

Gene Hennen

1958

JUNIOR PROFESSIONAL INDOCTRINATION



U. S. FOREST SERVICE
ROCKY MOUNTAIN REGION

U. S. DEPARTMENT OF AGRICULTURE

FOREST SERVICE

JUNIOR PROFESSIONAL INDOCTRINATION INFORMATION

For

Rocky Mountain Region

General Statement

Management of National Forests

Forest and Range Research

Presentation Outlines

GENERAL STATEMENT

covering

the work of the

FOREST SERVICE

UNITED STATES DEPARTMENT OF AGRICULTURE
FOREST SERVICE

The Forest Service is charged with responsibility for promoting the conservation and wise use of the country's forest and related range, water, and other wildland natural resources - as basic factors in our national security and strength.

Forests cover one-third of the total land area of the continental United States.

To meet this responsibility the Forest Service engages in three main lines of work: (1) Management of the National Forests. (2) Cooperation with the States and private forest landowners in obtaining better forestry. (3) Research needed for (1) and (2), and for forest and range lands generally. Briefly, these three lines of work involve the following:

(1) Management of the National Forests. Under instructions from Secretary "Tama Jim" Wilson in 1905 this is to be done for "the greatest good of the greatest number in the long run." This in turn calls for obtaining the maximum practicable yield and use of their many resources on a continuing basis, to meet both local and national needs - under both normal conditions and during times of stress.

The 181,000,000 acres of National Forests are located in 41 States, Alaska, and Puerto Rico. They now have more than one-third of the remaining saw timber in the country. Technical forestry is applied to the growing and harvesting of this and new crops of timber. Estimated harvest through timber sales in F. Y. 1957 is 7 billion board feet. The grazing of approximately 8 million head of livestock, including calves and lambs, is scientifically managed to obtain range conservation along with use of the annual growth of forage. Watersheds are managed for regulation of stream flow, flood control, sources of water for power, irrigation, navigation, and municipal supply. Safe and sanitary facilities are provided for the 52½ million recreation visits to the National Forests.

Effort is made to apply needed scientific management to the extensive wildlife resource. Protection against forest fires, insects, and disease is a major responsibility. Receipts from timber sales, grazing permits, and other sources exceeded \$113,000,000 in F. Y. 1957.

(2) Cooperation with the States and Private Forest Landowners is provided by the Forest Service: (a) To obtain better protection against fire, insects, and disease on the 435,000,000 acres of State and privately owned forest lands and critical watershed areas. (b) To obtain better forest practices on and returns from 358,000,000 acres of forest lands in private ownership. (c) To aid in the distribution of planting stock for forests, shelterbelts, and woodlots. (d) To stimulate development and proper management of State, county, and community forests.

(3) Forest and Range Research. At 9 Forest and Range Experiment Stations and at the Forest Products Laboratory at Madison, Wis., the Forest Service conducts research in the entire field of Forestry and range management, regardless of ownership, including the growth, protection against fire, insects, and disease, and harvesting of timber; management of related range lands; protection and management of watersheds; efficient and economical utilization of forest products; and research in forest economics. It is conducting a forest survey of the United States - a study of present extent and potential growth and utilization of the Nation's forest resources.

Other Activities include administration of 75 Land Utilization Projects on over 7 million acres of submarginal lands, Forest Road Development and Trails, Acquisition of critical areas, Flood Prevention and Watershed Protection, and many cooperative projects.

September 1957

MANAGEMENT OF THE NATIONAL FORESTS

The Department of Agriculture

The Chief's Office

Washington Office Organization and
Pictorial Charts
Field Organization and Pictorial Charts

The Regional Forester's Office

Typical Regional Organization Chart
Regional Pictorial Chart

Division Statements

Engineering
Fiscal Control
Information, Fire Control, and State and
Private Forestry
Operation and Personnel Management
Range and Wildlife Management
Recreation, Lands and Watershed Management
Timber Management

The Forest Supervisor's Office

The Ranger District

The Department of Agriculture

The Secretary of Agriculture is a member of the President's Cabinet. The Forest Service is one of 16 Bureaus in the Department. Each Bureau Chief reports to an Assistant Secretary as shown on the attached chart.

The Department influences the management of the National Forests by establishing broad policies and issuing regulations governing the use of National Forest land and its resources. The requirements of the various staff offices also effect our operating procedures.

None of the other Bureaus in the Department have specific functions in connection with the management of the National Forests. There is, however, specific coordination with the work of other Bureaus in connection with cooperative work with the States and private forest landowners and with forest and range research work as described in those Sections of this binder.

Information as to the functions of the various Bureaus and staff offices of the Department is available in several publications which may be found in most Forest Service offices. One of these is Agriculture Handbook No. 45, entitled "Career Service Opportunities in the United States Department of Agriculture."

The Chief's Office

The Chief of the Forest Service is the head of the Bureau organization in the Department of Agriculture. In the Management of the National Forests he is the administrator in the third echelon above the District Ranger.

The Chief's Office is composed of 27 subject matter divisions as shown on the attached charts. The work of these Divisions is coordinated by five Branch Chiefs who are known as Assistant Chiefs. In addition, the Chief's staff includes an Assistant Chief who serves as a co-ordinator for programs and legislation and the Chief Fiscal Agent.

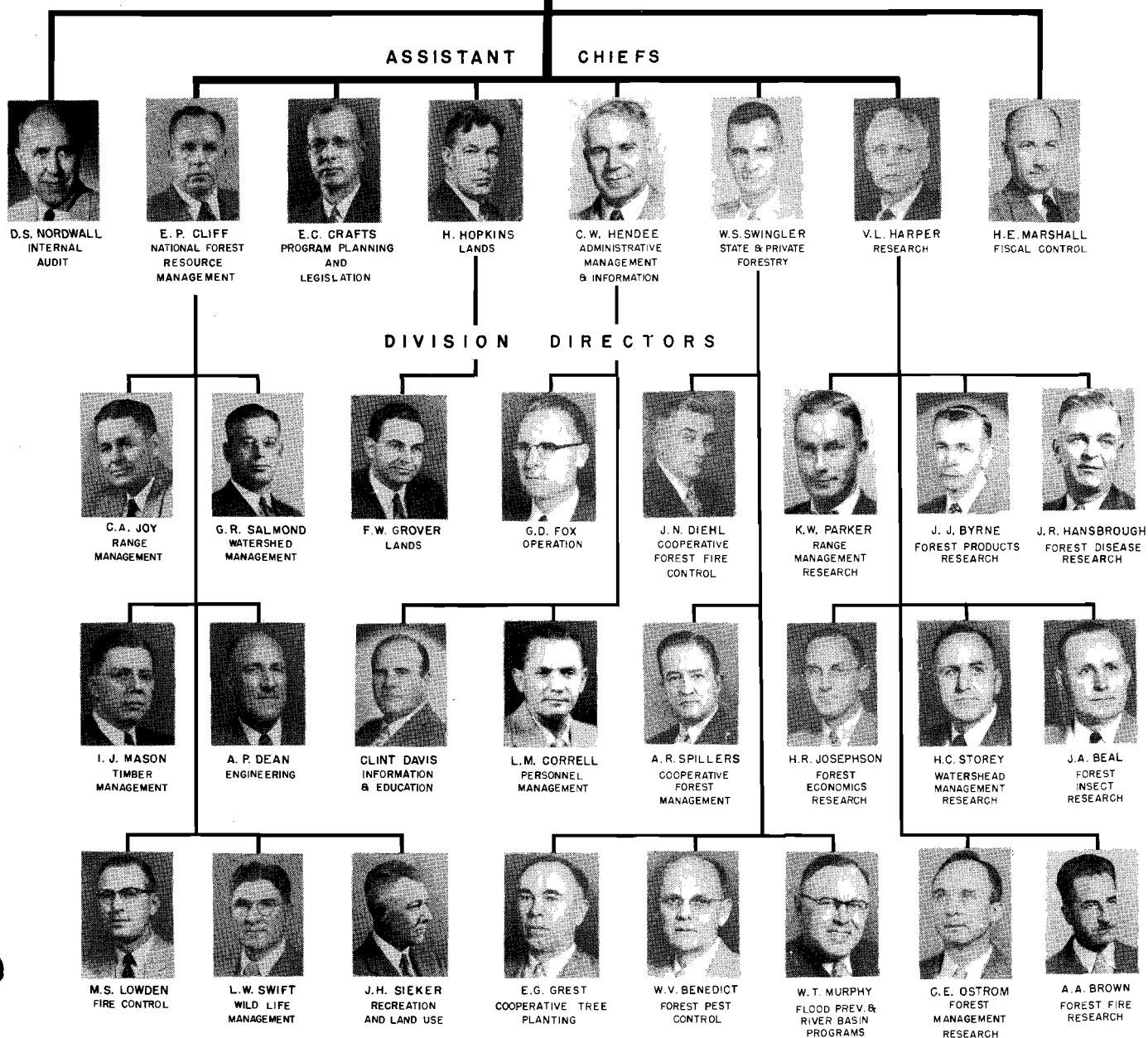
Much of the work at the Chief's Office level involves liaison work with the Department, other agencies of the Government and Congress. This means they must keep generally informed of current progress of all phases of the work in the field. This is accomplished by regular reports, special inquiries and periodic visits to the National Forests, Experiment Stations, Regional Offices and special project areas.

The Chief's Office is also concerned with the development of programs, obtaining legislation to implement such programs, promulgating policy within the framework of existing laws, adjusting policy on the basis of field experience and in obtaining uniform application of policy throughout the Forest Service.

WASHINGTON OFFICE FOREST SERVICE · U · S · DEPARTMENT OF AGRICULTURE



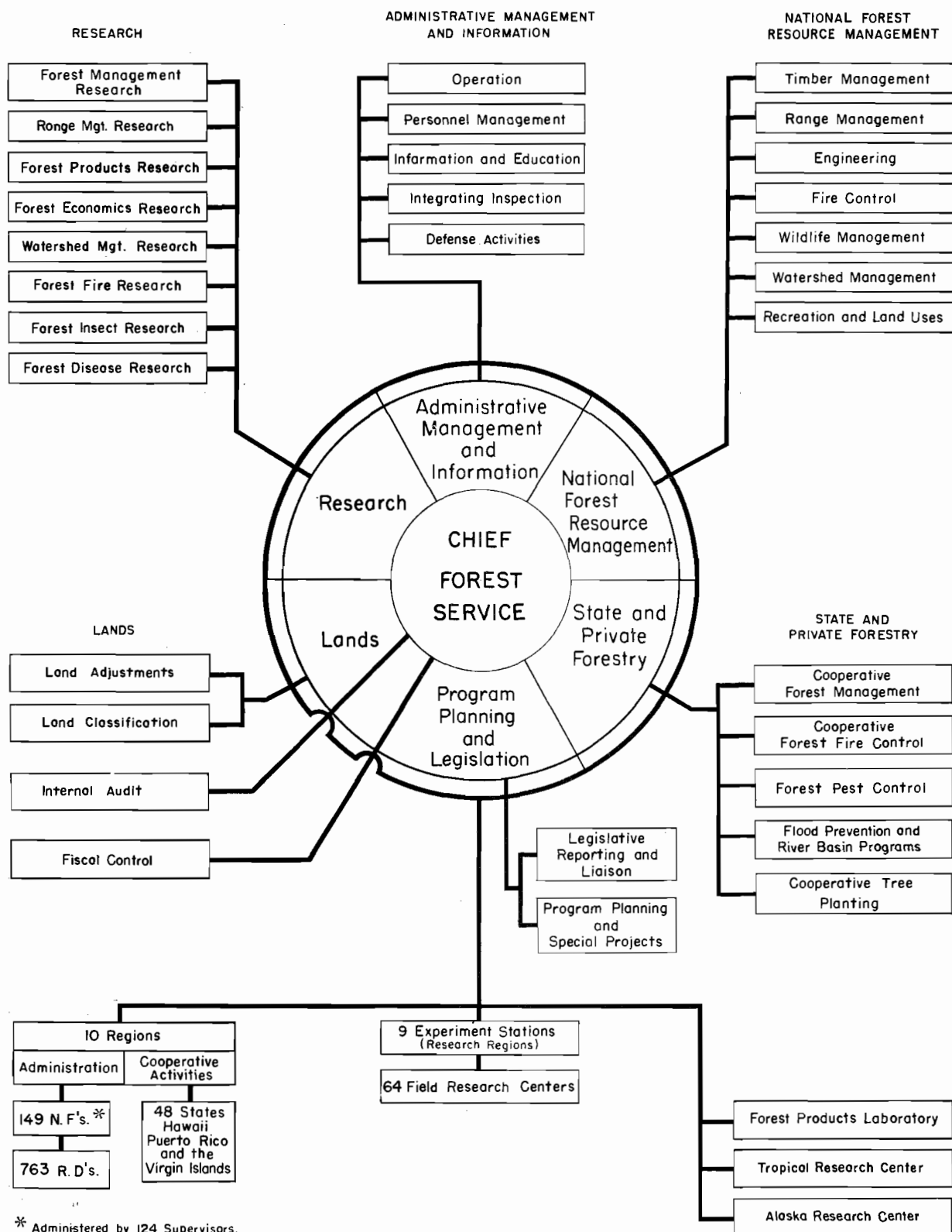
R. E. McARDLE
CHIEF



ORGANIZATION CHART

FOREST SERVICE

U. S. DEPARTMENT OF AGRICULTURE



FOREST SERVICE - U.S. DEPARTMENT OF AGRICULTURE



R. E. McARDLE
CHIEF

ASSISTANT

CHIEFS



D. S. NORDWALL
INTERNAL
AUDIT



E. P. CLIFF
NATIONAL FOREST
RESOURCE
MANAGEMENT



E. C. CRAFTS
PROGRAM PLANNING
AND
LEGISLATION



H. HOPKINS
LANDS



C. W. HENDEE
ADMINISTRATIVE
MANAGEMENT
& INFORMATION



W. S. SWINGLER
STATE & PRIVATE
FORESTRY



V. L. HARPER
RESEARCH



H. E. MARSHALL
FISCAL CONTROL

REGIONAL FORESTERS

STATION DIRECTORS



C. L. TEBBE
R-1



D. E. CLARK
R-2



F. H. KENNEDY
R-3



J. A. HALL
FOREST PRODUCTS
LABORATORY



R. K. ARNOLD
CALIFORNIA



W. G. McGINNIES
CENTRAL STATES



R. W. BAILEY
INTERMOUNTAIN



FLOYD IVERSON
R-4



C. A. CONNAUGHTON
R-5



J. H. STONE
R-6



M. B. DICKERMAN
LAKE STATES



R. W. MARQUIS
NORTHEASTERN



R. PRICE
ROCKY MOUNTAIN



R. W. COWLIN
PACIFIC NORTHWEST



H. K. PYLES
R-7



C. O. LINDH
R-8



A. W. GREELEY
R-9



J. F. PECHANEC
SOUTHEASTERN



P. A. BRIGGLEB
SOUTHERN



P. D. HANSON
R-10

RESEARCH

CENTERS

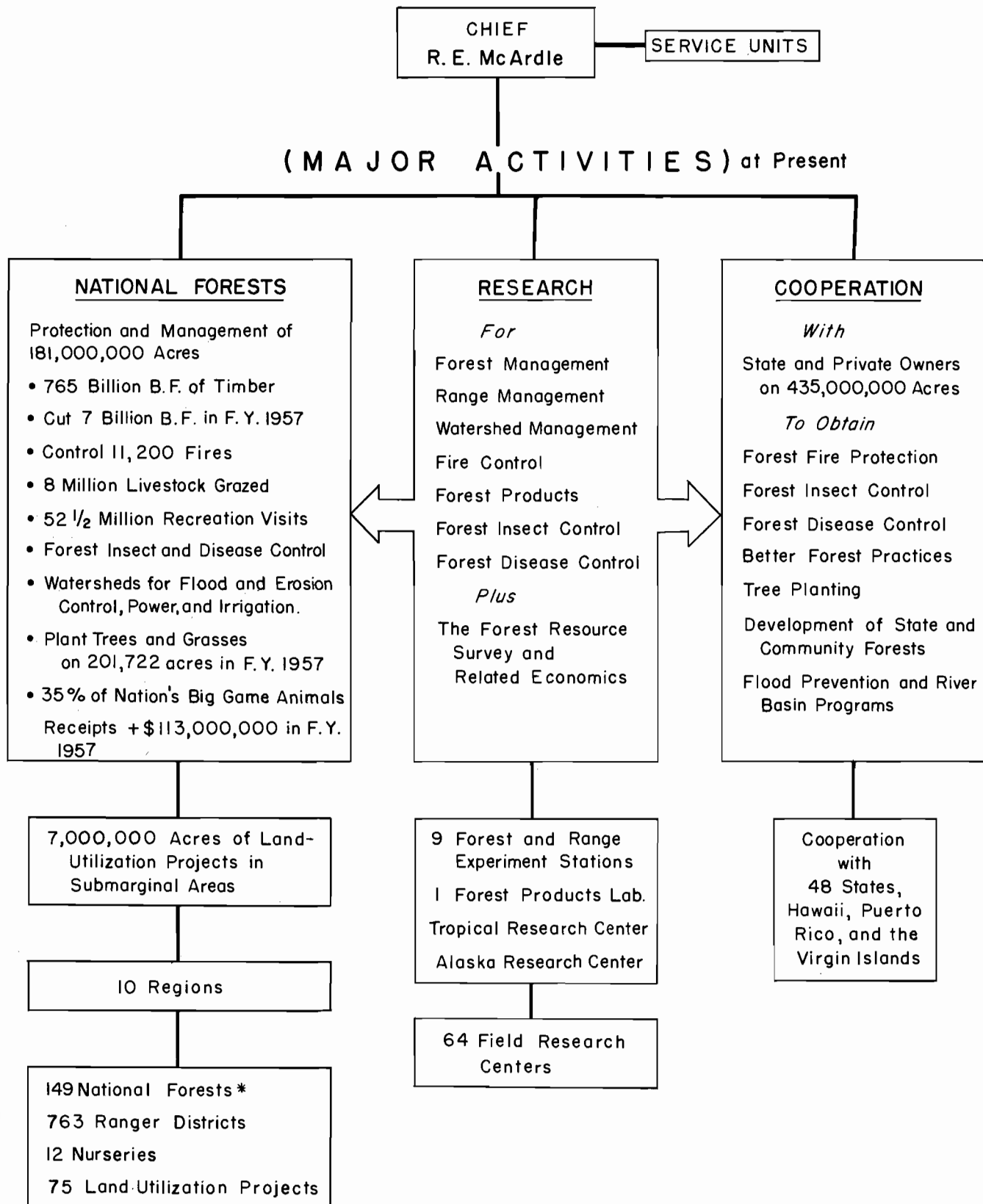


R. F. TAYLOR
ALASKA



F. H. WADSWORTH
TROPICAL

FOREST SERVICE
U. S. DEPARTMENT OF AGRICULTURE



* Administered by 124 Supervisors
(Including Alaska)

The Regional Forester's Office

In National Forest management the Regional Forester is the administrator in the second echelon above the District Ranger; the Regional Forester is also responsible for co-operation with state forestry and various private forestry organizations under his jurisdiction. In addition, he is responsible for applying the results of research and attaining good forestry practice to the greatest practical extent.

The United States is divided into nine Regions. The jurisdiction of the various Regional Foresters is shown on the map which follows this brief description.

Each Regional Forester's Office is composed of a number of subject matter divisions. Each Division Chief is called an Assistant Regional Forester.

A typical organization chart showing the function of the various divisions in a Regional Office is included. While this chart is not up to date in every respect, it does present the organization in a general way. The specific organization as well as a brief description of the work of each Division is presented for your review.

The statements for the Divisions primarily concerned with National Forest Management are included in this Section. The statements covering the work of the Division of State and Private Forestry are included in a separate Section. The work of the divisions which service National Forests, state and private forestry and in some cases research are included in the Section of this binder entitled "Internal Controls and External Relations."

As indicated in the statements concerning the work of the various divisions, the Regional Office is in general the lowest level of organization that has liaison responsibilities with other agencies of the Federal Government who exercise control over certain aspects of the work involved in the management of the National Forests. The Regional Forester establishes policies within the framework of Service-wide policies and is responsible for obtaining uniform application throughout the region.

ROCKY MTN. REGION



REGIONAL FORESTER REGION TWO

DIVISIONS OF

OPERATION & PERSONNEL
MGT.

INFORMATION, FIRE CONTROL
& STATE AND PRIVATE
FORESTRY

FISCAL CONTROL

ENGINEERING

DIVISIONS OF

TIMBER MGT.

RANGE & WILDLIFE MGT.

RECREATION, LANDS
& WATERSHED MGT.

WYOMING NAT'L. FORESTS

BIGHORN N.F.
6 Districts

MED. BOW N.F.
9 Districts
1 L.U. Project

SHOSHONE N.F.
5 Districts

Charles Fork
District
District Ranger
District Assist.
Tbr. sale Officers
Fire Control Pers.
Improv. Crews
Etc.

