

OREGON STATE

GAME COMMISSION BULLETIN

DECEMBER, 1957



"It takes a pack of people"



By H. R. Newcomb, Personnel Officer

THE LAST time you put your hunting or angling license in your wallet or purse, did you wonder about the people who are behind it? Were you aware that there are around 300 individuals active in managing the fishery and wildlife resources of Oregon for the greatest good of the largest number in the long run? Are you curious about how competent people are selected to help conduct such an extensive business, about how much experience they have had, about their enthusiasm for their work? If so—read on.

The Pyramid of Personnel

We'll mention formal organization only long enough to point out one important part of it. We think of the organization as a "pyramid of personnel" with the field agents, wildlife conservation aides, and operators of our various stations constituting the broad and solid base of the pyramid. From the Director downward through the line and staff group, good channels of communication are provided. Information can move in both directions with little difficulty. Strangely enough, however, word often travels fastest between our people by way of the "grapevine" or "barbed-wire telegraph."

Classified Service

All employees except the Commission-appointed Director are selected on the basis of a merit system which is regarded as one of the best anywhere. Sure, there's room for improvement. Is

there anyone who can't say the same for himself? Everyone who comes to work for this organization must demonstrate by examination of one sort or another that he or she is qualified to do the work. Furthermore, every applicant for a bonafide vacant position can expect to receive careful consideration in accordance with Civil Service rules of procedure. If he is not selected, he can be certain that some other candidate possessed superior experience, training or aptitude for that particular opening.

Size of Organization

In addition to 278 regular, full-time employees, the Game Commission utilizes the services of over 100 temporary and seasonal people at one time. There are temporary positions filled for as little as an hour or two to assignments lasting several weeks. These positions range from "egg pickers" or "fin clippers" at our hatcheries to any of a great variety of miscellaneous occupations including hazing of deer or elk from orchards or hay stacks and even "skin diving".

Morale

Morale is, in part, a matter of employee interest. Perhaps it could be called the awareness of an individual of his part in an organization's operation. Some say that the whole is equal to the sum of its parts. Actually it seems a bit more precise for us to say, the whole is the sum of its parts—PLUS those somewhat indefinable, intangible assets

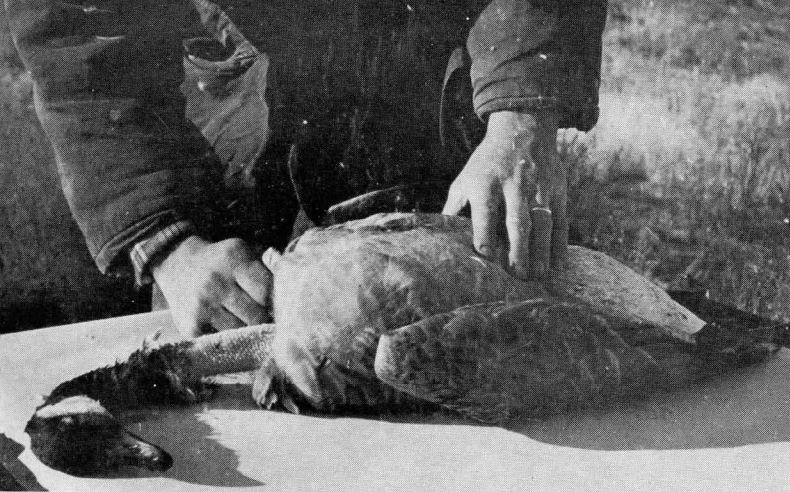
"high morale and devotion of duty" which the Game Commission as an agency possesses in great abundance. Generally accepted as evidence of high morale in an organization are two measurable items: voluntary overtime and low turnover.

Evidence

The first factor, voluntary overtime, shows up clearly in the weekly reports submitted by Game Commission field personnel. The following condensed version reveals the variety of activity required of a district game agent as well as his devotion to duty. The account is highly typical in terms of variety and duration regardless of whether the employee works with fish or game. Although the pay scale is geared to a 40-hour week, it is not often that these people choose to work such short hours.

