I think I can and enjoy and be hassled a little or whether I would like to be pleasantly comfortable doing something I enjoy. So, I'm not sure that I can answer that question right now. That's about as good an answer as I can give.
- Yvonne G. Stewart: 00:58:43 I do not, however, which as I understand in reading books about women in management is very atypical for me, all females have an end goal in mind. I never did the whole time I was working. I do my job and see what needs to be done and think about advancing in those terms. But I never wanted to be head of the Park Service or a regional director, or that sort of thing never has occurred.
- Dorothy Huyck: 00:59:12 I've been asking you quite a collection of question. Is there something we've not talked about that you'd like to comment on?

Yvonne G. Stewart: 00:59:22

No, I don't think there really is. I think we've covered--The one thing I would like to say before the interview is over is that we've covered areas that I have been disappointed in or disgruntled with. In general, however, I find Park Service very pleasant to work for, the people in general very pleasant, the job itself extraordinarily pleasing, as a matter of fact. The ability to get paid and still get to deal both with the people and in the parks in an area that I really, really care about, in that sense, it's almost a sin to get paid, as a matter of fact. I really, really enjoy it, and I really enjoy working for Park Service. There are, obviously, some areas that I'd like to see changed, but it's a very nice organization to work for.

Dorothy Huyck: 01:00:18

Thank you.

[END OF TAPE]

[END OF INTERVIEW]