Graybull
District

Lander
District

Wapiti
District

Wind River
District

Each District in charge of a District
Ranger

TYPICAL RANGER DISTRICT ORGANIZATION

← Typical

SOUTH DAKOTA NAT'L. FORESTS

BLACK HILLS N.F.
11 Districts
2 L.U. Projects

COLORADO NAT'L. FORESTS

ARAPAHO N.F.
5 Districts

GRAND MESA &
UNCOMP. N.F.
6 Districts

GUNNISON N.F.
6 Districts

PIKE N.F.
5 Districts

RIO GRANDE N.F.
6 Districts

ROOSEVELT N.F.
5 Districts
1 L.U. Project

ROUTT N.F.
5 Districts

SAN ISABEL N.F.
4 Districts
3 L.U. Projects

SAN JUAN N.F.
9 Districts

WHITE RIVER N.F.
9 Districts

NEBRASKA NAT'L. FORESTS

NEBRASKA N.F.
2 Districts
1 L.U. Project

ORGANIZATION CHART

REGIONAL OFFICE - FOREST SERVICE - U.S. DEPARTMENT OF AGRICULTURE

REGION TWO

DONALD E. CLARK



REGIONAL FORESTER

ASSISTANT REGIONAL FORESTERS - (DIVISION CHIEFS)



ERNEST M. KARGER

*Operation &
Personnel
Management*



HORACE C. ERIKSSON

*Timber
Management*



BASIL K. CRANE

*Range &
Wildlife
Management*



HENRY M. SHANK

Engineering



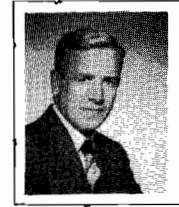
NEAL M. RAHM

*Recreation
Lands &
Watershed
Management*



JOSEPH N. HESSEL

*Information,
Fire Control &
State & Private
Forestry*



BAXTER REED

*Fiscal
Control*

THE NATIONAL FOREST ORGANIZATION

Division of Engineering

The engineering phase of national forest administration comprises activities in the fields of civil, mechanical, electrical, architectural and cartographic engineering; and is organized on a division basis in the offices of the Chief of the Forest Service and the Regional Foresters. On the forests, Supervisors may or may not be provided with staff engineers, depending on the complexity and volume of engineering work. Region 2 is a fairly heavy engineering region and most all Supervisors have engineers on their staffs.

In the Forest Service, engineering work is grouped into five main activity categories: (1) ROADS AND TRAILS, (2) IMPROVEMENTS, (3) SURVEYS AND MAPS, (4) EQUIPMENT, and (5) WATER RESOURCE DEVELOPMENT. In the offices of the Chief and the Regional Foresters, the Engineering Divisions are organized in sections staffed with specialists in the major activity fields. On the forests, the staff engineer is responsible for all activities.

Under the general administrative direction of the Regional Forester, the Assistant Regional Forester in charge of the Division of Engineering (his working title is Regional Engineer) formulates policies, programs and plans, and establishes standards and practices for engineering activities in the region; and directs, inspects, coordinates and integrates work in this field. In addition, he cooperates and maintains liaison with related engineering agencies of the Federal, State and local governments and with private organizations and individuals whose work impinges on the engineering aspects of national forest administration. The Regional Engineer also directs the activities of the regional drafting force and photographic reproduction laboratory.

In the ROADS AND TRAILS activity, the Division of Engineering directs the planning of and integrates transportation system of roads, trails and landing fields for each national forest; develops standards and plans, and directs construction and maintenance activities to meet Forest Service and public travel needs; prepares estimates of funds needed and recommends apportionment of appropriated funds; cooperates with the Bureau of Public Roads (Department of Commerce) and states in programming forest highway funds; and furnishes expert technical advice to field units and cooperating agencies.

The roads and trails activity involves far greater expenditures than other engineering work on the national forests. Approximately $2\frac{1}{2}$ million dollars is spent for road construction and maintenance each year. In addition, the states and Bureau of Public Roads will spend over 2 million dollars annually in constructing Forest Highways.

Forest roads are roads within or adjacent to and serving the forest and are classified according to the nature of traffic they serve.

Those roads which are on a State or County system and are of primary importance to the public are designated Forest Highways. The other forest roads needed primarily for the administration, development and use of the forests, such as for timber harvesting and recreation, are designated Forest Development Roads.

Funds for the construction of Forest Highways are appropriated to the Bureau of Public Roads. Projects on which the money is spent are selected jointly by the Forest Service, the State and the Bureau of Public Roads. Forest Highway projects are usually built entirely from Forest Highway funds. The work is handled directly by the Bureau of Public Roads. In all cases the State or County must assume responsibility for maintenance after construction is completed.

The Forest Service has two sources of funds for the construction and maintenance of Forest Development Roads. These are the Forest Road and Trail fund (FR&T) and the 10% funds (R&T 10%). The FR&T funds are appropriated by Congress in the current amount of 24 million dollars a year. Maintenance requires 6.9 million a year and the balance is available for construction. Allocations are made to the regions by the Chief in accordance with relative needs and likewise the region allocates the FR&T funds to forests on the basis of priorities.

Ten percent of the net national forest receipts is allotted to the Forest Service as the R&T 10% fund. This is allotted to the states in which it was earned. The FR&T and R&T 10% funds can be used for the same types of work. The only difference is that the R&T 10% fund cannot be spent outside the national forest boundaries.

Recently these two funds have been merged. The combined fund is programmed generally on a Region-wide basis.

We now have more urgent construction work planned than we can finance from the FR&T and R&T 10% funds which are available. One means of getting some of these roads constructed is to have the timber sale operators build them as a charge against the timber. This is possible where the volume of timber is such that a reasonable charge per MBM would be sufficient to finance the construction and the type of road specified is a reasonable requirement. If the timber sale will not justify complete construction of the road to the standards required by the Forest Service, the Forest Service can supplement the timber operator construction by furnishing culverts and other permanent drainage structures, doing heavy rock excavation and similar items of work. When the timber sale agreement provides for the construction of a road on the forest road system, a complete survey with plans, specifications and estimates is required. The timber sale operator is the contractor as far as construction of the road is concerned and would be treated the same as any other contractor as to compliance with plans and specifications and other requirements of the work.

With increased timber business and public travel in general, the maintenance of Forest Development Roads is costing more. One way to meet these increasing costs is to have the timber operator assume responsibility for his share of the maintenance on the roads used by him. The other is to get the States and Counties to assume more responsibility for the maintenance due to public travel. We are doing some of both, but need to do more. The Counties get 25 percent of the national forest receipts for roads and schools. As our national forest receipts increase, the returns to the Counties more nearly approach, and in some cases exceed, what the Counties would have received from taxes on the land if it were in private ownership. The Counties should, therefore, be in better shape to assume their responsibility to provide roads for public travel.

A very important phase of road construction is erosion control. This applies equally to forest roads whether they are constructed by the Forest Service or by timber operators as a charge against the timber and to temporary logging roads constructed by the operator for use during the life of the sale. The supervision of the erosion

control requirements on temporary logging roads built by the operator is a responsibility of the person administering the sale, but the forest engineer and Regional Office Division of Engineering bear responsibility for technical guidance and assistance. In other words, erosion control on these projects is a joint or mutual responsibility.

In the field of IMPROVEMENTS, Engineering develops standards and plans for the construction and maintenance of structural improvements of all types including bridges, buildings, lookout towers, erosion and flood control structures, recreation facilities, dams, water supply, communications, and sanitary facilities, and directs the technical aspects of construction and maintenance work. The 15 national forest units in Region 2 require an extensive physical plant for efficient administration and protection, and expenditures for maintaining present facilities run upwards of \$500,000 annually.

In the SURVEYS AND MAPS activity, Engineering plans and directs the regional surveying and mapping program by photogrammetric or other methods; plans and directs all types of cartographic, cadastral and engineering surveys, and provides technical advice and service to other Divisions and the field units in the use of aerial photographs and maps for resource management purposes. The Division has a small drafting force which prepares forest maps and does miscellaneous drafting work for other Divisions and the field, and maintains the R. O. status atlases.

Numerous boundary problems arise on the ranger districts, mostly in connection with timber sales or trespass. The job, generally, falls on the district ranger and his organization. The forest engineer and the Division of Engineering are available for advice. In some areas, the boundary location job looms big. Reestablishment of record boundaries by field methods does not always provide a satisfactory solution. Property boundaries may have been established by usage and not coincide with record boundaries. Aerial photos can be of material aid in solving these boundary problems.

Engineering EQUIPMENT function is to advise as to types of equipment and prepare specifications for and request procurement of new and replacement equipment; to direct management and maintenance of automotive and heavy equipment; set standards for servicing and preventive maintenance and inspection for compliance; also, to furnish advice and service to other Divisions, field units and cooperating agencies on the technical aspects of equipment selection, use, and care.

The value of the Region 2 equipment pool is approximately \$1,700,000. This equipment is operated on a rental basis. A fixed amount is charged for each mile or hour of use to cover the cost of operation, repair, and replacement.

Although the pool equipment in the region is assigned to and subject to transfer between forests according to the needs, most of it remains permanently assigned to a forest. The forest is responsible for the use, maintenance and repair of the equipment. In Region 2, each person using a piece of equipment, such as a pickup, is responsible for its use and condition. It is his responsibility to see that the equipment is properly serviced, that periodic checks are made to see that it is in safe operating condition at all times, and that repairs are made when needed. It is his responsibility also to see that all records of use, gas, oil and grease used, and operation and repair charges are properly and currently posted.

The equipment section spearheads the driver training program for the Region. While this activity is primarily in the interest of safety, proper driving habits reduce

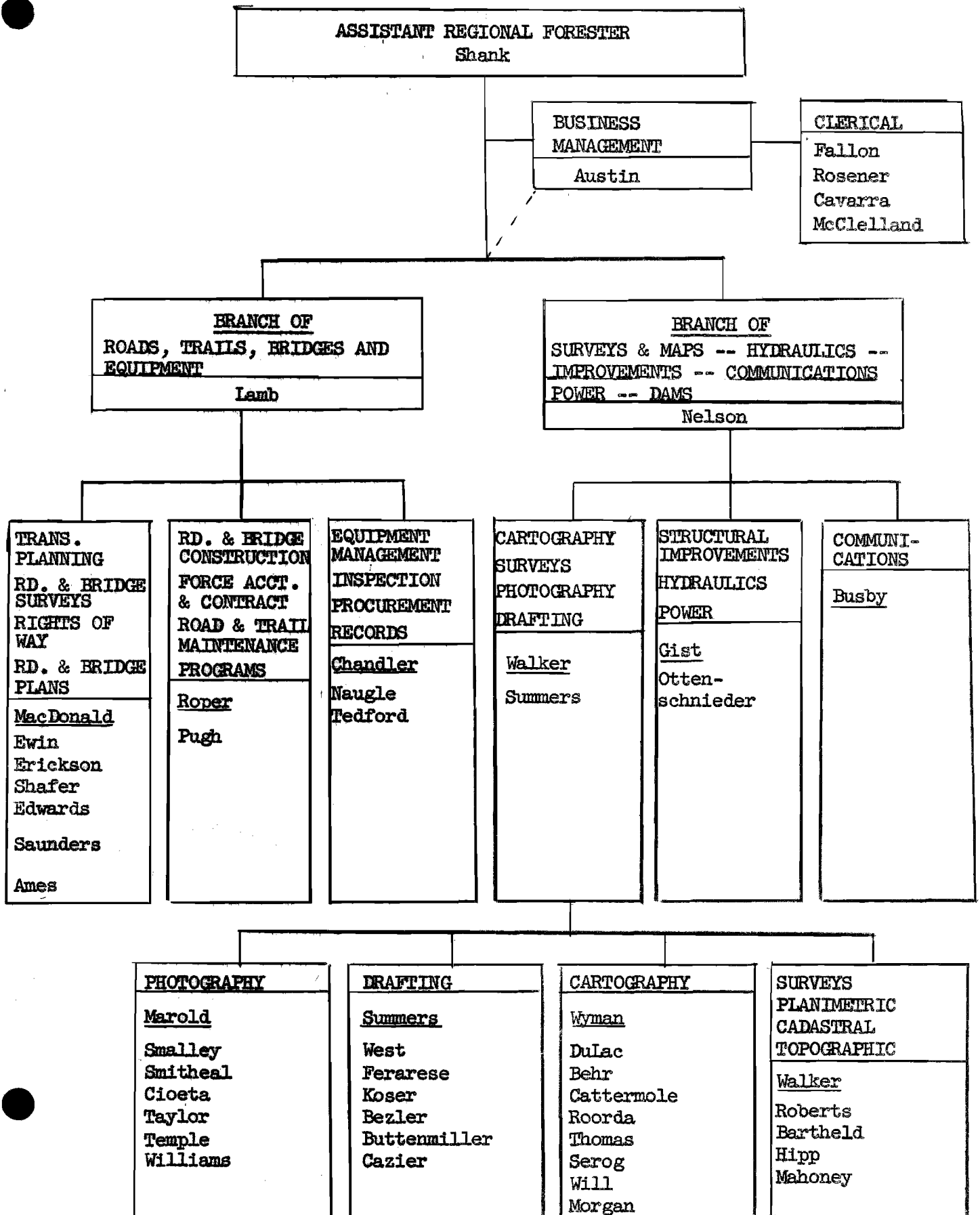
vehicle operating costs.

In the field of WATER RESOURCE DEVELOPMENT, Engineering's job is to work with the Federal Power Commission, Department of Interior and the States in matters related to the production and distribution of water power and water resources; to furnish technical advice and service to other Divisions and field units in the fields of hydrology and hydraulic engineering; and to plan and direct the construction and maintenance of structural facilities on national forest lands for the control and prevention of erosion and floods.

To sum up, Engineering is a line staff division with administrative responsibilities for the road and trail program and technical staff responsibilities for providing and maintaining, at the lowest annual cost consistent with the service requirements, the improvements, equipment, and facilities needed for efficient management and optimum use of the national forests.

DIVISION OF ENGINEERING ORGANIZATION CHART

REGION 2



THE WORK AND RESPONSIBILITIES OF THE DIVISION OF FISCAL CONTROL

The Forest Service, as with any well run business organization, must have an efficiently functioning accounting and auditing organization.

In the Chief's office, Regional Office, Supervisor's office, and Director's office, is a division or unit responsible for handling these functions. In the Chief's office, it is referred to as Division of Budget and Finance; the Regional Office is referred to as the Division of Fiscal Control. In the supervisor's office and Director's office it is handled in conjunction with other business management activities under the direction and supervision of the Administrative Officer or Administrative Assistant in charge of the business management section.

In the Chief's Office the Division of Budget and Finance is responsible directly to the Chief, and the Regional Office to the Regional Forester.

After Congress appropriates funds each year it is the Division of Fiscal Control's responsibility to set up the necessary accounting and bookkeeping records to record the use made of the money, and through audit and inspection determine that all expenditures are in accordance with laws and regulations covering its use.

All disbursement accounts are processed in the Division. This includes vouchers covering payment to merchants for supplies, equipment, and services purchased from them which are channeled through Fiscal Control in the Regional Office for audit, recording of the amount being expended, and approval of checks to be issued. Vouchers covering reimbursement to employees for travel expense, and payrolls covering payment of salaries to employees, are similarly handled by the Division of Fiscal Control. None of the money spent by the Forest Service is actually handled by its employees. Vouchers and other approved forms are transmitted to another Federal agency, the U.S. Treasury Department, who issue the checks called for by the documents and forwards to payees.

The Division of Fiscal Control also handles the review of all collection contracts and the receipt, recording and deposit of all moneys received by the Forest Service in the sale of timber and other resources, and from other sources. After proper accounting and deposit data has been attended to the money is deposited in the Federal Reserve Bank to the credit of the United States.

All proposed Cooperative Agreements are edited and corrected as necessary to conform with fiscal and legal requirements.

The Division has the responsibility for processing employee personal injury and death cases; all claims by private parties against the Government and all vehicle accident cases including claims for and against the Government.

The Division serves as liaison with other Federal and State agencies concerned in the welfare and interests of the Forest Service employees. When employees are injured while on official duty the Division makes certain that proper forms and data are secured for submission to the Bureau of Employees' Compensation.

The Division prepares and submits reports to the various State agencies concerning employees' eligibility to unemployment compensation.

2-Work and Responsibilities of the Division of Fiscal Control.

In a similar manner contacts are made and data submitted to the respective State Income Tax Bureaus and the Federal Bureau of Internal Revenue relating to Income Tax deductions for employees.

Data concerning Federal Government Life Insurance matters and Civil Service retirement are handled with the Civil Service Commission.

The Division is responsible for dealing with and handling General Accounting Office audits, inspection and inquiries.

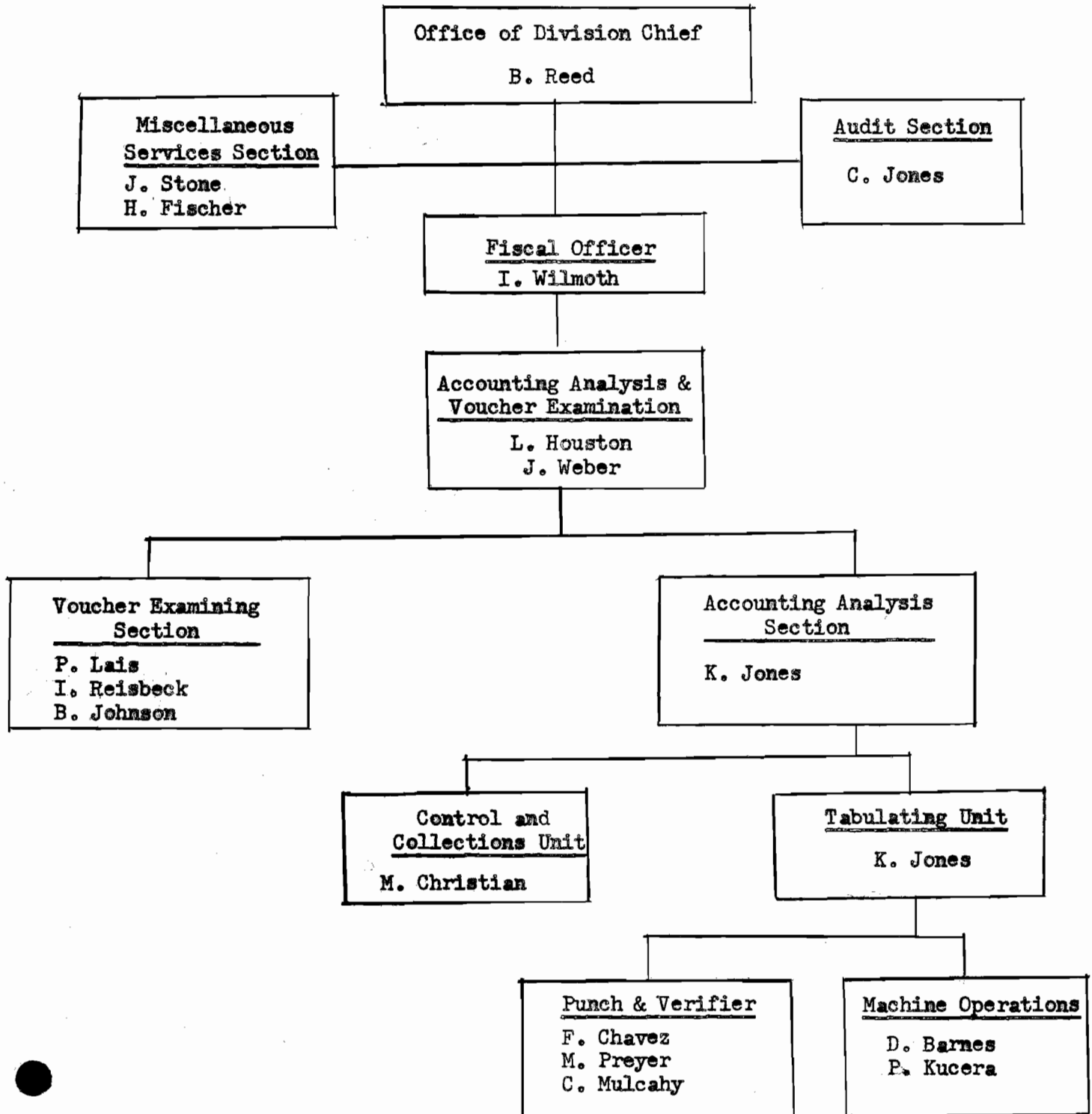
The Division provides advice and information concerning a multitude of laws, regulations, etc., dealing with the receipt and expenditure of moneys by the Forest Service.

The Chief of the Division of Fiscal Control has the personal responsibility of (a) serving as a member of the staff for the Regional Forester and for the Director of Rocky Mountain Station, and (b) conducting general integrating inspections for the Regional Forester and Director.