"Sunday: Wrote letters explaining Game Commission participation in deer fencing agreements. Monday: Left home 4:00 a. m. to conduct Green Peter Mountain deer census sampling. To Lebanon to investigate deer damage complaint. Signed fencing agreement for 70 rods of deer proof fence. Home at 3:00 p. m. Tuesday: Left home at 5:00 a. m. Took Mill Creek deer census sample. Investigated request for pheasant refuge. Investigated water right application. Promised to send fish ladder specifications. Home 6:00 p. m. Wednesday: Left home 11:00 a. m. for Wendling

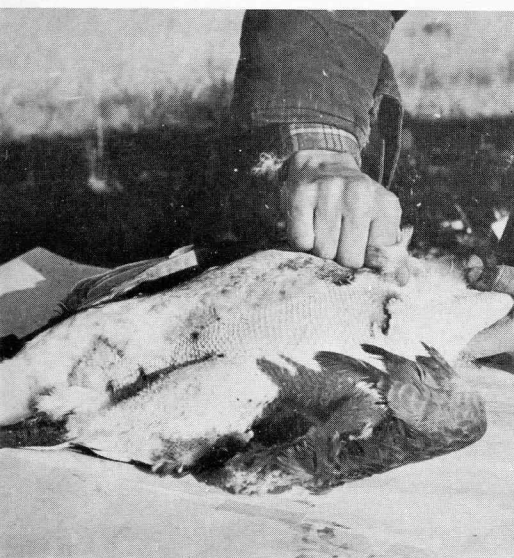
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WATERFOWL

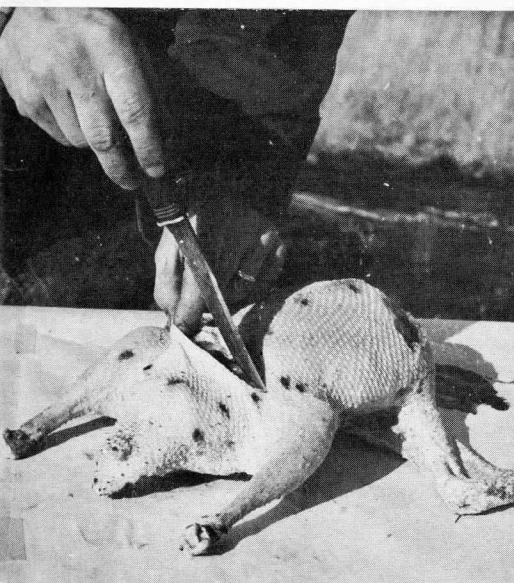
How to prepare your birds for the pan and freezer

1. *Begin picking by removing feathers around neck. These feathers generally must be removed toward the head for clean picking. Picking method for the body depends upon the particular bird.*



2. *Experimentation proved this honker picked best by removing feathers toward feet. Grasp small groups of feathers between thumb and forefinger and turn hand (too many feathers at a time may tear skin).*

5. *Head and feet may be removed (unless bird is to be transported). Remove windpipe and crop through neck. Make lateral incision along base of rib cage.*



3. *Oil gland in the tail may be removed at this point. Cut entire gland free and be sure to remove all whitish material in the two glands under the skin.*

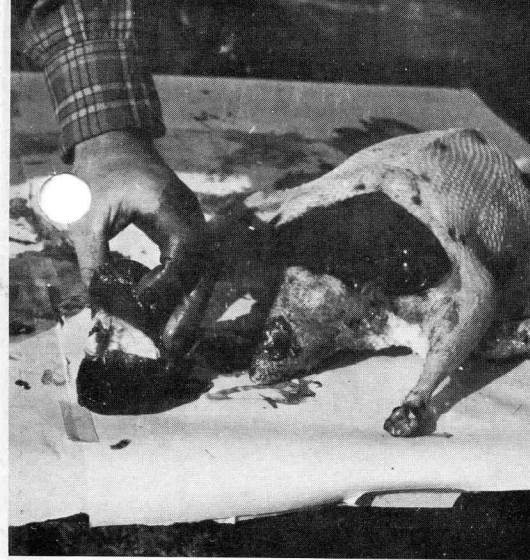
6. *Bird is "broken down" to permit easy access for removal of internal organs through the lateral incision. For large birds table edge serves as fulcrum.*



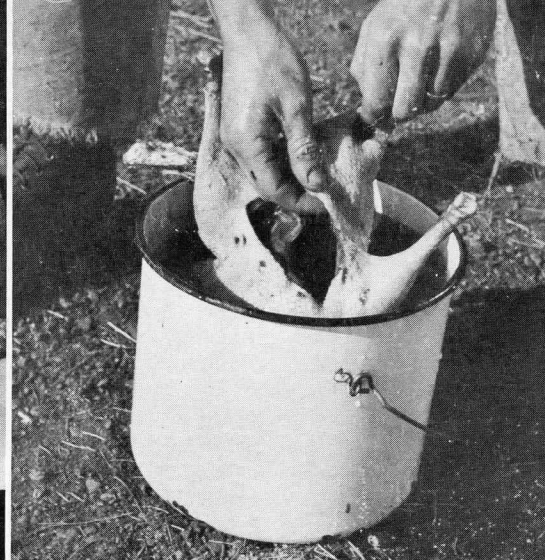
4. *Bird may be thoroughly singed over a small open fire. Leaving the feet and head on up to this point gives you some "handles". Whether or not to sever the wing joint is a matter of personal opinion.*

7. *Protrude anus with finger and circumscribe. Remove anus through lateral incision without severing intestine. Remove all viscera including kidney tissue found along back.*

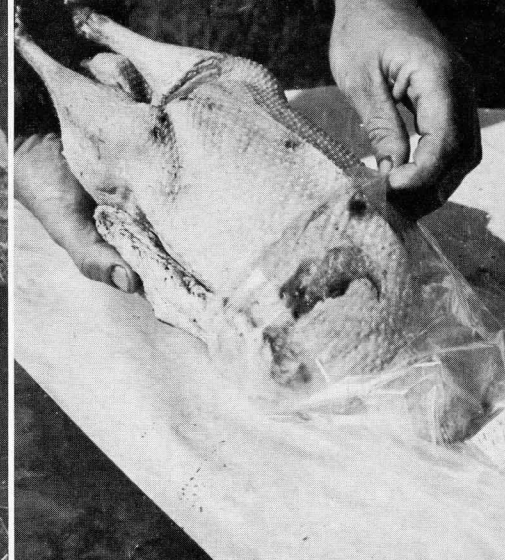




8. Remove liver, heart and gizzard for giblets. Peel away muscle from gizzard sac being careful not to cut into the sac. Wrap giblets in wax paper for storage in body cavity if bird is to be frozen.



9. Wash bird thoroughly and drain well.



10. For freezing, bird can be packaged in freezer bag, aluminum foil or locker paper, but package should be airtight. The species of bird and date of kill should be marked on the package.



Field Dressing

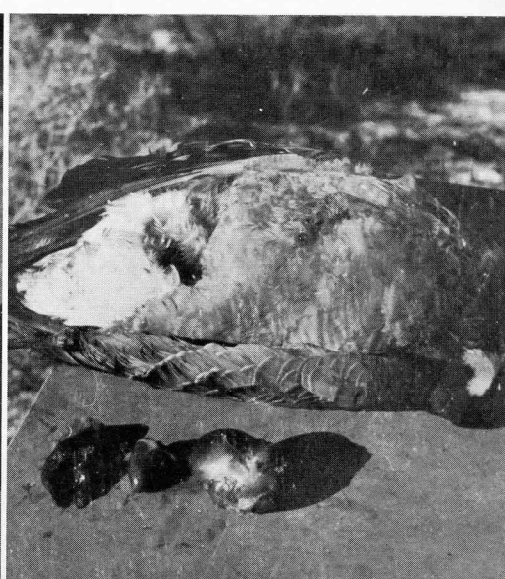
If birds are to be kept in the field for several days without refrigeration, a somewhat different method of handling is indicated. Leaving the feathers on provides an excellent insulation to retain night cold through the day. Birds should hang at night and on cool days may be left hanging in the shade. On very warm days it is good insurance to pack cold birds in a sleeping bag or wrap in canvas to help hold the cold. Remember, the meat of the waterfowl should be aged just like any other meat for best quality and a week in the field can be beneficial to the bird in the pan if the bird is kept cold.