The Division is responsible for the development and conduct of inspections of the experiment stations; national forests', Supervisors' and Rangers' offices; other Regional Divisions; and for the audit and inspection of the records of cooperating agencies such as State agencies, and of private individuals. This includes determination as to accounting requirements and assistance in establishing the required records involving those for the new Soil Bank Program.

The Division is responsible for all I. B. M. processing.

DIVISION OF FISCAL CONTROL



DIVISION OF INFORMATION, FIRE CONTROL, AND STATE & PRIVATE FORESTRY

IFS

THIS DIVISION COMBINES THE FUNCTIONS OF INFORMATION AND EDUCATION, FIRE CONTROL, AND STATE AND PRIVATE FORESTRY UNDER ONE HEAD AS INDICATED BY THE TITLE AND SHOWN IN THE ORGANIZATION CHART.

BRANCH OF NATIONAL FOREST FIRE CONTROL AND INFORMATION

INFORMATION AND EDUCATION

THE OBJECTIVE OF FOREST SERVICE INFORMATION AND EDUCATION WORK IS TO CREATE AND MAINTAIN AN INFORMED PUBLIC OPINION AS TO THE PROGRAMS, NEEDS, AND METHODS OF THE SERVICE. IT IS A PROCESS OF CONVEYING TO COMMUNITY LEADERS, AND AS BROAD A SEGMENT OF THE GENERAL PUBLIC AS POSSIBLE, A CONVINCING IMPRESSION OF THE DESIRABILITY OF THESE PROGRAMS, NEEDS, AND METHODS.

STRONG ATTENTION TO PUBLIC RELATIONS IS NOW RECOGNIZED AS BASIC AND INDISPENSABLE. IN THE FOREST SERVICE, EVERY EMPLOYEE HAS A RESPONSIBILITY TO DEVELOP AND MAINTAIN SOUND PUBLIC RELATIONS WITH THE PUBLIC HE SERVES OR CONTACTS. EVERYONE SHOULD FIND OUT THE REASONS FOR WHICH FOREST SERVICE WORK IS DONE, AND BE ABLE TO EXPLAIN THEM ADEQUATELY TO THE PUBLIC WHEN THE OCCASION ARISES. FOR MANY, THERE ARE THE ADDED RESPONSIBILITIES TO THOROUGHLY ACQUAINT THEMSELVES WITH THE BASIC FACTS OF THE FORESTRY SITUATION, PROGRAMS, POLICIES, AND RECOMMENDATIONS OF THE FOREST SERVICE AND TO MAKE AN EFFORT TO PRESENT THIS INFORMATION TO THE PUBLIC.

THE FOREST SERVICE PRESENTLY ENJOYS AN ENVIABLE REPUTATION WITH THE PUBLIC AND WITH CONGRESS WHICH MUST BE MAINTAINED AND ENHANCED.

FIRE CONTROL

FIRE EXERTS MAJOR INFLUENCES AND LIMITATIONS ON THE PRACTICE OF FORESTRY. ALL FOREST TYPES IN REGION TWO ARE VULNERABLE. BY ITS VERY NATURE, FIRE CAN IN A FEW HOURS CANCEL OUT YEARS OF GOOD SILVICULTURAL PRACTICES.

THERE IS A SERIOUS LOSS OF GROWING CAPACITY FOLLOWING FIRES THROUGH SOIL DETERIORATION AND EROSION OF TOPSOIL, TOGETHER WITH LOSS OF THE TIMBER STOCKING PRESENT AT THE TIME. PERHAPS THE MOST SERIOUS EFFECT OF FIRE IN THIS REGION IS ON THE QUALITY AND QUANTITY OF WATER PRODUCED FROM BURNED WATERSHEDS.

EACH YEAR OUR GROWING TIMBER SALES ARE BUILDING UP ADDITIONAL AREAS OF SLASH WHICH CHANGE LOW OR MODERATE FUEL TYPES INTO HEAVY FUEL TYPES WITH CROWN FIRE DANGERS. WE ARE NOW STUDYING THIS PROBLEM AND BEGINNING TO EXPLORE THE POSSIBILITIES OF USING FIRE TO TAKE OUT DANGEROUS FUEL ACCUMULATIONS IN PATTERNS WHICH WILL REDUCE THE DANGER OF LARGE KILLING WILDFIRES. OTHER FORESTRY BENEFITS SUCH AS REMOVING MISTLETOE AND OBTAINING WELL STOCKED NATURAL SEEDLINGS AT LOW COST WILL ALSO BE CHECKED.

THIS BACKGROUND IS GIVEN TO BRING OUT THE FACT THAT NO FORESTER CAN DISASSOCIATE HIMSELF FROM FIRE AND ITS EFFECTS. THE QUALITY OF A FORESTER'S WORK WILL BE GOVERNED BY HOW WELL HE UNDERSTANDS FIRE, ITS CONTROL, ITS EFFECTS, AND IN SOME INSTANCES, HOW TO USE IT AS A TOOL.

THERE IS NO EASY WAY TO REACH AN ACCEPTABLE UNDERSTANDING OF FIRE. ONLY A SMALL PART CAN BE LEARNED FROM TEXT BOOKS. FIRE IS A LIVE THING AND ITS BEHAVIOR IS VARIED SO MUCH BY TOPOGRAPHY, WEATHER, AND FUELS THAT MANY OF THE THINGS YOU WILL NEED TO KNOW ABOUT IT CAN BEST BE LEARNED BY A GOOD BACKGROUND OF ACTUAL FIRE EXPERIENCE. THE REGION IS STRESSING FIRE TRAINING INCLUDING THE USE OF DEMONSTRATION METHODS SUCH AS THE FIRE TABLE, AND BY TRAINING DETAILS TO GOING PROJECT FIRES IN OTHER REGIONS AS WELL AS THIS ONE. WE RECOMMEND THAT ALL OF YOU GO OUT OF YOUR WAY TO GET AS MUCH FIRE EXPERIENCE AS POSSIBLE IN YOUR EARLY YEARS.

ON SOME RANGER DISTRICTS, YOU WILL FIND VARIOUS TYPES OF MECHANICAL FIRE SUPPRESSION EQUIPMENT. THE USE OF NEW METHODS AND EQUIPMENT IS CONSTANTLY BEING STUDIED AND EXPANDED. HOWEVER, THERE ARE LARGE AREAS WHERE EQUIPMENT IS NOT USEABLE OR DEPENDABLE AND SOME PORTION OF THE LINE AROUND A FIRE WILL HAVE TO BE HAND MADE. WE RECOMMEND THAT YOU MAKE A POINT OF LEARNING TO CONTROL FIRES WITH HAND TOOLS. AT TIMES, YOU WILL HAVE TO ORGANIZE, LEAD AND DIRECT FIRE CREWS OF VARIOUS SIZES. UNLESS YOU HAVE LEARNED THE USE OF BASIC TOOLS, YOU WILL BE AT A DISADVANTAGE IN DIRECTING OTHERS AND IN JUDGING THE TASKS YOU CAN DEPEND UPON A CREW TO CARRY OUT.

THE MOST IMPORTANT PART OF THE FIRE CONTROL JOB IS FIRE PREVENTION. ONE OF THE OUTSTANDING PUBLIC SERVICE ADVERTISING EFFORTS IN AMERICA IS THE CFFP (COOPERATIVE FOREST FIRE PREVENTION), OR SMOKEY BEAR, PROGRAM CARRIED ON BY THE ADVERTISING COUNCIL, THE STATE FORESTERS AND THE FOREST SERVICE.

BRANCH OF STATE & PRIVATE FORESTRY

HISTORY

AS EARLY AS THE LATTER PART OF THE NINETEENTH CENTURY, THE CONGRESS REALIZED THAT THE GENERAL PUBLIC HAD A REAL AND IMPORTANT INTEREST IN THE PROTECTION AND MANAGEMENT OF ALL TIMBER LANDS AND CERTAIN WATERSHED LANDS, REGARDLESS OF OWNERSHIP. TO ENCOURAGE BETTER MANAGEMENT AND PROTECTION OF SUCH LANDS IN OTHER THAN FEDERAL OWNERSHIP, AND TO SAFEGUARD THAT PUBLIC INTEREST, THE CONGRESS HAS OVER THE YEARS, PASSED SEVERAL LAWS WHICH HAVE PROVIDED FOR SOME EXTENT OF FEDERAL LEADERSHIP, PARTICIPATION, AND COST-SHARING. THE EARLIER LAWS GENERALLY WERE SUCH THAT ACTUAL WORK ON THE GROUND, AND ASSISTANCE TO FOREST LANDOWNERS, WERE DONE BY FEDERAL AGENCIES SUCH AS THE FOREST SERVICE. MOST OF THE EARLY PROJECTS WERE INSTALLED AS DEMONSTRATIONS, AND WERE PRIMARILY EDUCATIONAL.

THE MORE RECENT PROGRAMS HAVE BEEN SET UP VERY LARGELY AS COOPERATIVE VENTURES. MOST OF THE TECHNICAL ASSISTANCE WORK ON THE GROUND IS DONE BY STATE FORESTRY ORGANIZATIONS. THE FEDERAL AGENCIES PROVIDE GRANTS TO AID IN PLANNING, OR SHARE COSTS WITH THE STATE IN CARRYING OUT THE TECHNICAL PHASES OF THE WORK. ALSO, IN SOME CASES, COSTS OF ACTUALLY PERFORMING WORK ARE SHARED WITH LANDOWNERS.

OBJECTIVE

THE OBJECTIVE OF STATE AND PRIVATE FORESTRY PROGRAMS IS TO FURTHER THE PROTECTION, SOUND MANAGEMENT, AND WISE USE OF NON-FEDERAL FOREST AND CERTAIN NON-FORESTED WATERSHED LANDS.

THREE-FOURTHS OF THE COMMERCIAL FOREST LAND IN THE UNITED STATES IS PRIVATELY OWNED, AND THAT THREE-FOURTHS IS GENERALLY THE BEST AND MOST ACCESSIBLE TIMBER-GROWING LAND. IT FURNISHES MOST OF TODAY'S TIMBER PRODUCTS AND MUST PROVIDE MOST OF THE FUTURE SUPPLY. ALSO, MUCH OF THE PRIVATE OWNERSHIP IS WATERSHED LAND, IMPORTANT IN REGULATION OF STREAM FLOW AND CONTROL OF FLOODS; IT IS IMPORTANT AS A SOURCE OF WATER FOR AGRICULTURAL, INDUSTRIAL, AND DOMESTIC USE. LEADERSHIP IN SOUND MANAGEMENT AND WISE USE OF ALL FOREST LAND, FEDERAL AND NON-FEDERAL, IS ONE OF THE FOREST SERVICE'S MOST IMPORTANT JOBS. IT IS THE FUNCTION OF STATE AND PRIVATE FORESTRY TO REDEEM THAT RESPONSIBILITY, AS APPLIED TO NON-FEDERAL FOREST LANDS.

PROGRAMS

THE ATTACHED TABULATION SHOWS THE PROGRAMS NOW ACTIVE IN R-2 STATES, FOR WHICH THE FOREST SERVICE BEARS THE MAIN FEDERAL RESPONSIBILITY OR HAS SOME COOPERATIVE FUNCTION.

NOT ALL STATES PARTICIPATE IN ALL PROGRAMS, AS WHETHER OR NOT THEY DO DEPENDS ON THEIR INDIVIDUAL NEEDS AND DESIRES AS WELL AS UPON THEIR ABILITY TO FINANCE THEIR SHARE OF COSTS. EACH STATE DOES WORK IN AT LEAST ONE PROGRAM, AND SOME IN NEARLY ALL OF THEM. IT IS THE AIM OF THE R-2 BRANCH OF STATE AND PRIVATE FORESTRY TO ENCOURAGE THE STATES TO TAKE PART IN THOSE PROGRAMS FOR WHICH THEY HAVE A REAL NEED, AND TO BUILD UP AND MAINTAIN AN ORGANIZATION CAPABLE OF SATISFACTORY ACCOMPLISHMENT.

PROBLEMS

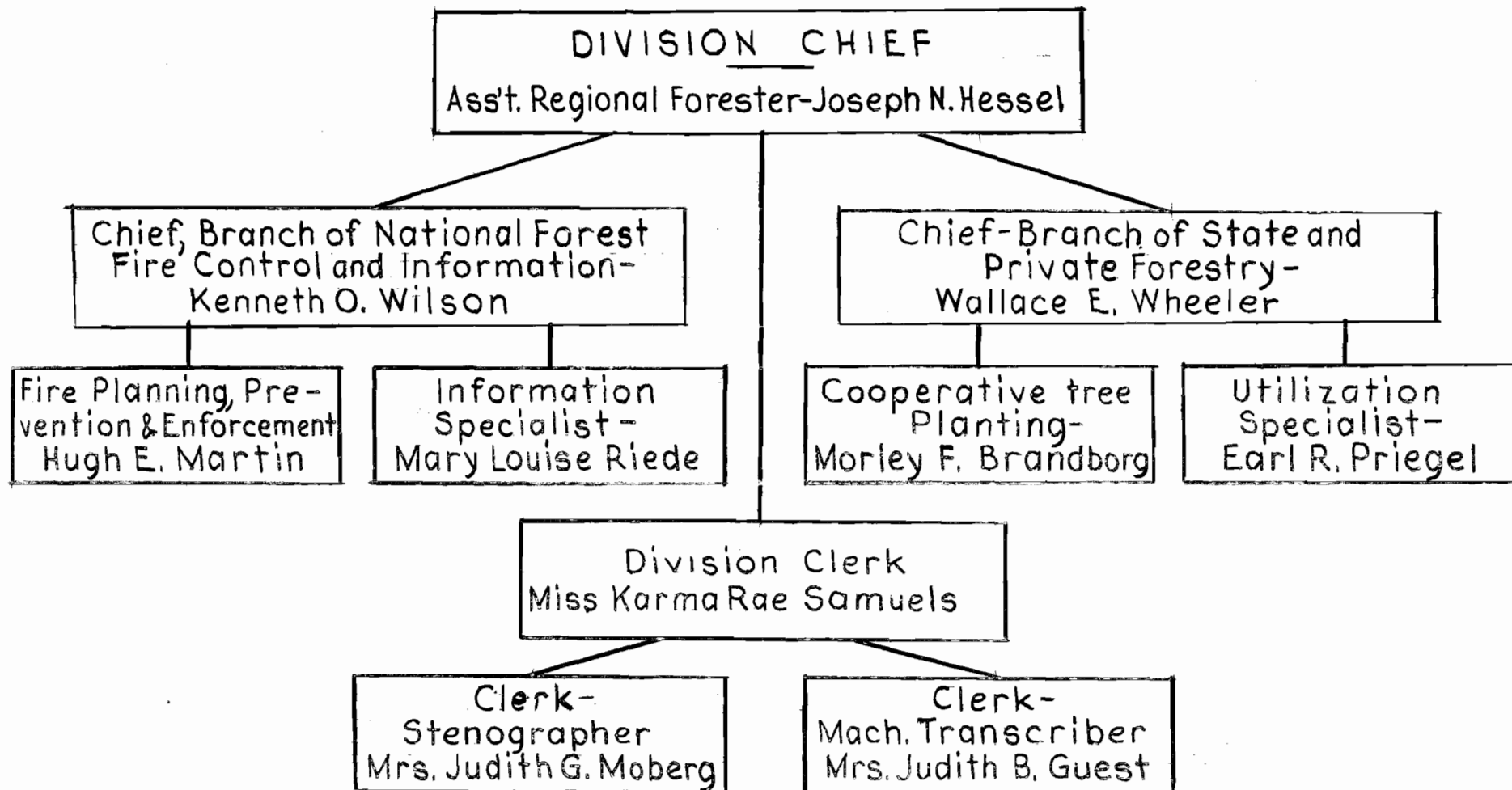
THE BASIC PROBLEM, WHICH HAS BEEN OR IS COMMON TO ALL R-2 STATES, IS THAT OF GETTING STATE PEOPLE AND LEGISLATURES TO REALIZE THE IMPORTANCE OF THE FORESTRY PROGRAM AND TO PROVIDE ENABLING LEGISLATION AND FUNDS NEEDED TO DO THE JOB. ONE OF OUR TASKS IS TO HELP STATE FORESTRY ORGANIZATIONS IN THEIR ATTEMPTS TO FOSTER SUCH INTEREST IN FORESTRY. THIS HAS IN SOME CASES BEEN DIFFICULT BECAUSE TIMBER LANDS, OTHER THAN FEDERAL, IN OUR STATES ARE GENERALLY SCATTERED IN SMALL TRACTS, AND USUALLY NOT HARVESTED TO ANY LARGE EXTENT. HOWEVER, THERE IS A TOTAL OF OVER $5\frac{1}{4}$ MILLION ACRES OF PRIVATELY-OWNED COMMERCIAL FOREST LAND IN THESE STATES, AND AN ADDITIONAL 337,000 ACRES IN STATE, COUNTY, AND MUNICIPAL OWNERSHIP. ON THESE LANDS ARE MORE THAN 9 BILLION BOARD FEET OF SAWTIMBER, OR NEARLY $3\frac{1}{2}$ BILLION CUBIC FEET OF GROWING STOCK. CERTAINLY THIS ACREAGE, AND THIS TIMBER VOLUME, WILL JUSTIFY EARNEST EFFORTS AT PROTECTION AND MANAGEMENT.

ACTIVE FORESTRY ASSISTANCE PROGRAMS

R-2

| LAW | CLARKE-McNARY ACT, 1924 SECTION 4 (C-M4) | CLARKE-McNARY ACT SECTION 2 (C-M2) | COOPERATIVE FOREST MANAGEMENT ACT, 1950 (CFM) | WATERSHED PROTECTION, FLOOD PREVENTION ACT P.L. 566, 1954 | FOREST PEST CONTROL ACT P.L. W.O., 1947 | AGRICULTURAL CONSERVATION PROGRAM 1938 (ACP) | AGRICULTURAL ACT OF 1956 TITLE I, (SOIL BANK) |
|--|--|---|--|--|--|---|---|
| TYPE OF LAND | STATE AND PRIVATE LANDS. | STATE AND PRIVATE LANDS. | ALL PRIVATE LANDS. | PRIVATE AND PUBLIC LANDS WITHIN WATER- SHED. | STATE AND PRIVATE LANDS. | ALL PRIVATE LANDS, STATE LANDS. | FARM CROPLANDS. |
| PURPOSE | PRODUCTION AND DIS- TRIBUTION OF FOREST SEED AND TREE PLANT- ING STOCK FOR FORESTS AND WINDBREAKS. | PROTECTION FROM FIRE OF NON-FEDERAL FOREST AND CERTAIN NON-FOR- ESTED WATERSHED LANDS. | PROVIDE TECHNICAL SERVICES TO PRIVATE FOREST LANDOWNERS AND TO PROCESSORS OF PRIMARY FOREST PRODUCTS. | PLANNING AND CARRY- ING OUT WATERSHED PROTECTION AND FLOOD PREVENTION MEASURES. | TO PROTECT FORESTS AGAINST INSECT AND DISEASE. | ESTABLISH PLANTA- TIONS AND SHELTER- BELTS, WOODLAND IM- PROVEMENT AND PRO- TECTION. | PRODUCTION AND DISTRI- BUTION OF PLANTING STOCK, PLANTING OF WOODY PLANTS, FOREST IMPROVEMENT PRACTICES. |
| BENEFITS AUTHORIZED (COST-SHARING) | FEDERAL - 50% * STATE - 50% *(UP TO MAXIMUM DE- TERMINED BY FEDERAL FUNDS AVAILABLE). | FEDERAL - 50% * STATE - 50% *(UP TO MAXIMUM DE- TERMINED BY FEDERAL FUNDS AVAILABLE). | FEDERAL - 50% * STATE - 50% *(UP TO MAXIMUM DE- TERMINED BY FEDERAL FUNDS AVAILABLE). | FEDERAL - TECHNICAL ASSISTANCE - INSTAL- LATION AND OPERATION ON COST-SHARES AT VARIOUS RATES. | APPROXIMATELY FEDERAL - 25% STATE AND PRIVATE 75%. | FEDERAL - UP TO 1% OF COUNTY AL- LOTMENTS FOR FORESTRY TECHNICAL ASSISTANCE. | FEDERAL - 100% FOR TECHNICAL ASSISTANCE (NONE R-2 NOW). |
| SPECIFIC ASSISTANCE TO LANDOWNER | PROVIDES PLANTING STOCK AT LOW COST. | PROVIDES ASSISTANCE IN FIRE PROTECTION. | (1) PROVIDES TECHNICAL SERVICES IN WOOD- LAND MANAGEMENT; (2) AND TO PRIMARY PRO- CESSORS OF FOREST PRODUCTS. | TECHNICAL ASSISTANCE IN WOODLAND MANAGEMENT WITHIN THE APPROVED WATERSHED. | ASSISTANCE FROM STATE AND FEDERAL SOURCES IN FOREST PEST CONTROL OPERATIONS. | COST SHARING FOR FOREST CONSERVA- TION PRACTICES. (A) TREE PLANTING, (B) TIMBER STAND IMPROVEMENT, (C) FENCING AND (D) LAND PREPARATION FOR PLANTING. | (1) TECHNICAL ASSIST- ANCE FOR TREE PLANTING, (2) COST SHARING FOR TREE PLANTING AND (3) ANNUAL RENTAL PAYMENT FOR DURATION OF CON- TRACT FOR LAND TAKEN FROM CROP PRODUCTION. |
| AGENCIES RESPONSIBLE FOR PERFORMANCE | STATE FORESTER, OR OTHER AUTHORIZED STATE AGENCY, IN COOPERATION WITH FOREST SERVICE. | STATE FORESTER, OR OTHER AUTHORIZED STATE AGENCY, IN COOPERATION WITH FOREST SERVICE. | STATE FORESTER IN COOPERATION WITH FOREST SERVICE. | STATE FORESTER IN COOPERATION WITH FOREST SERVICE AND SOIL CONSERVATION SERVICE. | STATE FORESTER OR DESIGNATED AGENCY IN COOPERATION WITH FOREST SERVICE. | ACPS - IN COOPERA- TION WITH SCS, FS, AND STATE FORESTER. | ACPS - IN COOPERATION WITH FS, SCS, STATE FORESTER. |

DIVISION
OF
INFORMATION, FIRE CONTROL AND STATE AND PRIVATE FORESTRY
(I. F. S.)



8/25/58

BRANCH OF OPERATION

In most organizations, governmental or private, which deal with money, manpower, equipment and supplies, there is generally an individual or group of individuals charged with the responsibility of seeing that these functions are coordinated in an orderly and efficient manner. In the Forest Service, this responsibility rests with the Division of Operation, which is a part of the Branch of Administrative Management and Information in the Chief's Office. Each Region, too, has a Division or Branch of Operation which is in charge of an Assistant Regional Forester who is directly responsible to the Regional Forester for the proper conduct of business management in all of its ramifications.

The composition of these Divisions of Operation, as far as activities covered and responsibilities are concerned, varies somewhat by regions. The purpose of this statement is to outline the work of the Branch of Operation in Region 2.

In broad terms, the Branch of Operation, under the general administrative direction of the Regional Forester, formulates and puts into effect policies, plans, standards and procedures designed to promote efficient, economical and sound business management practices. It furnishes technical direction and exercises leadership in all budgeting, financing, organizing and operating activities for the Region and works closely with the Experiment Stations, upon request, in the performance of similar services. It also cooperates with other Federal, State and local government agencies, organizations and individuals in the performance of these activities.

To accomplish this, the work is divided into the following main categories:

Financial Management

This involves the formulation of financial plans for the Regional Office, the National Forests and other field units. It includes the development of financial policies, the preparation of budgets, the allotment of funds to the Forests and special projects on the basis of correlated workloads, the establishment of budget records and controls, and the supervision and preparation of budget estimates for the Chief's Office.

Administrative Management

This embraces the field of basic work planning, jobload analysis and proper organization. It includes the preparation of the Annual Regional Plan of Work, the development and use of work standards and field work plans, conducting and directing procedural analyses of various kinds to improve the efficiency and economy of operations, and conducting studies of manpower needs and utilization. In addition, it provides leadership in the management improvement program, coordination and processing of Manual supplements, development of field inspection methods and coordination of field inspection schedules.

Administrative Services (Office Management, Procurement & Supply)

This covers the establishment of Regional policies for the procurement and disposition of equipment, materials and supplies. It involves the consolidation of field requisitions for central purchases either at the Regional or Chief's Office level, including the review, approval and award of construction and supply contracts coming within the Region's monetary contractual authority. In some cases, procurement and disposition of equipment and supplies is done through surplus lists which go to or are obtained from other agencies including GSA, AEC and the USDA Area Equipment Committees.

The management of property, both real and personal, is another function in this category. It involves not only the maintenance of adequate property records but the establishment of proper procedures for the care, use and protection of all property. It also includes the acquisition of space for administrative purposes, either by purchase or lease, which oftentimes requires cooperation and coordination with GSA and other agencies. In the case of quarters occupied by Forest Service employees, standards and guides to insure that rental rates are established in conformance with Departmental and Bureau of the Budget regulations are the responsibility of this section of the division.

The planning and directing of the administrative services in the Regional Office, such as the distribution of mail, messenger service, duplicating, assignment of space and office equipment, cooperation with GSA in procurement of vehicles from the car pool, maintenance and disposition of records in accordance with uniform filing systems and procedures, are additional functions of this section.

BRANCH OF PERSONNEL MANAGEMENT

The work of the Branch is governed by numerous laws and regulations issued by the Civil Service Commission. A summary of the basic laws affecting Personnel Administration in the Forest Service is included with this statement.

The authority to classify positions under the Classification Act and to make appointments under the Civil Service Act is delegated by the Secretary of Agriculture through his Director of Personnel to specific individuals assigned to the Branch.

The Chief of the Division of O&PM is the Chairman of the Regional Wage Board which reviews wage survey data and approves rates of pay for various classes of work exempted from the Classification Act. The Regional Wage Board is appointed by the Director of Personnel for the Department under authority delegated within the provisions of the Act of March 28, 1934. The Chief of the Division of Engineering and the Attorney in Charge of the Denver office of the General Counsel for the Department of Agriculture are members of the Regional Wage Board.

The Chief of the Division of O&PM is also a member of the Denver Board of Civil Service Examiners for the Department of Agriculture. The Board announces examinations, reviews and rates applications, establishes registers and certifies eligibles to appointing officers for positions which are peculiar to the Department of Agriculture, such as Soil Conservation, Agricultural Engineers, Forestry Aids, etc. In addition by agreement with the appropriate Regional offices of the Civil Service Commission, they announce examinations for other positions in limited localities. For example, the Board in Denver has examining jurisdiction for all Wage Board jobs in this Region of the Forest Service.

The Rocky Mountain Region of the Forest Service lies within the jurisdiction of two Regions of the Civil Service Commission. One in Denver has jurisdiction in the states of Colorado and Wyoming. The other in St. Louis has jurisdiction in the states of South Dakota, Nebraska and Kansas.

Employment, Placement and Recruitment

With a few specific exceptions the Regional office has authority to select, appoint or promote individuals to positions up to and including grade GS-11. Selections for GS-12 and above require prior approval of the Chief's office.

The Region maintains the Service Record Card and Official Personnel Folder for all employees having formal appointments in the Region.

The records for employees with informal appointments are maintained in the Forest Supervisor's office serving the unit where the employee is assigned.

Recruitment and placement of non-professional employees is decentralized to the Forest Supervisors. They select eligibles from certificates and recommend retentions, promotions and other personnel actions.

Recruitment and placement of professional employees for National Forest work is handled by the Regional office. For the past several years about 40 new professional people are employed each year.

Placement and promotion actions are based primarily on the recommendations of District Rangers, Forest Supervisors and Assistant Regional Foresters who have observed and evaluated the performance of the candidate.

Recruitment and placement of employees at the Research Centers and Experiment Station is handled by the Director and Research Center leaders.

The Region follows the practice of employing several undergraduates from the Forest Schools each summer. Relations with the Forest Schools and student bodies are maintained through at least annual visits to the schools and by correspondence.

Training, Welfare and Safety

The Forest Service has much broader authority in these phases of the Personnel Program than the other phases.

The Forest Service has a good career development program for professional employees. Most full-time employees can obtain hospitalization and surgical insurance at group rates. Each employee with a regular tour of duty can have group life insurance at reasonable rates and comes within the purview of the Leave Act. Each employee with Civil Service status is entitled to the benefits of the Retirement Act. Employees required to wear a uniform receive a uniform maintenance allowance. All employees are entitled to unemployment insurance if they are laid off through no fault of their own.

Each employee is eligible for a cash award for work improvement suggestions which are adopted and for recognized, sustained, above-the-average performance. Honor awards are given for recognized superior and distinguished service.

The Forest Service stresses the prevention of work injuries. It provides necessary safety guards on its equipment and protective equipment to individuals who are exposed to special hazards. The elimination of unsafe acts is part of the training for every task. Motor vehicle operators are licensed under regulations prescribed by the Civil Service Commission.

The development of mutual understanding between each employee and his supervisor is the objective of the Forest Service employee relations program. The Forest Service organization has a proud tradition of the pleasant informal relations between its members. It is known as a "first name" outfit. Each new member is expected to maintain and strengthen this tradition.

Classification

The classification of positions is not an exact science. Each position subject to the provisions of the Classification Act is classified on the basis of a description prepared by the work supervisor which shows the duties and responsibilities assigned to the incumbent, the guidelines he has to follow, how thoroughly and frequently his work is reviewed and the knowledges and skills he must use to satisfactorily carry out his assignments.

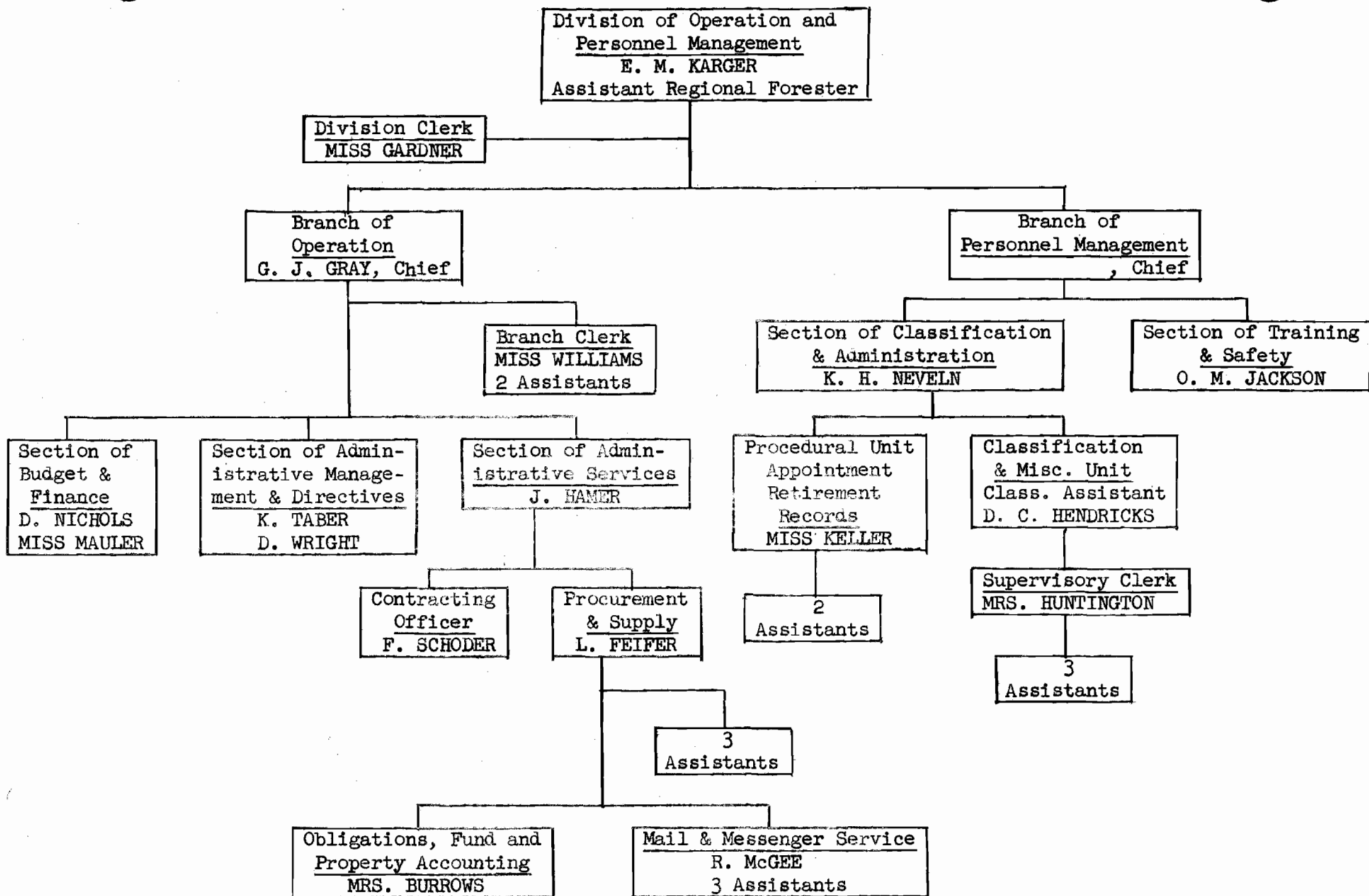
In general, incumbents increase their skills and carry out their assignments with less supervision and guidance as they gain experience in the work situation. A description prepared in the past frequently does not accurately describe how the incumbent is performing at present. The basic problem in classification work is to maintain currently accurate descriptions of each position. Unless this is done, positions may be improperly classified.

The classification of positions must also be coordinated with the approved organization pattern. Many incumbents are capable of performing at higher levels than currently assigned but are not in higher grade positions because there are no vacancies. In general, a position must be at least one grade level below the grade of the position occupied by the work supervisor.

BASIC LAWS Affecting Personnel Administration in the Forest Service

| <u>LAW</u> | <u>PURPOSE</u> | <u>POSITIONS COVERED</u> | <u>POSITIONS EXEMPT</u> |
|-----------------------------------|---|---|---|
| Civil Service Act | Provides for filling positions by advertising thru public announcements (exam) and selecting persons with highest qualifications (elig. ratings) who bid for such jobs. | All except exempt positions (referred to as competitive service). | Unskilled Laborers, experts, cooperative employees, certain part-time positions, certain temporary field positions. |
| Civil Service Retirement Act | To provide for retirement of Civil Service employees. | All incumbents in competitive service with Status and appointment without time limit. | All others |
| Social Security Act | To provide old age pension for Federal employees not eligible for Retirement Act benefits. | All non-exempt not covered by Retirement Act. | Those filled for less than 30 days. |
| Classification Act | To provide a uniform pay system. | All except exempt positions (referred to as classified positions). | Wage Board, experts, cooperative employees not supervised or paid entirely by the Forest Service. |
| Eight Hour Law | To prevent the exploitation of labor. | All laboring and mechanical work. | All other types of work and laboring or mechanical work during extraordinary emergencies. |
| Leave Act | To provide for vacations and standardize sick leave of Government employees. | All positions with regular tour of duty except temporary ones in construction work with hourly rates. | All others |
| Veterans Preference Act | To give preference for Federal employment to persons who served their country in time of war. | All | None |
| Various Acts 1878, 1909 and later | Provide rules of conduct for Federal employees. | All | None |
| Group Life Insurance | To provide low cost insurance for Federal employees | All full time non-temporary | Temporary, part time and WAE |
| Act of 3-28-1934 | Provides for setting of wages by Wage Boards | All "blue collar" | All others |

| | | | |
|------------------------------------|--|--|---|
| Federal Employees Pay Act | To provide uniform pay increases for length of service and pay policies for overtime, night work and holidays. | All classified positions | All other positions |
| Act of August 24, 1912 | To prevent removal of persons from Federal Service without cause. | All in the competitive service | All others |
| | To protect the National Security of the U. S. | All | None |
| Performance Rating Act | To improve work performance of Federal employees. | All non-temporary | Temporary |
| Social Security Act | To extend unemployment payments administered by the States to Federal employees. | All non-exempt | Those filled for 30 days or less |
| Fringe Benefits Act | To provide additional payment to employees required to wear a uniform. | All requiring the incumbent to procure a uniform | All others |
| Selective Service and Training Act | To provide reemployment benefits to employees who served with the Military Forces. | All filled with incumbents having competitive status | All others |
| Compensation Act | To provide compensation for disability or death of employees resulting from injury on the job. | All | None |
| Various Acts 1862 and later | Provide for Oath of Office. No strike affidavit. No contributions for position, etc. | All except emergency | Those filled under emergency conditions for periods of less than 30 days. |
| Acts of 7-31-1894 | Prohibits holding more than one position if combined salaries exceed prescribed amounts. | All | None |
| Act of 6-29-1940 | Provides for Jury Leave | All subject to annual leave | All other |
| Act of 8-2-1946 | Provides for incentive awards for Federal employees. | All | None |



K
PERSONNEL
Training

RANGE MANAGEMENT

I. Secretary's Regulation

- A. Under general direction of the Chief of the Forest Service the national forests will:
1. be divided into range allotments
 2. have the kind and number of livestock to be grazed in each allotment determined
 3. have grazing periods established
 4. have entrance of livestock regulated
 5. have range allocated among permittees
 6. have efficient methods of range use developed and applied with the intent of obtaining the most equitable and profitable utilization of the forage consistent with its sustained productivity, protection of the forest and other related interests
- B. Forest officers shall require:
1. handling of livestock on the national forests designed to secure proper protection of the resources thereon

II. Objectives in Management of the Ranges

- A. Correlation of grazing with other national forest uses in such a way as to harmonize the use of and to perpetuate all range and associated forest resources.
1. watershed values are second to none
 2. almost all watershed lands are grazed either by domestic stock or big game animals
 3. some of these lands are being used properly and some are not
 - a. presents a problem of economic importance (it is a great challenge to resource managers)
- B. Attainment and perpetuation of maximum usefulness of soils and watershed subject to grazing use.

- C. Prevention of range deterioration and production for current use of maximum forage yields year after year.
- D. Promotion of stability of the livestock industry by maintaining grazing capacity at the highest point attainable within the natural limitations imposed by fluctuating weather conditions.

The regional forester will be responsible for bringing about proper soil, forage and watershed conditions through restorative, protective, and improvement practices.

III. Range Allotments

- A. Forests in R-2 have been divided into sheep and cattle allotments by the forest supervisors.
 - 1. Boundaries of such allotments are not static, but they should be as nearly permanent as possible.
 - 2. To the fullest extent possible, allotments should be assigned to individual permittees.

IV. Grazing Capacity

- A. Is the maximum number of livestock the unit will support during the regular grazing period over a series of years without injury to the soil, forage plants, watershed, or tree growth?
- B. How determined.

By range analysis method as outlined in Range Analysis Handbook.

- 1. It is a method of range inventory, allotment by allotment, that analyzes many range facts (documented by measurements and photographs) on usable areas, range condition and trend, current utilization and management. Management is important and many of the old inventories sadly neglected this human element, which is probably the most difficult to classify. The history of past use plays an important role in range analysis today.
- 2. Is not only an inventory but is the positive approach of how to make the best use of the forage crop, what management improvements are desirable, such as rotation and deferred use, and what kind of physical improvements are needed such as water developments, fences, driftways, revegetation, noxious plant control and rodent control.
- 3. From carrying capacity guides, adapted to each forest, determine estimated capacity.

4. Adjustments in stocking.

- a. Needs of the land, not convenience or economic benefits of permittees is objective.
- b. R-2 supplement 102.2 "Where permitted use exceeds estimated capacity, the supervisor will be expected to show reasonable annual progress in reducing the former on his forest. His objective will be to make the two sets of figures coincide as rapidly as practicable, with due consideration for the welfare of his permittees."

V. Grazing Periods

A. Supervisors authorized to establish grazing periods.

1. As guides the present tools being used are:
 - a. range readiness checks for proper entrance date
 - b. utilization checks for proper use

VI. Entrance of Livestock

- A. A minimum of 50% of the permitted livestock are to be counted each year. Methods and procedures will be decided by the forest supervisor

VII. Allocation of Range

A. Paid permits may be issued to:

1. persons who own both livestock to be grazed and commensurate property and who otherwise qualify for the use of the range. Such permits, where covered by preference, are renewable, and are called preference permits.
2. persons who do not possess any or all of the qualifications listed in (1) and where surplus range exists. Such permits do not involve preferences. Shall be called temporary and shall not be issued for more than one year at a time.

VIII. Management of Livestock

A. Responsibility for management of the range and livestock will be shared by the Forest Service and permittee

1. Forest Service responsibility

- a. designate specific manner in which range is to be used through management plans and supplementary instructions
- b. prepare plan in cooperation with permittee so he will understand and use it

- c. provide inspection and supervision as may be necessary to insure proper handling of livestock on the range.

2. Permittees responsibility

- a. cooperate with ranger in preparing management plan
- b. manage livestock on range in accordance with plan

RANGE ADMINISTRATION

- I. Forest Service has the job of administering the national forests in such manner that the soil and forage resources are not impaired, and that all uses are in harmony with one another.
 - A. Part of this responsibility rests in managing the range lands so the results show the greatest possible public economic gain and stability to the livestock industry.
 - B. Largest part of this responsibility rests in selling good range management, first to the users and second to everyone else interested in national forest administration.

II. How to accomplish a good job of range management.

- A. By doing the actual job of range administration including inspections range analysis work, developing good sound management plans, counting, checking for trespass and numerous other phases.
- B. By selling your individual program to the permittees and the general public.