- A. Remove feathers from an area just below the rib cage where first cut is made laterally.

- B. Make a lateral incision across the abdomen next to the rib cage for removal of internal organs. Then proceed as shown in preceding Steps 6, 7 and 8.

- C. Make an incision in the neck to remove windpipe and crop. If crop contains food matter, its removal is essential as spoilage in this area can taint the meat.

- D. Remove gizzard, heart and liver. Use no water to clean out bird. If you wish, wipe inside dry and hang. As body cavity dries, glaze will be impenetrable to flies.





Lost Lake in the central Willamette region lives up to its name—it practically gets lost during each low water period. Last September when the water was at an extremely low stage, the entire lake had been reduced to two pot-holes and to the channels of its three tributary streams, which resulted in fish concentrations. The low water condition also exposed at the north end the lake's underground outlet through which it lost most of its water. Game department field agents decided that some plugging was in order. Large boulders, followed by a load of rough rock and smaller gravel and dirt were dumped into the four-foot hole. Cement was added a few days later to help check seepage. Result: outlet flow was reduced, the tributary streams increased the water level of the lake, and the fish were no longer concentrated in a small area.

* * *

Spotlighting could become real expensive business if in addition to assessment of regular fines, courts follow the example of a Lincoln county justice who recently confiscated the car of a convicted violator. The car, used in spotlighting, was turned over to the Game Commission for disposal in the same manner as other confiscated equipment.

* * *

Antelope hunters reported a kill of 290 animals for this season. For the 516 hunters reporting, this made the percentage of success 56.2, slightly under the 1956 kill success of 56.8 per cent.

* * *

Each mail keeps bringing in a few fish and bird bands, especially the latter at this time of year. The more bands received, the more valuable the information that is compiled. By early November about 35 chukar bands had been turned in and we are interested in getting as many of those back as possible.

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Basin. Discussed matter of opening gates of area for hunter access. Conducted evening deer census in Mt. Hebo area. Killed coyote. Set up camp. Thursday: Broke camp at 6:00 a. m. Conducted morning deer census on Oshkosh Mountain. Investigated deer damage complaint. Issued deer repellent. Home 3:00 p. m. Friday: Left home 9:00 a. m. Met with group of ranchers and outlined a farm game cooperative hunting area program. Signed three-year agreement. Area of 4,400 acres now available to public. Established camp near Wendling area. Patrolled for pre-season hunting and spot lighters. Saturday: Checked hunters through gate of logging show with operator until 6:00 a. m. Checked hunters on tree farm till noon. Obtained weight and age data from 13 bucks. Camped."

If that zealous individual didn't happen to get his report in on time that week, you can see that he had a fair excuse. Along that line we received an interesting and typical complaint from one of the Commission's employees. He bemoaned the fact that he seemed to be spending nearly as much time behind his desk as behind his saddle horn. That merely emphasizes the importance of prompt reporting of field findings. It accomplishes little if those who constitute the backbone of our staff are not able to evaluate and report upon their observations.

Such devotion to duty extends throughout the organization. When the intake for a hatchery water supply plugs up or washes out, when wet snow threatens to break down the pens of a game farm at midnight, it isn't a matter of calling the service man and waiting for his arrival; when the Commission's program for rehabilitating a large lake calls for working from 3:00 a. m. until 7:00 p. m., or when an important batch of information or licenses must get mailed by 6:00 p. m. so that 2,000 successful applicants for a special hunt will have an extra week end to make plans and preparation for the event, Game Commission employees get on the job and stay on the job until it is done.

Another evidence of good employee morale through a period of expanding economy such as this section of the country has enjoyed during the last fifteen years is "long tenure" or "low turnover". If by some twist of incomprehensible fate you heard a court judge say, "I hereby sentence you to 11 years," it would seem like a mighty long time. That is, it would sound like

a long time unless he added, "working for the Oregon State Game Commission." The average length of service of all except the clerical workers of this agency is 11.4 years. And that is indeed a remarkable record for any group. When we include the distaff or more scenic portion of our personnel, the average tenure of present members of the staff is still a hearty 8.26 years. Hatchery superintendents as a group have been with us for 19.3 years. Their continually increasing production and quality records indicate that long service doesn't mean that they are in a rut. Our biologically trained people have been on the job with us an average of 9.8 years. More than a few of them have worked elsewhere as well. Such a record as that suggests that our field staff members no longer merit the title of "school boy biologists" that was once applied in light-hearted derision. Speaking as one who *was there when*, much has been learned since the time when the title was apt and fitting.