III. Methods of Application

- A. First job is largely manual, and instructions are well outlined in the National Forest Manual.
- B. Second is flexible and the most important of all -- Selling yourself and your program.
 - 1. The trouble with selling is that people don't always buy. Why? Perhaps if you had presented your idea in a different way it might have been more readily accepted.
 - 2. Must have a thorough knowledge of the following:
 - a. Your idea -- Know that it's a good one. You can't sell it if you don't know what you are talking about. Know every phase, every fact, every application and every benefit.
 - b. Yourself -- You, of course, are the important cog. Reflect sincere confidence. Examine yourself carefully. How can you answer the following questions?
 - (1) Desire -- Do you really want to put it over?
 - (2) Enthusiasm -- Are you all steamed up? Emerson says, "Nothing great has been accomplished without enthusiasm."
 - (3) Confidence -- Do you believe you can put it over? Do you have confidence in yourself and in your idea?

- (4) Courtesy -- Are you friendly and tactful? Do you like people?
- (5) Appreciation -- Can you appreciate the other fellow's point of view?
- (6) Sincerity -- Are you honest and forthright in what you say and do?
- (7) Initiative -- Do you do the right thing without being told?
- (8) Reliability -- Are you there? On time? Do you keep your word?
- (9) Think straight -- Do you believe "as a man thinketh-- so is he?"
- (10) Appearance -- Do you believe in soap and water? The "fresh look?"
- (11) Cooperation -- Do you cooperate with yourself? Do you give yourself a square deal?
- (12) Loyalty -- Are you loyal to yourself? One way that you may be cheating yourself is by not smiling. Remember that what you radiate is as important as what you say. Many men rust out, few wear out.
- (13) Listener -- Are you a good listener? Give other people a chance to express their views and be willing to give credit and accept good points.

C. Clinching the selling job requires:

1. Confidence -- you have to believe in proper range use to sell it!
2. Enthusiasm -- you have to have the desire to sell.
3. Personality -- You have to sell yourself to the customer first.
 - a. His confidence in you will be based on your sincerity, courtesy, reliability, appearance, and your ability to think straight and appreciate his point of view.

Personality was once defined as an indefinite something some people had and others lacked. Psychologists have now discovered that personality can be developed by training -- just as the mind. Its development depends on doing an increasing number of things with and for people. Even small attentions are not easily cultivated-- people who remember birthdays and anniversaries of friends tend to have better personalities than those who don't -- to get into a habit of remembering days which mean much to others can be acquired only with effort -- like remembering names! As Dale Carnegie says, "the sweetest music in the world to another person is the sound of his own name."

4. A plan or organized presentation -- remember to:

a. get the permittee's attention

b. tell, show, emphasize, and repeat

(1) do not hesitate to repeat. Readers Digest quotes,
"the reason history repeats itself is that most people
weren't listening the first time."

c. get approval

(That's why range management plans should be clear, concise,
simple, and tailor-made to fit the user's need.)

We invariably try to sell too much at one time. Don't try to sell it all at once -- make one point then be satisfied to wait for the next opportunity. You seldom need display all your knowledge at once-- but when you do -- show enthusiasm and your confidence in good range practices.

K
PERSONNEL
Training

WILDLIFE MANAGEMENT

I. Objective

- A. To manage habitat so that wildlife populations will be maintained at a level consistent with the requirements for other services of the land, and in accordance with their recreational and related public uses and values.

II. Policies

- A. Cooperate with states and other wildlife management agencies
- B. Maintain and develop suitable environment
- C. Employ natural management procedures to retain and improve recreational values
- D. Encourage proper utilization of the wildlife resource
- E. To consider wildlife in all land use planning
- F. To favor native species
- G. To promote a natural balance of forest wildlife species
- H. To preserve rare or vanishing species

III. Regulation W-2 (Wildlife Management)

The chief of the Forest Service, through the regional foresters and forest supervisors, shall determine the extent to which national forests or portions thereof may be devoted to wildlife production in combination with other uses and services of the national forests. In cooperation with the fish and game department, or other constituted authority of the state concerned, he will formulate plans for securing and maintaining desirable populations of wildlife species. He may enter into such general or specific cooperation agreements with appropriate state officials as are necessary and desirable for such purposes. Officials of the forest service will cooperate with state game officials in the planned and orderly removal in accordance with the requirements of state laws of the crop of game, fish furbearers, and other wildlife on national forest land.

IV. Basic State and Forest Service Responsibilities

- A. In no other phase of national forest administration is cooperation more essential than in the field of wildlife management.

B. Game and fish management is generally concerned with the management of habitat -- soils, water, and vegetation; and the regulation and guidance of people -- those who hunt and fish.

1. States primarily responsible for the regulations which cover protection and utilization

2. Forest Service primarily responsible for management of the national forest wildlife habitat

a. protection and management of the environment through coordination of uses requires a balanced program

(1) effects of excessive wildlife populations can be as damaging to timber and range production as unwise timber and grazing practices can be to game and fish

b. through forethought and integrated planning, guided toward the proper use of land, the needs of wildlife can be satisfied on millions of acres of the national forests with little sacrifice of other products of the land

(1) this is a major portion of forest wildlife management

V. Management Tools

A. Limited wildlife plan for each national forest

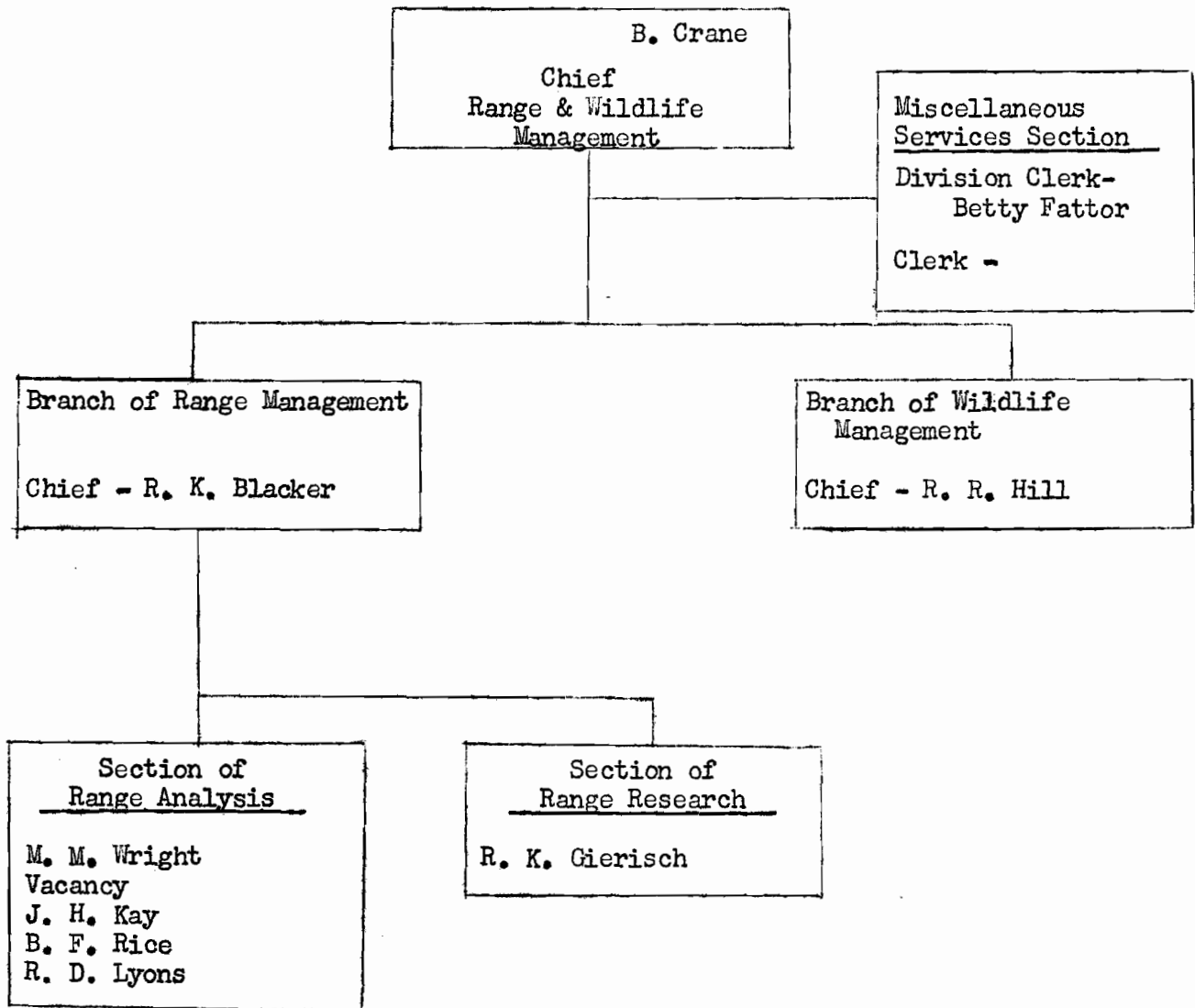
B. Utilization studies on winter-spring big game ranges

1. Cooperation between state game and fish department and land management agencies

C. Establishment of 3-step permanent transects in principal lay areas to measure trend over a period of years

D. Recommendations to state game and fish department on numbers to be harvested, seasons, etc.

DIVISION OF RANGE AND WILDLIFE MANAGEMENT



S
SUPERVISION
General

September 1, 1958

DIVISION OF TIMBER MANAGEMENT
Region 2
U. S. Forest Service.
Department of Agriculture

The Division of Timber Management deals with the overall management of the timber resources in the region. The Division issues standards and procedures within laws and national policies pertaining to the production, utilization and protection (other than fire) of the timber resource. Major timber types within the region are lodgepole pine, spruce-fir; ponderosa pine, Douglas-fir and aspen.

Under the Organic Administration Act of June 4, 1897, the national forests were dedicated to certain specific purposes as follows:

No national forest shall be established except to improve and protect the forests within the reservation, or for the purpose of securing favorable conditions of waterflows, and to furnish a continuous supply of timber for the use and necessities of the citizens of the United States.

Policies of the U. S. Department of Agriculture direct that:

In the administration of the forest reserve, it must be clearly borne in mind that all land is to be devoted to the most productive use for the permanent good of the whole people, and not for the temporary benefit of individuals or companies.

Water, wood and forage--are to be conserved and wisely used.

Where the conflicting interests must be reconciled the question will always be decided from the standpoint of the greatest good of the greatest number in the long run.

The Secretary of Agriculture has set up some 29 regulations governing the administration of the timber resources of the national forests. These are found in the timber management section of the manual.

The functional activities of the division are divided into two branches as follows:

Branch of Inventories, Management Plans and Improvements. This branch is divided into the section of inventory and management plans and the section of reforestation and stand improvement.

The region, in cooperation with the Forest Survey program, is in the process of making a forest inventory on some 9,000,000 acres of commercial forest lands. This involves taking aerial photographs on a 1:20,000 scale of all the forests in the region. The typing of the forest land is accomplished through photo interpretation techniques. Plot work, in connection with the survey, consists of taking the necessary measurements on some 2,000 plots scattered over 14 national forests. Forest Survey analyzes the data through the use of IBM electronic equipment. The data from the survey is then used for calculating sustained yield capacities and for setting up timber sale programs.

As Forest Survey inventories are completed, the branch, in cooperation with national forests, has the responsibility of developing and revising long-range timber management plans for some 22 working circles. The current allowable cut of these working circles is approximately 400,000 MBM a year.

The section is also responsible for setting up standards and procedures for silvicultural practices within the region. Various types of inspections are made for control purposes.

The reforestation and stand improvement section has the responsibility for developing programs, standards and procedures for nurseries, reforestation, and timber stand improvement work. This includes setting up nursery production schedules for two nurseries to meet the needs of the national forests as well as state and private needs; setting up standards for planting and seeding programs on the various national forests; providing technical guidance and training to forest personnel in all phases of timber stand improvement work. The section collaborates with other federal, state, and research groups to coordinate efforts of inter-related activities.

The nurseries are located at Halsey, Nebraska and Monument, Colorado. The total annual production for fiscal year 1957 was 2,119 M trees. Of this total approximately 45% were planted on national forest lands and 55% were sold to the states to be used in national reforestation and afforestation programs.

Currently the forests in the region are spending approximately \$200,000 per year of K-V deposits from timber sales for timber stand improvement work on timber sale areas. The work consists of

thinning, pruning, disease control, and reforestation. The region has a big job to put all of its forest-producing lands into optimum growing condition. Mistletoe control in lodgepole pine types will be a tremendous job as most of the lodgepole pine type within the region is heavily infected.

Branch of Utilization and Pest Control. This branch is broken down into a section of timber sales administration and appraisals and a section of pest control.

The section of sales administration and appraisals has the responsibility for formulating timber sale standards and practices within national sales policies and for preparing procedures and standards for timber valuations. Duties are to furnish directions, assistance, and training to forest personnel in timber sales administration; to correlate timber use with other uses; to maintain high standards of log scaling and tree measurements; to set up standards for collecting, analyzing and presenting timber appraisal data; to review timber appraisal reports; to participate directly in the preparation of the more involved appraisals and reappraisals; to handle timber trespass cases in the regional office and to make the necessary functional inspections.

The average annual cut of timber for the past five years is approximately 245,000 MBM with a value approximately \$1,500,000. This includes some 2,000,000 feet of aspen for matchstock and 20,000 cords of dead Engelmann spruce that is shipped to the pulp companies in the Lake States. The remainder of the cut is composed largely of sawtimber. During the past year two relatively large offerings of aspen have been sold, one amounting to 18,000,000 feet and the other amounting to 13,000,000 feet. Although the region has spent considerable time in trying to sell large quantities of dead Engelmann spruce the results have been negative. The purpose of a large offering was to get a pulp plant established in Colorado in order to salvage large volumes of this material.

The section of forest pest control is responsible for formulating standards, practices and procedures for the control of forest insects and diseases. This section works closely with the Experiment Station entomologists and pathologists in the detection and control of insects on national forest land. This section cooperates with the states and other federal agencies in inter-related activities.

Billions of feet of Engelmann spruce have been killed during the past two decades by the Engelmann spruce beetle. Through the use of chemical treatment and logging operations the infestation has been reduced to an endemic level. The last large outbreak of this beetle was during 1953-54 in Southwestern Colorado. There has been a considerable increase during the past year of spruce budworms in the Douglas-fir in Southern

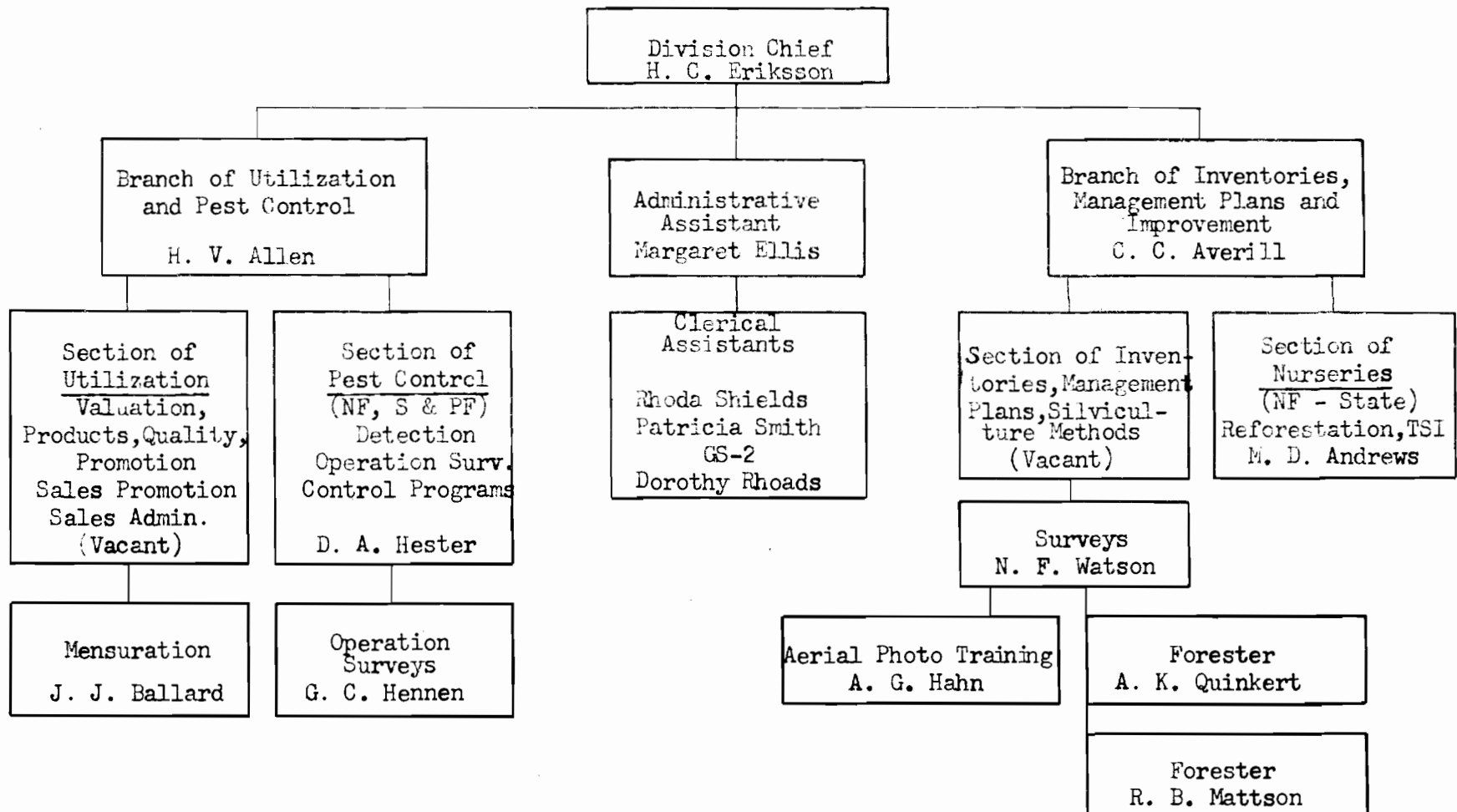
Colorado and the tent caterpillar in aspen in Southern Colorado.

General. With an ever-increasing demand by the public, in general, for use of the national forest lands timber management is becoming more complex. Only a small portion of the forests in the region have been converted from wild lands to a managed forest--most of the job lies ahead. The large increase in recreation use of the Rocky Mountain Area calls for better coordinated use of the land. Hazard reduction and aesthetic values must be considered part of the timber sale administration job.

H. C. ERIKSSON

Assistant Regional Forester
Division of Timber Management

DIVISION OF TIMBER MANAGEMENT
R-2



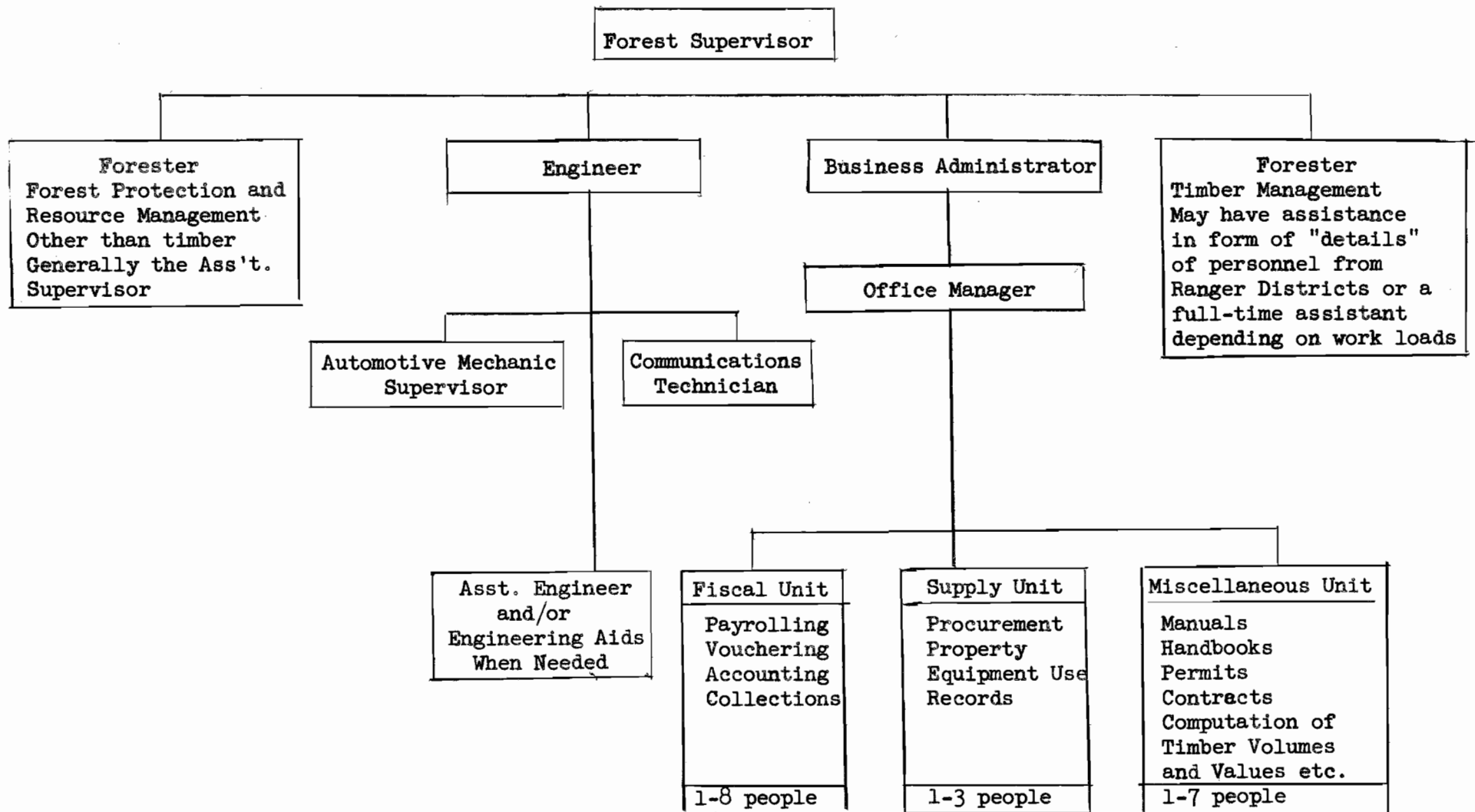
THE FOREST SUPERVISOR'S OFFICE

The Forest Supervisor is the administrator in the first echelon above the District Ranger. He is concerned primarily with the management of National Forest land under his jurisdiction.

In the South the jurisdiction of most Forest Supervisors covers an entire State. The Forest Supervisor generally coordinates the protection and management of National Forest areas with the State Forester's organization and maintains State-wide public relations. In addition, any Land Utilization Projects in the State are administered by him the same as National Forest areas.

The Forest Supervisor has professional assistants to assist him in planning, coordinating and controlling the work on the various Ranger Districts. These professional assistants are foresters, usually an engineer, and a business manager called an administrative assistant or administrative officer.

In addition, the Forest Supervisor's Office has an organization of clerks and other specialists to render service for the District Rangers. These services include procurement of supplies, appointment of personnel, payrolling, vouchering, accounting, maintaining radio and automotive equipment, making leases and contracts, advertising timber and surplus property, issuing use permits and timber sale contracts, making fee or stumpage collections, etc. The size of the organization assigned to a Forest Supervisor's Office varies with the work-load. A typical organization is shown on the next page.



THE RANGER DISTRICT

The Ranger District is the term applied to a specific administrative organization responsible for the management of a specified area of National Forest land. In some localities a single National Forest may be classed as a Ranger District. In others, the area of National Forest land, or the administrative problems involved, may require two or more Ranger Districts.

The geographical limitations and extent the resources are used on a particular National Forest determine the geographical size of the Ranger District as well as the size of the District organization. Neither the size of Ranger Districts, nor the people in the organization are static. Where resources are being produced or utilized to the full capacity of the area the organization on a Ranger District will be adjusted to fit the work-load. Where the work-load exceeds the capacity for a single administrator to retain a reasonable degree of first-hand control on the management of the area, a new Ranger District is established.

Most of the National Forest lands in the West were established from the public domain. As transportation facilities improved the size of Ranger Districts was increased. In some instances entire National Forests became single Ranger Districts. An example of this would be the Bear Lodge National Forest with headquarters at Sundance, Wyoming. It is now the Bear Lodge District assigned to the Black Hills National Forest.

The administrator of a Ranger District is a trained forester who is responsible for the protection and management of the National Forest Lands within the geographic boundaries of the Ranger District. This administrator is known as the District Ranger. He is the line officer in charge of the basic Forest Service organization for the management of the National Forests.

The District Ranger serves under the general direction of a Forest Supervisor. In administering the District the Ranger engages in three main lines of work:

1. The protection of the land areas and its resources.
2. The development and use of the resources of the land.
3. The development and maintenance of physical improvements needed on the area.

In carrying out this work the Ranger is also responsible for public relations and employee relations.

The organization on a Ranger District generally follows the three main lines of work. The size of the organization varies with localities but typically includes either on a full-time annual, full-time seasonal or intermittent basis the following:

1. One or more foresters who assist in the overall management of the District.
2. A fire organization consisting of one or more local or student personnel who man lookout towers, maintain fire suppression tools and equipment, carry out fire prevention work, suppress fires, etc.
3. A timber management organization consisting of one or more local or student personnel engaged in helping run land ownership lines, timber cruises, timber marking, checking for timber trespass, insect and disease infestations, planting trees, collecting cones, thinning timber, etc.
4. Usually an improvement organization consisting principally of experienced men who maintain physical improvements such as roads, trails, buildings, water supply, stations, warehouses, etc.
5. One or more locals or students who work in connection with recreation facilities, operation outdoor phases, etc.
6. One or more locals or students who work on range improvements, count livestock, assist with range transect installations, etc.
7. On some districts the work is divided and assigned almost equally as listed above and on other individuals may perform numerous duties in all the phases. In most instances a clerk is now provided to assist the Ranger in clerical matter.

FOREST AND RANGE RESEARCH

The Station Organization

Chart

Maps

The Research Center

ROCKY MOUNTAIN FOREST AND RANGE EXPERIMENT STATION

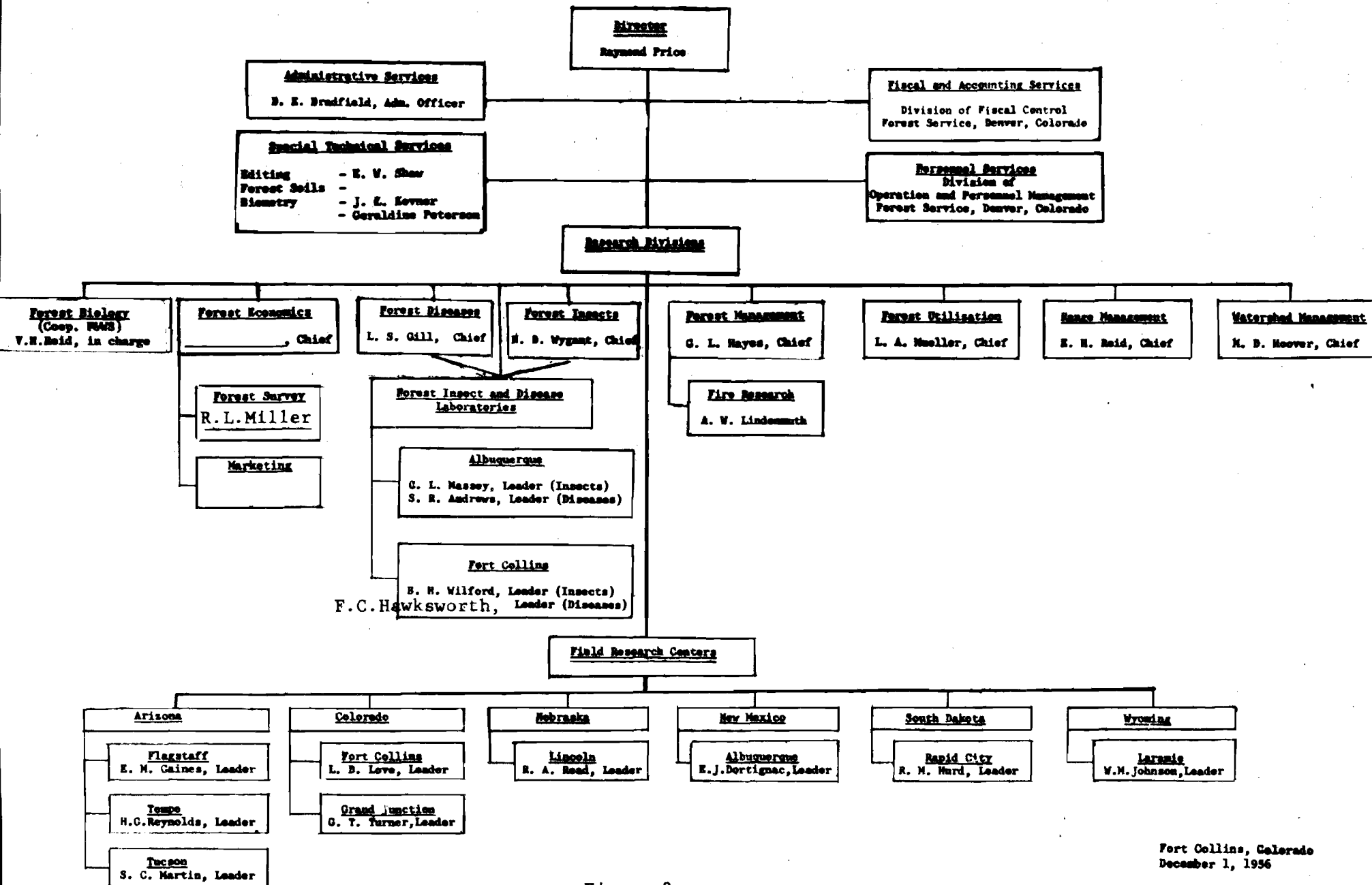
The Rocky Mountain Forest and Range Experiment Station is one of nine regional forest and range experiment stations of the Forest Service, U. S. Department of Agriculture, in the continental United States. In addition, the Forest Service maintains the Forest Products Laboratory at Madison, Wisconsin, and research centers in Alaska and Puerto Rico (Figure 1).

Forest Service research pertains to all forest lands and the management of related nonforest rangelands, including State and private holdings as well as national forests and other Federal lands. The research covers a wide field of endeavor concerning protection and management of forests, related rangelands, wildlife habitat, and watersheds; utilization and marketing of forest products; and forest economics. Much of the research is carried out in cooperation with other Federal agencies and with State and private agencies, organizations, institutions, and individuals.

The territory served by the Rocky Mountain Forest and Range Experiment Station includes the States of Arizona, New Mexico, Colorado, Kansas, Nebraska, South Dakota, Wyoming, and the western part of Texas and Oklahoma. A multitude of forest and range types and problems, and watershed conditions are represented, ranging from deserts, through plains, foothills, mountains, and alpine areas. Also, distinct and varied cultural developments and practices are encountered (Figure 2).

The research of the Station is organized under several divisions as follows: Forest Diseases, Forest Insects, Forest Management and Forest Fire, Forest Utilization and Economics, Watershed Management, and Range Management and Wildlife Habitat. Cooperation is also maintained with the Fish and Wildlife Service, U. S. Department of the Interior, for research in forest biology. Much of the research is concentrated at field research centers, including experimental forests and ranges and special laboratories where major problems may be studied advantageously. Advice and guidance regarding priorities of problems needing research are sought through organized research advisory councils made up of local citizens interested or engaged in forestry (Figure 3).

ORGANIZATION CHART
ROCKY MOUNTAIN FOREST AND RANGELAND EXPERIMENT STATION
 Forest Service, U. S. Department of Agriculture



Fort Collins, Colorado
 December 1, 1956

Figure 3.

THE RESEARCH CENTER

The Research Center is the term applied to a group of scientists of the Experiment Station located at a particular place working on a major forest and range problem or a group of related problems. It is a key organizational unit in discharging the research responsibilities of the Experiment Station. The scientist in charge is known as the Research Center Leader.

The criteria in establishing a Research Center are:

- A. The problem to be attacked and the character of the research program are national or broadly regional in scope.
- B. The location is determined by (1) convenience for study, and (2) favorability of cooperative arrangements.

The research program at Research Centers is approved, correlated with research at other Centers, and given technical direction from the Director's office.

In most cases a Research Center is located with a college or university where library, laboratory, and other desirable and needed facilities to conduct research are available. Such location also makes possible cooperative research. Cooperation in research is fostered with Federal, State, and private agencies and with individuals.

Usually there is one or more formally established Experimental Forests or Ranges available for research by the Research Center personnel. These areas vary in size from several hundred to several thousand acres. Some are government land, either separated from or within a National Forest. Some are on private land set aside for research purposes under cooperative agreements with the landowners. Since much of the research work is done on Experimental Forests and Ranges, they are generally within commuting distance of the Research Center headquarters.

The Experimental Forest and Range may be used as one integral unit as a research laboratory or may be divided into compartments for research pertaining to specific studies.

Usually a technical forester or a well-trained Forestry Aid is in charge of the administration of the Experimental Forest or Range and is responsible for carrying out the planned treatments on various compartments and for the general protection and maintenance of the area. In some localities where the Ranger District organization of a National Forest is adjacent, by mutual agreement, some aspects of protection and maintenance work may be performed by the Ranger's organization.

The size and organization of a Research Center varies with the nature and complexity of the problems being studied. Research is usually organized on a project basis with a Project Leader in charge who reports to the Research Center Leader. Project Leaders may have a number of professional men in various fields of the biological or physical sciences or economics. Since the major work is in the field of forestry, most professional research workers at the Research Center have basic training in forestry with specializations at the master's and doctor's level. Range research requires men trained in the field of range management. Certain studies require scientists trained in other fields such as plant physiology, soils, economics, hydrology, wood technology, meteorology, etc. Most all research work requires training in biometrics in some degree.

In addition, one or more Forestry Aids assist in establishing and marking study areas and in performing the routine repetitive tasks such as collecting samples, measuring, weighing, and changing charts on recording equipment. Clerical assistance is also available to handle the customary clerical work. The size of the clerical organization varies with the work load.

PRESENTATION OUTLINES

Program Outline

Multiple Use Management

Land Management Planning

Brainstorming Session

Human Relations in Public
Administration

Basic Principles of
Management

K - PERSONNEL - Training (1958 Junior Professional Indoctrination)

PROGRAM OUTLINE - Pierce

INTRODUCTION

ORGANIZATION AND DEVELOPMENT OF THE FOREST SERVICE WITHIN THE U.S.D.A.

Historical Development of the Forest Service

Origin of Federal Land

Disposal of Federal Land

The Forest Reserves

The National Forests and the Forest Service

Three major laws of development

Act of 1897 (National Forest Administration)

Weeks Law (State and Federal Relations - Cooperation)

McNary-McSweeney Act (Research)

Organization of the Forest Service

Organization - a definition

Executive branch of the Federal Government

United States Department of Agriculture

USDA Division of Federal-States Relations

The Forest Service

Major responsibilities

Organization related to responsibilities

The Washington Office

The Field

National Forest Administration

Cooperation

Research

National Organization

Rocky Mountain Region

ORGANIZATION OF REGION 2, A TYPICAL NATIONAL FOREST, A TYPICAL RANGER DISTRICT

Composition of Region 2

A typical Ranger District

The District Ranger

Size of the District

District Organization

Relationship with the Forest Supervisor

Line and staff commentary

A typical National Forest

The Forest Supervisor

Size of the National Forest

Forest Organization

The Regional Office

The Regional Forester

Regional Office organization

CONCLUSION

Our perspective - yours and mine

K
PERSONNEL - Arapaho
Training
(1958 J.P.I.)

WHAT IS MULTIPLE USE MANAGEMENT

1. The national forests are the oldest and most solidly established conservation enterprise in America:

The Forest Reserves were set aside in the 1890's when public ownership of natural resources was not only ridiculous but also set up a dangerous precedent. The powerful personalities of Grover Cleveland, Theodore Roosevelt, and Gifford Pinchot made it possible to reserve these public lands and to set up a management objective which is still summarized as "The greatest good to the greatest number in the long run."

2. Multiple Use, registered trademark of the Forest Service:

Multiple Use Management (let's condense it to MUM) is a symbol of the Forest Service as distinctive as the pine tree shield. It is certainly registered in the public mind if not in the patent office. For example: opponents of classified wilderness areas contend that such classification violates established MUM principles and is therefore not acceptable.

3. MUM has largely established whatever prestige the Forest Service now enjoys:

The Forest Service can recite an impressive list of achievements in functional and technical fields (the Products Lab, smokejumpers and aerial tankers, the Parker transect, the Safety Program). The mass of forest users may be unaware of these technical advances. On passing a forest boundary a user notes that a cutover area is matched by a roadside strip, that clear water flows from an alpine sheep range and that, instead of a motel a public campground occupies a lake shore just off the highway. He may or may not realize that this is multiple use in action but he is inclined to approve whatever mechanism brought it about.

4. MUM is increasingly more important to the Forest Service and more difficult to apply:

MUM in the Forest Service organization is the particular concern of the line officer--the Chief, Regional Forester, Supervisor or Ranger. In times past a line officer could, and often, did achieve a solid job of MUM simply by carrying in mind the old

concept of "the greatest good to the greatest number in the long run" and applying it to problems as they arose.

The present day job involves a wide range of engineering, land use and social techniques arranged in the form of an overall strategy or plan for the various levels of administration. This is the field of Land Management Planning.

The multiple use principle has spread from the Forest Service to other agencies. For instance the 1908 report of the Inland Waterways Commission (of which Gifford Pinchot was a member) set up two fundamental principles (1) that "every river system is a unit from source to mouth and should be treated as a unit" and (2) that river basin plans should take into account all of the uses and benefits of the waters and their control. The Tennessee Valley Authority is a direct descendent of these two principles. TVA was created as an experiment in the unified planning and development of a great river valley and of its water and land resources." It created world wide interest. While national forest MUM ends at the Forest boundary it provides an important demonstration of unified planning in every major river basin of the nation.

5. Title 2100:

Title 2100 of the new manual sets up policy and instructions on carrying out multiple use management.

It defines MUM as: The skillful adjustment of land resources and uses into a pattern of harmonious action to achieve overall objectives for the area being managed.

The Chief has assigned MUM activity to an Assistant Chief in charge of National Forest Resource Management.

It sets up a MUM Plan requirement at the Regional level, the Ranger District level, and for certain Special Problem areas.

The Regional Plan should cover the period until 1975. The planning period for Ranger District plans will be 5 years.

It provides for a program to develop understanding of MUM

- | | |
|-----------------------------|------------------------|
| 1. By in-service training | 3. By organized groups |
| 2. By other public agencies | 4. By users |

It provides that training in objectives and principles of MUM will be made a part of all junior forester orientation programs

Denver, September 26, 1958

LAND MANAGEMENT PLANNING

1. The unit-manager (Regional Forester, Supervisor, Ranger) needs a guide to make Multiple Use Management function in his unit:

To cope with the complex nature of multiple use requires an analysis of the situation at various administrative levels. From this analysis we get a concise picture of the management situation and establish the direction that management efforts will take. We also establish a degree of uniform treatment between units and continuity of direction when unit managers change. This guide is called a Land Management Plan.

2. How a Land Management Plan is put together:
 - a. Define boundary of unit
 - b. Compile all pertinent facts
 - c. Evaluate the facts and develop a concise, accurate picture of the management situation
 - d. Think through and record management objectives
 - e. Classify lands through zoning and set management direction by zones.
3. How Region 2 operates in the Land Management field:

Title 2100 prescribes a Regional Plan and a Ranger District Plan. Within the local flexibility allowed we will develop Land Management Plans as follows:

The Regional Plan will be developed as a series of five Sub-region Plans. The selection of areas to be covered is based on the relatively homogeneous nature of the individual areas in regard to such factors as geography, economics, population, state-federal relations and the like. Each sub-region plan sets the Management Direction for all national forest areas within its boundaries. The Eastern Colorado Sub-region Plan has been completed. Again within the flexibility allowed by Title 2100 this region has developed a Block Plan to step down management direction from the Region Plan to the District Level. Boundaries of the Block Plan are related to the homogeneous nature of the included lands. The Block Plan applies the zoning procedure to specific areas of land. Thus management direction developed in the Region is tied to specific areas of land.

A ranger district will be covered by one or more block plans. In any case the Ranger will have available the zoning developed in the Block Plan and the related management direction and decisions developed for the zones.

The zoning and management direction will guide the Ranger in his operating decisions from day to day. Functional plans and project plans will be checked against the zoning and management direction of the Block Plan.

BRAINSTORMING SESSION

This is a session of what is known as "Brainstorming." This is a procedure based on an idea developed by Alex Osborn, co-founder of the advertising agency Batton, Barton, Burstine and Osborn, for use in problem solving.

If you have a problem for which the solution is a new and different idea -- then you will find the method we are going to demonstrate here this morning an excellent one for securing such ideas.

It has two other decided advantages too:

- (a) It helps to motivate people to do creative thinking. It provides leadership and the spark to get people back on the road to thinking up new ways and means of doing a job.
- (b) It creates a better work atmosphere -- by having the committee made up of a cross-section of people from various Forests, we make it possible for our people to get better acquainted with one another.

It has been used by a number of Government and private industry offices. Some of you may remember the write-up the Army received in LIFE MAGAZINE last summer when they instituted the program in one of their offices in Washington. The New York Telephone Company, U. S. Steel, General Motors, Campbell Soup are just a few of the private industry organizations that endorse its use wholeheartedly. They have proven to their satisfaction that the brainstorming technique produces more and better ideas per individual than if the same participants worked at their individual desks on the very same problem.