Explanation

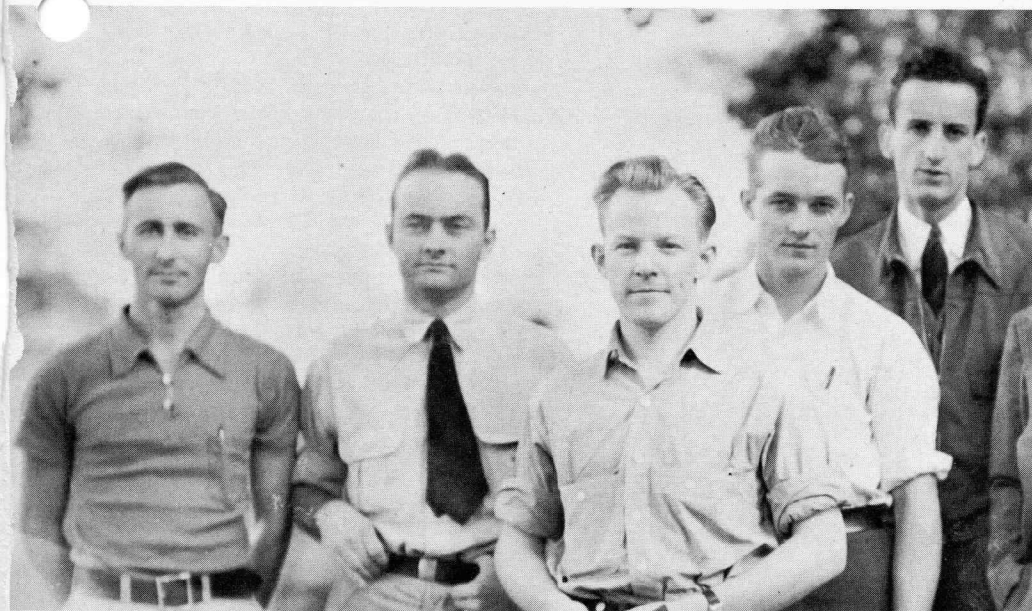
Organizational morale is essentially a matter of effective supervision. For years, those who have guided the destiny of the agency have kept at least two broad fundamental personnel principles in operation. The first principle is: give an employee just a little more responsibility than he has had to exercise previously and then *let him exercise it*. The result seems to be men and women who have almost without exception measured up to that kind of faith.

A second factor which seems to have had a bearing on the achievement of a smoothly working crew is a program of promotion from within the organization. Far more than just seniority is involved in the policy as it has been applied. It may be that there has not always been agreement as to the selection of one employee rather than another for advancement to a particular position, yet all will agree that such promotions have been based on prolonged and thoughtful evaluation.

How employees feel toward department administrators was revealed in a recent promotion interview.

One of the candidates was attempting to weigh the possible advantages over the disadvantages of pulling up his and his family's roots. It was not an easy decision to make. It was a pleasure to watch the smile of decision and relief cross his face as he said, "I'm not positive that I understand all aspects of this matter, but I do know that I've never been asked to do anything that was not to my professional advantage as well as

Yesterday

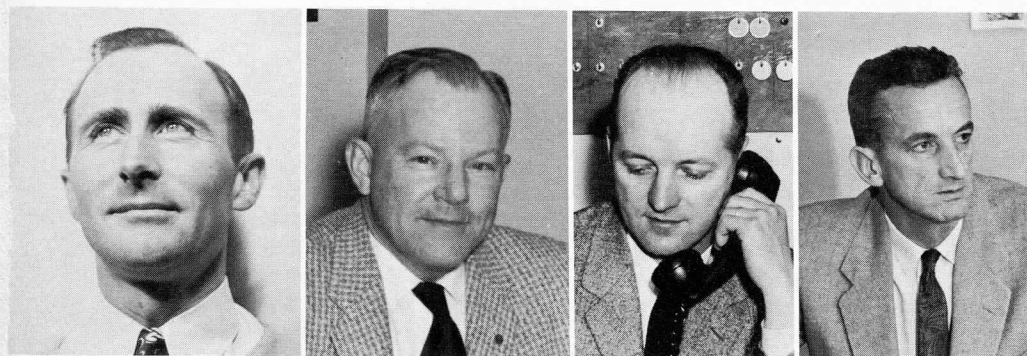


Left to right: Len Mathisen, Joe Pillow, Ross Newcomb, John Dimick, and Bob Holloway.