It hasn't been too long ago that READER'S DIGEST contained a condensation of a front-page article in WALL STREET JOURNAL concerning the use of Brainstorming.

HOW BRAINSTORMING WORKS

- (1) Management has a problem for which the solution has to be a new and different idea or ideas.
- (2) A cross-section of people from the entire organization is selected, and notified they are to hold a brainstorming session. This is done two or three days before the meeting is to be held. They are told what the problem is and asked to be thinking of ideas for its solution.
- (3) Alex Osborn recommends, that when the meeting is held, coffee and doughnuts, or a light lunch be served.
- (4) When the meeting convenes a representative for management is present to restate the problem, answer questions and otherwise insure that everyone has a clear understanding of the problem. After which Management's representative leaves in order not to dampen or otherwise retard the thinking of the group.

- (5) Then the meeting is thrown open for the submission of ideas.
- (6) The Secretary takes them down as given -- without name credit, (not necessarily verbatim, but as nearly so as possible).
- (7) We make no attempt to polish -- edit or the like.
- (8) ABSOLUTELY no criticism of one another's ideas -- all judging comes after our session - not during it.
- (9) When finished -- secretary will type them up in triple space. I'll edit -- for clarity of presentation only.
- (10) Then the list of suggestions or ideas is turned over to Management's representative for screening -- the resultant list is then turned over to Management for selection of the best solution or solutions.
- (11) The originators of the Brainstorming procedure stress that the technique is not intended as a substitute for any ideation procedures currently in use by an agency, but rather as a supplement. Likewise, it will not solve all or even a great deal of an agency's problems.

RULES BY WHICH WE OPERATE

- (1) JUDICIAL OR INDIVIDUAL JUDGMENT IS RULED OUT, criticism of ideas MUST BE withheld, either verbal or facial. Want it understood that anything goes. No matter how crazy, outlandish, or inappropriate you may think it, let it come out. If it doesn't make the grade, maybe it will trigger someone else to come up with something really good; but remember we are not going to decide what is appropriate and what isn't -- (if it's any satisfaction, remember they're anonymous).
- (2) FREE-WHEELING IS WELCOMED. The wilder the idea, the better; it is easier to tame down than to think up. Remember, a spark from one mind will probably light up a whole flock of ideas in the minds of the others, just like a string of firecrackers.
- (3) QUANTITY IS WANTED. The greater the number of ideas, the more likelihood of winners. And this is one committee where you don't have to worry about having to put an idea into operation just because you suggested it. In the final analysis we will probably be doing good if we have as many as 6% that are worth Management's review.
- (4) COMBINATION AND IMPROVEMENT ARE SOUGHT. In addition to contributing ideas of their own, participants should suggest how ideas of others can be turned into better ideas; or how two or more ideas can be joined together into still another idea. Let's follow this practice -- if someone thinks of something relating to an idea that someone has just given, snap your fingers and I will call on you in preference to one with a new thought.

My position will be much the same as an umpire and player. I will ring the bell on anyone criticising or trying to throw cold water on someone else's idea.

HUMAN RELATIONS IN PUBLIC ADMINISTRATION

I. INTRODUCTION

Human relations is the day to day work with people to get them to do things for you. Through it, we try to develop or influence attitudes and beliefs and thereby guide their actions. The key to success is liking people.

This material has been compiled from the following sources:

Guide to Supervisors-----USDA
Psychology in Living-----Wendell White
How to Win Friends and Influence People-----Dale Carnegie
Public Relations Lectures by-----Prof. E. A. Atkinson
Miscellaneous Notes-----Forest Service
Training Officers

II. LIVING WITH YOURSELF

A. Emotional instability

1. Instability principal cause of poor job performance.
2. EX-study in Montana - 6 of 251 employees discharged for incompetency.
EX-Educational level in US, Jr. High.
Emotional level in US, First Grade.
2. No one ever had a nervous breakdown due to hard work.

B. Adjusting ourselves to normal frustrations.

1. Change or accept the situation.
2. Realistic work - expenditure of energy.
3. Develop new skills - hobbies.
4. Detours - good and bad.
Compensate---Example: Physical handicapped doing good work.
Rationalization --- Alibi Ikes. Bad detour. One of the biggest and most common "bottlenecks" to success.

C. Improving your emotional stability.

1. Free yourself of inhibitions and emotional disturbances by starting with small frustrations.
2. Accept all criticism gladly, no matter how ridiculous it may seem, and squeeze every last drop of good from it.
3. Never waste time reading between the lines.
4. When you make a mistake - admit it frankly and freely - then forget it.
5. To meet unpleasant situations - prepare yourself in advance.

6. Accept your present job as the best one you ever had, enjoy it enthusiastically.
7. Never stop training yourself.
8. Place your family ahead of your job.

III. LIVING WITH PEOPLE

A. Ten commandments on how to get along with people.

1. Develop and show a genuine liking for people. Let everyone you meet, however humble, feel that you regard him as one of importance. Remember a man's name is to him the sweetest and most important word in the English language.
2. Be cheerful and smile. Keep the corners of your mouth turned up. Hide your pains, worries, and disappointments under a smile. Laugh at good stories and learn to tell them, especially those poking fun at yourself.
3. Be a good listener. Encourage others to talk about themselves. The other man doesn't really want to hear about your experiences - he would much rather tell you about his. Remember, every man is better than you in some respect and you can learn something from him.
4. Never let an opportunity pass to say a kind and encouraging thing to or about somebody. Make the other person feel important by praising in front of others, criticizing only in private. Make it a habit to say something good or praise somebody at least once every day.
5. Keep skid chains on your tongue. When you get mad, cover up, stall, say nothing, wait until your voice sounds normal, and your thinking gets straight. Remember when you become an executive - you lose forever the right to be angry. Never be sarcastic.
6. Preserve an open mind on all debatable questions. Discuss but not argue. Don't start discussions by closing the door with positive statements.
7. Refuse to talk of another's vices. Discourage gossip.
8. Be careful of another's feelings. Wit and humor at the other fellow's expense are rarely worth the effort, and may hurt where least expected.
9. Pay no attention to ill-natured remarks about you. Simply live that nobody will believe them. Disordered nerves and bad digestion are a common cause of back biting.

10. Don't be too anxious about your dues. When the other fellow gets promoted, before you do, congratulate him, and work harder instead of wasting energy worrying about it.

B. Working with your employees.

1. Leadership

a. What is a leader?

Combination of a large number of traits. Two inches taller and ten pounds heavier than average. Small man must compensate. Should have as much intelligence as 65% of those following him. Does not have to be genius.

Mental alertness clearly above average - must have vision and ability to "see over the hill."

Education normally above the average and better than group.

Special attitudes - may or may not have - most do.

Emotional traits

Sympathetic - above average

Humanitarian - good sense of right and wrong.

Honesty without exception - Never steals ideas - gives credit due.

Slightly unstable - a little bit neurotic.

Must have enthusiasm - a little extra steam.

Tends to be sociable, friendly, a back slapper in some small degree. Has a good sense of humor.

Self-sufficient, makes up his own mind.

Initiative - above average but not obnoxious - self starter - restless - always looking for better ways to do the job.

Self-confident, above average - popular concept, one who is willing to take risks but leader has self-confidence, minimizes risks.

Self-expression - must be articulate both oral and written.

Inspires others with themselves.

- b. Leadership and ruling concepts are entirely different. The old "boss" concept not modern - tends to lower morale and inefficiency.
- c. Leader controls through service to the group.
- d. Handle personnel cases as impersonal, objective problems like a tree for marking. Have courage to constructively criticize when needed on objective basis - no "heat."
- e. Know your employees and families personally - keep them informed.

- f. To get your employee to do something; first SUGGEST, then SELL, finally REQUEST as a last resort.
- g. When you issue directives and policies - followup - don't take results for granted.

2. Morale

- a. Has emotional basis - not knowledge or thinking process.
- b. Working conditions important.
- c. Need for security.
- d. Recognition such as promotion or at least that the opportunity exists for the employee. Keep them informed on where they stand.
- e. Shared management - employees want to be a team member.
- f. Loyalty from employees must be earned by leaders and freely given - never requested.
- g. Status and dignity of the individual must be fostered.

C. Working with others in the organization

- 1. Attitude of service to others - tolerance.
- 2. Coordination of greater importance than cooperation so far as organization is concerned.
- 3. Appeal once to your "boss" if you disagree with him and thereafter cheerfully abide by his final decision.
- 4. Be loyal to your outfit and show it. When you work for a man and take his money, work for him and give him your best. If you feel the outfit stinks, QUIT.

D. Working with your clients and general public.

- 1. Make friends and they will be more likely to do as you say because they like you.
- 2. Gifts and the cocktail hour - use good taste and above all, Good Judgement.
- 3. Avoid headon clashes.
- 4. Never "Quote the book" - make positive statements - close the door.
- 5. Treat everyone alike, objectively, honestly, and sincerely.
- 6. DO A GOOD JOB, and let it speak for you.

IV. SUMMARY

Analyze yourself, apply your honest findings to raising your own emotional level and enjoy relationships with people - and you will be richly rewarded with the fun of exciting living and job success.

WORK SAFELY AND LIVE HAPPILY

BASIC PRINCIPLES OF MANAGEMENT

- A. Planning - The conscious process of selecting and developing the best course of action to accomplish an objective.
 1. Understand the objective
 2. Evaluate the situation
 3. Select the best course of action
- B. Organizing - The process of determining and establishing the structure, the procedures and the resource requirements appropriate to the course of action selected.
 1. Structure
 - a. Unity of command - one base at each level
 - b. Span of control - individuals, distance, time
 - c. Homogeneous assignment - related activities
 - d. Assignment of responsibility - individual authority
 - e. Delegation of authority - define clearly
 2. Procedure
 - a. Prescribe ways to achieve objective
 - b. Blend elements together to establish relationships
 - c. Direction to effort
 - d. Coordination in place and time
- C. Coordinating - The process of securing agreement to, understanding of, or active aid in pursuit of common purpose.
 1. Internal coordination
 - a. Right people to do the right things at the right time and in right amounts
 - b. Essential parts of "directing" and "controlling"
 2. External coordination
 - a. Process of communicating with outside elements
 - b. Inform or to get information
 - c. Secure understanding of common purpose
 - d. Secure agreement where required
 - e. Secure active aid when required
 - f. Establish means of resolving conflicts
- D. Directing - Process of implementing the plan and using the organized resources in actual operations to achieve the established objectives.
 1. Communicate through channels
 - a. Organizational objectives
 - b. Plan of operation
 - c. Procedural directives
 - d. Local policies

2 - Basic Principles of Management

2. Determine or implement policy
 - a. For individual practices
 - b. For resolving conflicts
3. Make decisions and issue orders
 - a. Assuring proper relation of functions
 - b. Maintain integrated procedures
 - c. Assure end results consistent with objectives

REMEMBER THE HUMAN ELEMENT WHEN DIRECTING

- E. Controlling - The process of determining whether or not actual operation is proceeding as desired and of taking appropriate action as required.
1. Determine if operations are proceeding according to plan
 2. Evaluate facts and take necessary correlative action
 3. Make corrections and changes in time to bring operations into line with plans and objectives
 4. Evaluate extent operations contribute to overall effectiveness
- F. Precepts of Management - Conditioning factors for building up a climate in which good management practices may be carried out with dispatch and facility.
1. Simplicity - eliminate non-essential elements
 2. Flexibility - allow for changing conditions
 3. Existing resources - utilize fully before adding new
 4. Cooperation - coordinated effort of whole organization
 5. Leadership - create and maintain strong leaders
 6. Esprit de corps - high morale and pride
 7. Decentralization - maximum extent compatible with adequate control
 8. Initiative - supply and foster incentive to utilize skills and present new ideas
 9. Rewards - give fairly and promptly for services
 10. Punishment - impose promptly and justly
 11. Selection and placement - maximum utilization of ability
 12. Priorities - wise choice essential
 13. Discipline - enforce essential directives and procedures
 14. Standardization - best practices for recurring activities

DEPARTMENT OF AGRICULTURE

FOREST SERVICE

TYPICAL REGIONAL OFFICE

REGIONAL FORESTER

1. **PLANS.** Participates with Chief of the Forest Service and his staff in formulating Servicewide policies consistent with those of the Department; formulates Regional policies and objectives within the framework of those of the Forest Service.
2. **DIRECTION.** Directs the administration of the National Forests (also Land Utilization areas) and cooperative work with Federal, State, and other agencies and groups.
3. **LEADERSHIP.** Leads in the promotion of proper land and forest resource management practices within the Region.
4. **COORDINATION.** Coordinates the functional and administrative activities of the Region; integrates major programs and plans with those of Experiment Station and of other agencies and organizations; maintains effective contacts with Legislators and other key individuals.
5. **COOPERATION.** Works closely with Experiment Station Directors; cooperates with Federal, State, and local Government agencies, and with organizations and individuals in the attainment of the objectives of the Forest Service.

RECOMMENDED

Clare Bendee
Acting Chief, Forest Service

APPROVED

Acting Director, Office of Administrative Management

DATE MAR 25 1957

KEY FOR DETERMINING ORGANIZATION OF FUNCTIONS IN INDIVIDUAL REGIONS

- R-1 1, 2, 3, 4, 5, 6, 8AB, 9ABC, 10ABC, 10D(BR)*, 7 & 10D(FP)**
- R-2 1, 2 & 4, 5, 3 & 6 & 10ABC, 8AB, 9ABC, 7 & 10D
- R-3 1, 2 & 4, 3 & 9C, 5, 6 & 10ABC, 7 & 10D, 8AB, 9AB
- R-4 1, 2, 3, 4, 5, 8AB, 9ABC, 6 & 10ABC, 7 & 10D
- R-5 1, 2, 3, 4, 6, 8AB, 9AB, 10ABC, 11, 9C, 7 & 10D
- R-6 1, 2, 3, 4, 5, 6, 8AB, 9C, 9AB, 10ABC, 7 & 10D
- R-7 1, 3, 5, 2 & 4 & 6, 7 & 8AB & 9ABC, 10ABCD
- R-8 1, 2, 3, 4, 5, 6, 8AB, 9ABC, 10ABC, 7 & 10D, 8AB, 9C, 9
- R-9 1, 3, 4, 5, 2 & 6, 8AB & 9ABC, 10ABC & 10D(S&P)***, 7 & 10D(NF)****
- R-10 1, 2 & 3 & 4 & 6, 5, 7 & 8AB & 9ABC

* Blister Rust Control only. *** State & Private Forest Land.
** Forest Pest Control except Blister Rust. **** National Forest Land.

DIVISION OF FISCAL CONTROL

1. **POLICIES AND PRACTICES.** Within the framework of Federal laws, rules, and regulations, and Forest Service policies, practices, and procedures, this division develops, coordinates, and directs fiscal policies and procedures for the Region and the Regional Experiment Stations; develops and trains employees; cooperates with other Federal, State, and local Government agencies.
2. **COLLECTION AND DISBURSEMENT.** Collects, deposits, and accounts for amounts due the Government; certifies for payment from public funds, and accounts for amounts due and paid for supplies and services.
3. **INTERPRETATION AND ADVICE.** Determines legality of fiscal transactions through the interpretation of applicable laws, regulations, and decisions; advises administrative officers.
4. **ACCOUNTING.** Controls and supervises expenditures, collection, and inventory accounts, including those for warehouses, shops, nurseries, and other business units; accounts for leave, retirement, commissary, special costs, property, and related items; prepares financial and accounting reports; issues and accounts for transportation requests, letters of authorization, bills of lading, etc.
5. **CLAIMS.** Examines reports of injuries and property damage, processing claims for and against the Government in accordance with law, regulation, and policy.
6. **INSPECTION AND AUDIT.** Examines financial, time, property, and other records in the Regional and subordinate offices.

DIVISION OF OPERATION

1. **PROGRAMS AND PLANS.** Formulates policies, programs and plans, and establishes standards and practices for operating and business management of the Region; directs, inspects, coordinates, and integrates activities in this field; works closely with Regional Experiment Station and, upon request, performs similar services as for the Region; develops and trains employees; cooperates with Federal, State, and local government agencies, and with organizations and individuals.
2. **FINANCIAL MANAGEMENT.** Directs the financial management of the Forests and Regional Office; develops policies and issues instructions on budget; allots funds to Forests and special projects on basis of correlated workloads; establishes budget records and controls; supervises preparation of and reviews budget estimates.
3. **MANAGEMENT IMPROVEMENT.** Conducts studies such as job load analyses and work improvement; determines proper organization of units; prepares Regional Plan of Work; develops and coordinates field inspection schedules; leads in development and use of work standards and work plans, developing field inspection methods, and coordinating integration of activities.
4. **OFFICE MANAGEMENT.** Plans and directs administrative services for the Regional Office, such as stenographic pool, duplicating, mail, messengers, and office equipment; establishes standards for and supervises office management practices, including records management; coordinates and supervises the development and issuance of manuals and handbooks.
5. **PROCUREMENT AND SUPPLY.** Plans and directs the operation of central purchase warehouses; purchases supplies and equipment; prepares and supervises contracts; establishes equipment specifications and policies for care and protection of property; establishes and maintains property records and controls, including acquisition and disposal of surplus property; works with USDA Area Equipment Committee; arranges leases and other contracts.
6. **COMMUNICATIONS.** Plans and develops radio and telephone communication systems; keeps up with development of new equipment.
7. **WORK PROGRAMS.** Plans, develops, and directs general, special, and emergency work programs; directs administrative building program.
8. **INCENTIVE AWARDS.** Administers the regional incentive awards program, pursuant to Public Law 763-83d Congress, insofar as it applies to cash awards for adopted suggestions which contribute to the efficiency or economy of operation.
9. **CIVIL DEFENSE AND DEFENSE MOBILIZATION.** Directs the Region's responsibilities (a) for providing the continuity of essential services in the national program of civil defense, and (b) as a part of the mobilization activities of the executive branch of the Government. Cooperates with regional representatives of the Federal Civil Defense Administration and the Office of Defense Mobilization.

DIVISION OF INFORMATION & EDUCATION

1. **PROGRAMS AND PLANS.** Formulates policies, programs, and plans, and establishes standards and practices for the information and education activities of the Region; directs, inspects, coordinates, and integrates activities in this field; works closely with Regional Experiment Station; develops and trains employees; cooperates with Federal, State, and local government agencies, and with organizations and individuals.
2. **GENERAL INFORMATION.** Directs a program of general information to acquaint the public with Forest Service activities and programs through the media of newspapers, magazines, radio and television programs, addresses, public contacts, and correspondence.
3. **VISUAL INFORMATION.** Directs a program of visual education to acquaint the public with the policies, programs, and activities of the Forest Service through the media of motion pictures, exhibits, photographs, etc.
4. **EDUCATION.** Directs plans and methods to increase the effectiveness of teaching forestry and forest conservation in schools, including the development of methods, courses, and texts.
5. **EDITORIAL.** Edits all material of other Divisions for publication.
6. **LIBRARY.** Directs library work of the Region.

DIVISION OF PERSONNEL MANAGEMENT

1. **PROGRAMS AND PLANS.** Formulates policies, programs, and plans, and establishes standards and practices for the personnel management of the Region and the Regional Experiment Station, and directs, inspects, coordinates, and integrates activities in this field; develops and trains employees; cooperates with Federal, State, and local Government agencies, and with organizations and individuals.
2. **EMPLOYMENT, PLACEMENT, AND RECRUITMENT.** Plans, organizes, and directs employment programs covering recruitment, review of qualifications, placement, transfers, retirements and separations, and processes personnel actions in line with policies and regulations of the Civil Service Commission, Department, and Forest Service; exercises delegated employment authority and gives technical guidance to administrative officials on employment problems.
3. **TRAINING, WELFARE, AND SAFETY.** Plans, develops, and directs employee training, welfare, and safety programs in line with policies and practices of the Civil Service Commission, Department, and Forest Service; studies and develops training methods, techniques, and facilities; advises and assists administrative officers in applying established policies skillfully in their daily relations with subordinates; counsels employees; hears grievances; and is responsible for the rehabilitation and readjustment of employees, and for the constructive handling of cases involving misconduct; organizes, develops, and directs accident-prevention programs.
4. **CLASSIFICATION.** Administers a program of position classification in accordance with existing laws, regulations, and standards established by the Civil Service Commission, Department, and Forest Service; conducts classification surveys of organizational units; recommends appropriate allocations of key positions and makes appropriate allocations of other positions under delegated classification authority.
5. **INCENTIVE AND HONORARY AWARDS.** Administers the regional incentive awards program, pursuant to Public Law 763-83d Congress, insofar as it relates to honorary awards and to cash awards for superior accomplishments and other personal efforts.