The job of surveying the lakes in the Deschutes National Forest had just been assigned to this very serious group of young men when this picture was taken in May, 1940. Bob Holloway was biologist in charge of the general stream

and lake survey program for the Commission. Ross Newcomb was the field leader for this particular unit. All were graduates or students of the fish and game management course at Oregon State College.

Today



LEN MATHISEN

ROSS NEWCOMB

JOHN DIMICK

BOB HOLLOWAY

After 17 years (and a few hairs less, a few pounds more), four out of the five men shown in the picture above are still with the Oregon Game Commission. All four have worked their way up to responsible administrative positions. Len Mathisen now is regional supervisor at

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Bend, in charge of the Central Region activities. Ross Newcomb was recently promoted to the position of Personnel Officer. John Dimick is chief of service and supply division, which handles all the purchasing for the game department. Bob Holloway is chief of the information and education division.

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to that of the department." Let me tell you, that kind of an attitude can render a Personnel Officer's work twice as satisfying as is customarily the case.

A Composite

Well, just what is this organization of which I seem so proud? The agency known as the Oregon State Game Commission is a composite group of people having widely diversified skills, training and background. This group has the monumental task of gathering and interpreting data which can be used to manage an increasingly valuable resource. It must disseminate all possible information to the public so that body may judge those matters soundly. The members of each segment of the group know that they are relatively ineffective without the knowledge, understanding and manpower provided through the cooperation of the other sections.

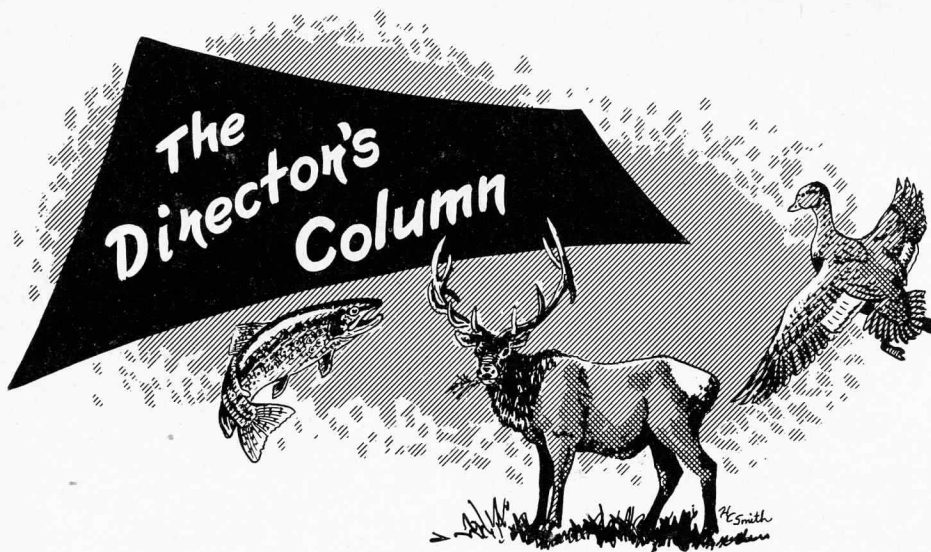
The Fishery Division knows it can call upon the Engineering Division when it wants to explore all the ramifications of a potential fish hatchery site or to construct a fish ladder over a barrier in some streams. The Game Division knows it can count on the prompt support of the Fiscal Division when it needs cost data relative to a public shooting area, for example. Both divisions know that the Machine Accounting (IBM) section can and will provide all sorts of accurate facts and figures in the "twinkling of an eye". We all know that the wheels would come to a grinding halt if it were not for those devoted, patient, understanding stenographers, typists and other office people who assemble the wealth of information provided by our regional personnel.

Such a recital could go on *ad infinitum* with mention of the almost total dependence of our field people on our Purchase and Supply Section, or of how we all come rushing on occasion to our Legal Advisor when the going gets tough.

That Extra Added Something

There are countless examples of the ingenuity demonstrated by our personnel to make the operations of the organization proceed more smoothly.

Think of all the mechanical devices for lifting heavy feed and large containers of fish. Think of the fish grader whose well deserved reputation has spread throughout the world. Tip your hat to the elevated truck loader and the airplane loader, the vastly improved fish hauling equipment, the improved



In accordance with statutory requirements, the Oregon State Game Commission is required to adopt annual angling and hunting regulations during the months of January and July respectively of each year. One of the objectives dominant in the consideration of both the Commission and staff is simplification of such regulations whenever possible. Indeed, this has been a factor to which we have exerted much effort for many years. In spite of this desire, it has not always been possible to achieve this end. The diversification of the resources involved, the widely varying ecological areas in Oregon and the many expressed desires of the interested and concerned public become reflected in the regulations with a sound basis for each special rule.

A currently popular concept with respect to angling regulations is the trend for simplification. Much has been written in both popular and technical publications during recent years enunciating the thesis of minimum and simplified regulations in the fishery field. Many of these writings have been published on a national basis and are apparently meant to apply throughout the country. We are frequently queried as to why we do not do as State X or State Y is doing in adopting this "new" concept of regulation in relation to the use of our fish resources. Frequently these queries are motivated by the aforementioned published articles.

Actually, the idea of maximum simplicity in regulatory provision for use

of a fishery is not particularly new. Fishery technicians have demonstrated the validity of this principle for many years, particularly with warm-water species, and it has been a guiding principle in the regulatory policies of the Oregon Game Commission for a long time.

It must be realized, however, that in Oregon we are dealing with fish resources of varied types. Within the valuable and widely distributed cold water fishes we have numerous species of trout, salmon and their allies of both resident and migratory races, with their accompanying widely differing biological characteristics. The numerous other forms of native fishes are widely distributed and require consideration in management programs. The many introduced forms, including those in both the trout family and the several warm-water groups, have all found, in varying degrees, habitat suitable for their existence and reproduction in Oregon waters.

Of just as great importance, the abundant waters of Oregon range from strictly coastal marine-freshwater combinations to high elevation short-season lakes. River systems support exclusively resident forms, migratory species, or complexes of both. Streams which flood in winter, in spring or even in the autumn all present management requirements unlike others. All these present the fishery manager with a multitude of factors unlike and much more complex than those to be found in

states dealing primarily with warm-water forms or with resident species.

The desire for simple and brief fishing regulations is common to all agencies in this field. It is one thing, however, to propose such a principle as a generalization, but something entirely different to apply in practice to two states with entirely unlike waters, climate, and fish resources. To the extent that Oregon's fish resources and our waters are similar to other states our regulations reflect, and have so for many years, maximum simplicity consistent with the needs of the resource. It is unlikely, however, that a proposal with perhaps a central or midwestern state's fish resources in mind could be employed in a state like Oregon without substantial modification to fit our local situation.

P. W. Schneider.

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screening equipment for diverting fish from irrigation ditches back to their proper place in the streams. Ponder at what moved the girls to develop simpler form sheets. Give recognition to those whose minds and hands have adapted a hundred other devices so that they function more effectively in the everyday operations of our organization. They *could* have kept on doing things the same old way. Give thought to what makes an employee create on his own time, and often from his own pocket, such tools and better methods of operation. I think you'll begin to get an idea of what makes the Game Commission tick.

No doubt there are Game Commission people still working on a basic problem that was propounded many years ago. It seems that there was a thoroughly credulous visitor to one of our several trout rearing stations. As she left the hatching house she utterly confounded the superintendent by saying, "This has been a fascinating and instructive experience, but please tell me one thing. How do you train the mother fish to jump into those baskets and lay the eggs?" There are those who doubt that even the utmost efforts in this direction will be crowned with success.

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