DIVISION OF ENGINEERING

1. **PROGRAMS AND PLANS.** Formulates policies, programs, and plans, and establishes standards and practices for engineering activities of the Region; directs, inspects, coordinates, and integrates activities in this field; works closely with Regional Experiment Station; develops and trains employees; cooperates with Federal, State, and local Government agencies, and with organizations and individuals.
2. **ROADS AND TRAILS.** Plans integrated transportation systems of roads, trails, and landing fields; develops standards and plans, and directs construction and maintenance activities to meet Forest Service and public travel needs; prepares estimates of funds needed and recommends apportionment of appropriated funds; cooperates with Bureau of Public Roads and the States in programming Forest Highway funds; furnishes expert technical advice to field units and cooperating agencies.
3. **STRUCTURAL IMPROVEMENTS.** Develops standards and plans for construction and maintenance of structural improvements, including buildings, lookout towers, erosion and flood control structures, recreation facilities, dams, etc.
4. **SURVEYS AND MAPS.** Plans and directs the Regional surveying and mapping program by photogrammetric or other methods; conducts location and other engineering surveys; provides leadership and training to other Divisions in use of aerial photographs for forest resource inventory.
5. **EQUIPMENT.** Directs the proper maintenance of automotive and heavy equipment, and the operation of repair shops; sets standards for servicing and preventive maintenance, and directs inspection for compliance; furnishes expert advice to field and cooperating agencies.
6. **WATER POWER AND WATER RESOURCES.** Works with Federal Power Commission and Department of Interior, and with States, in matters related to production and distribution of water power and water resources; plans and directs the establishment and maintenance of facilities for control and prevention of erosion and floods.
7. **OTHER.** Directs the Regional activities of drafting and photographic reproduction work.

DIVISION OF FIRE CONTROL

1. **PROGRAMS AND PLANS.** Formulates policies, programs, and plans, and establishes standards and practices for forest fire control on lands within the region administered by the Forest Service, together with certain cooperative fire control activities; directs, inspects, coordinates, and integrates activities in this field; works closely with the Regional Experiment Station; develops and trains employees; cooperates with Federal, State, and local government agencies, and with organizations and individuals.
2. **FIRE CONTROL.** Directs action to secure adequate forest fire protection on lands within the region administered by the Forest Service, and certain adjacent lands and their resources; formulates and directs fire prevention programs; directs preparation of and adherence to pre-suppression plans so that manpower and equipment resources will be adequate and ready; directs fire suppression activities; directs program for development of fire structural improvements and of fire-fighting equipment.
3. **LAW ENFORCEMENT.** Directs enforcement of fire laws.

DIVISION OF TIMBER MANAGEMENT

1. **PROGRAMS AND PLANS.** Formulates policies, programs, and plans, and establishes standards and practices for the management of the timber resource on lands within the region administered by the Forest Service. Directs, inspects, coordinates, and integrates activities in this field; works closely with Regional Experiment Station. Develops and trains employees; cooperates with Federal, State, and local Government agencies, and with organizations and individuals.
2. **TIMBER MANAGEMENT PLANS.** Directs timber surveys and preparation of management plans. Controls the application of plans.
3. **TIMBER SALES.** Directs the work of appraising timber, preparing sale contracts, and supervising the logging of timber to secure proper utilization without unnecessary damage to forest resources.
4. **PLANTING AND STAND IMPROVEMENT.** Directs the planting and stand improvement activities, including forest nursery work.
5. **PEST CONTROL.** Determines need for direct pest control operations after consideration in relation to overall timber plans and policies.

DIVISION OF RANGE AND WILDLIFE MANAGEMENT

1. **PROGRAMS AND PLANS.** Formulates policies, programs, and plans, and establishes standards and practices for range and wildlife management on lands within the region administered by the Forest Service. Directs, inspects, coordinates, and integrates activities in this field; works closely with the Regional Experiment Station; develops and trains employees; cooperates with State game and fish commissions, other Federal, State, and local Government agencies, and with organizations and individuals.
2. **RANGE MANAGEMENT.** Directs action for securing proper use of range resources consistent with rules and regulations and correlated with other important uses; sets policy for issuing and content of permits to graze stock on lands within the region administered by the Forest Service within the safe capacity of individual range allotments; leads in development of range management plans for Ranger Districts and individual allotments to obtain proper use of land and forage; enforces rules and regulations; cooperates with stockmen's organizations to secure support of range management programs; directs range improvement program; inventories forage resources and directs application of data to improve range management.
3. **WILDLIFE MANAGEMENT.** Directs the development and application of wildlife habitat improvement plans; provides regional leadership for the Forest Service program of cooperation with State fish and game commissions in the management of wildlife resources, including surveys, studies, planning, program execution, and law enforcement; leads in coordinating wildlife with other resource values.

DIVISION OF RECREATION, LANDS, & WATERSHED MANAGEMENT

1. **PROGRAMS AND PLANS.** Formulates policies, programs, and plans, and establishes standards and practices for the recreation, watershed management, and lands activities of the Region; directs, inspects, coordinates, and integrates activities in these fields; works closely with Regional Experiment Station; develops and trains employees; cooperates with Federal, State, and local Government agencies, and with organizations and individuals.
2. **RECREATION.** Directs the management of recreational resources, including correlation with other National Forest resources. Leads in the administration of public uses.
3. **LANDS.** Directs regional programs of land acquisition, exchange, adjustment, occupancy, status, claims, and related matters. Guides the issuance of permits covering occupancy or other special use of lands administered by the Forest Service; reviews legal documents concerning these and related activities. Supervises the preparation and application of broad land-use plans in cooperation with other resource management activities.
4. **WATERSHED MANAGEMENT.** Directs planning to insure forest land management which will (1) provide optimum quality and quantity of water; (2) prevent soil losses, and (3) minimize flood and sedimentation damages. Provides the leadership, direction, and control necessary to coordinate all Forest Service activities in a manner that will assure protection and development of water and soil values.

DIVISION OF STATE AND PRIVATE FORESTRY

1. **PROGRAMS AND PLANS.** Formulates policies, programs, and plans, and establishes standards and practices for the State and private forestry activities of the Region; directs, inspects, coordinates, and integrates activities in this field; develops and trains employees; cooperates with Federal, State, and local Government agencies, and with organizations and individuals.
2. **FOREST FIRE COOPERATION.** Cooperates with the States in the prevention and suppression of fires on State and privately owned forest lands in accordance with Section 2 of the Clarke-McNary Act; provides advice and assistance in the development and execution of comprehensive fire-control plans, procedures, and practices.
3. **RURAL FIRE DEFENSE.** Provides leadership with States and other Federal agencies in developing a plan for controlling rural fires caused by enemy action.
4. **FOREST MANAGEMENT COOPERATION.** Cooperates with farmers and other private land owners and with forestry organizations and agencies, including wood-using industries, in the growing, harvesting, marketing and utilization of their forest products; aids timberland owners in formulating and applying principles of sustained yield forest management; cooperates with farm woodland owners in furnishing planting stock and technical tree planting advice and assistance. Most of the cooperation is handled through cooperation with State forest agencies.
5. **FOREST PEST CONTROL.** Independently, and through cooperation with the States and private timber owners, formulates and puts into effect policies, plans, procedures, and techniques to prevent, retard, control, and suppress incipient, potential, or emergency outbreaks of destructive insects and diseases on, or threatening, all forest lands irrespective of ownership. Functions as a service unit for the direct control of forest pests on lands within the region administered by the Forest Service following decision that such action is necessary.

DEPARTMENT OF AGRICULTURE

FOREST SERVICE

RESEARCH

TYPICAL CHART OF REGIONAL EXPERIMENT STATION

KEY SHOWING ORGANIZATION OF INDIVIDUAL REGIONAL EXPERIMENT STATIONS

Southeastern Forest & Range Experiment Station: 1 & 8, 2, 3; 4, 5, 6, 7, 9, 10
California Forest & Range Experiment Station: 1, 2, 3, 4, 5, 6, 7, 8, 9, 10
Central States Forest Experiment Station: ~~1 & 7, 2, 3 & 4, 5, 6, 10~~
Intermountain Forest & Range Experiment Station: 1 & 8, 2, 3, 4, 5, 6, 7, 10
Lake States Forest Experiment Station: 1 & 7, 2, 3, 5, 6, 10
Northeastern Forest Experiment Station: 1 & 8, 2, 3, 5, 6, 7, 10
Pacific Northwest Forest & Range Experiment Station: 1 & 7, 2, 3, 4, 5, 6, 10
Rocky Mountain Forest & Range Experiment Station: 1 & 7, 3, 4, 5, 6, 10
Southern Forest & Range Experiment Station: 1 & 8, 2, 3 & 4, 5, 6, 7, 9, 10

Above corrections were made subsequent to
January 23, 1957.

DIRECTOR'S OFFICE

POLICIES. Participates with Chief of the Forest Service and his staff in formulating Servicewide policies consistent with those of the Department; formulates Station policies within the framework of those of the Forest Service.

DIRECTION. Directs Forest Service research within the Station area including research in forest management, forest genetics, forest economics, range management, forest products utilization, forest insect and disease control, forest fire, and watershed management.

COORDINATION. Coordinates the research activities with problems needing research; works closely with the regional forester in formulating research programs involving problems in resource management on the national forests; seeks proper application of research findings by maintaining effective contact with national forest and other Federal forest and range agencies, and with State and private agencies; coordinates the research activities carried on by the station, and integrates the station program with related research by states and other agencies.

LEADERSHIP. Provides leadership in scientific thought in fundamental and applied research for application to better forest practices and conservation of forest and range land resources within the station area.

RECOMMENDED:

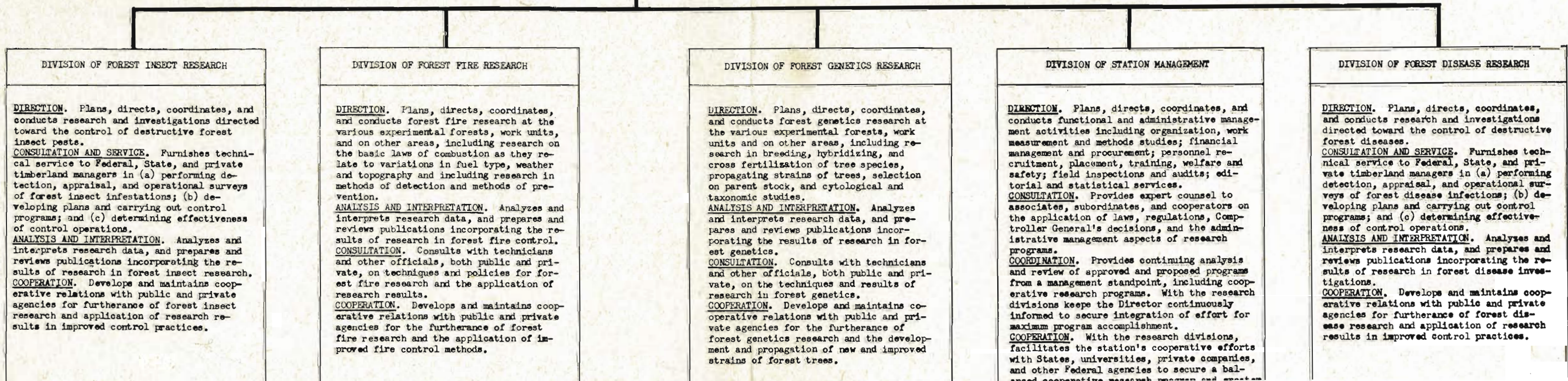
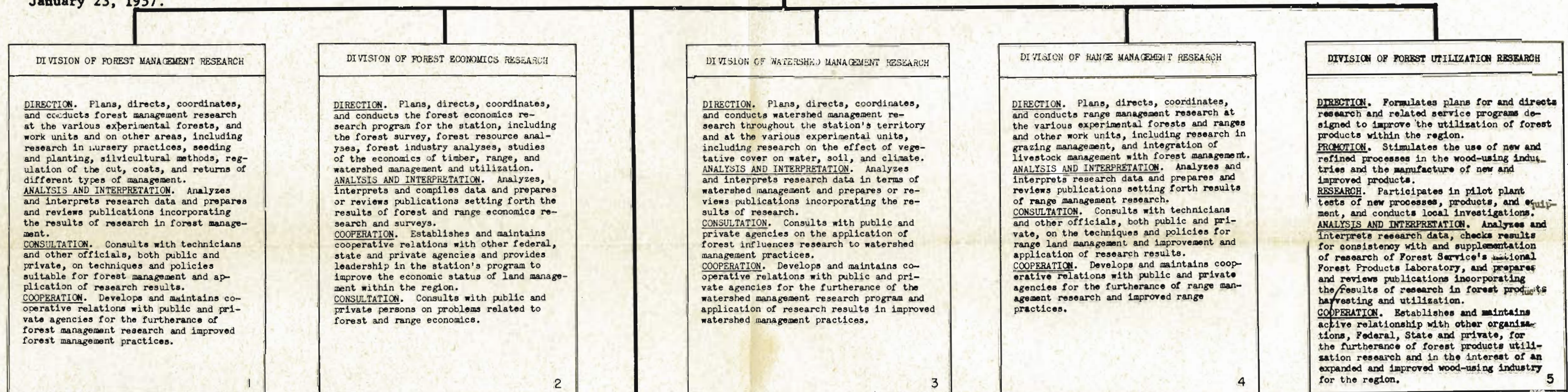
Clare Rodes
Acting Chief, Forest Service

APPROVED:

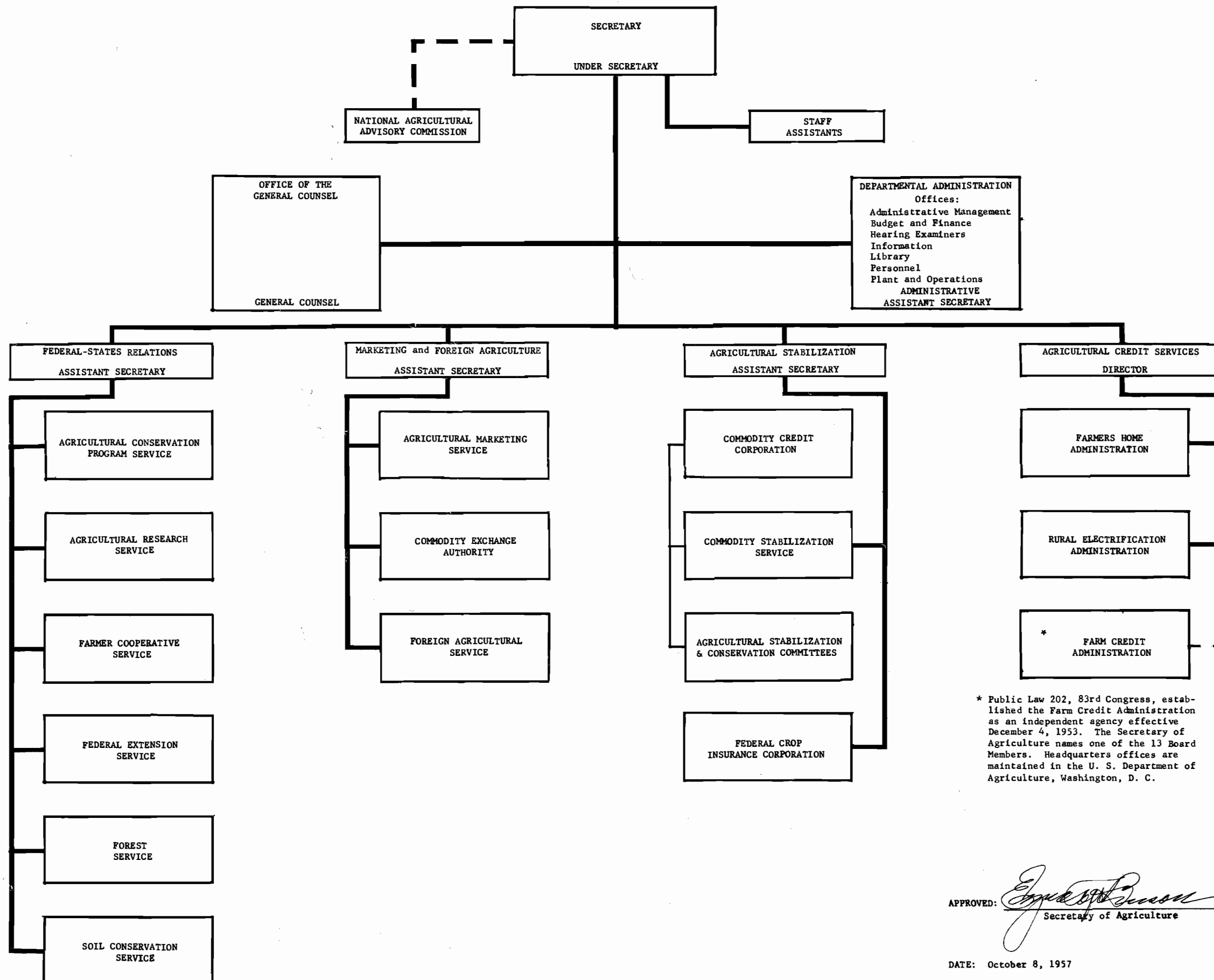
Ernest C. Peterson
Director of Personnel

DATE:


January 23, 1957

Wagner

UNITED STATES DEPARTMENT OF AGRICULTURE



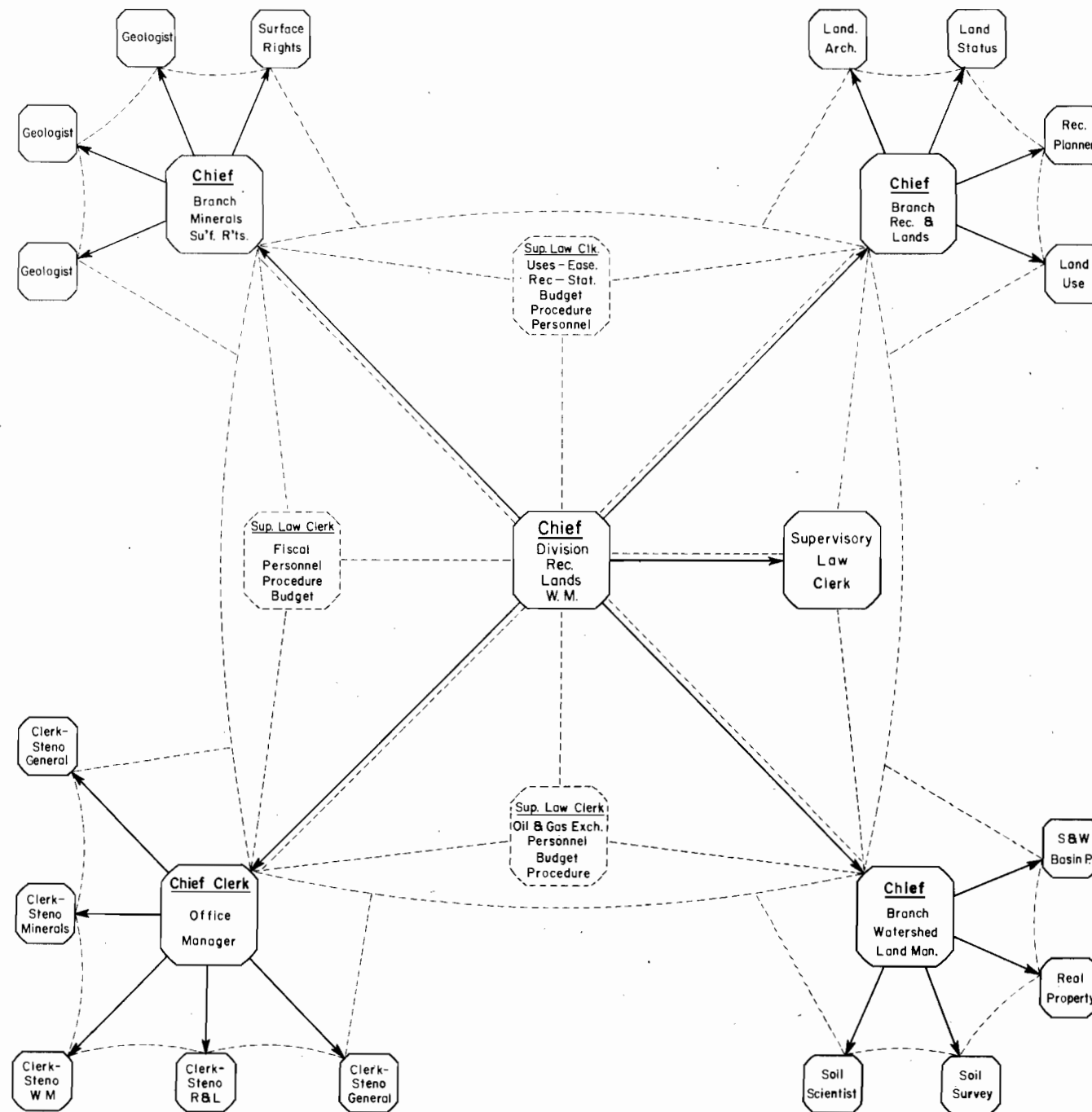
* Public Law 202, 83rd Congress, established the Farm Credit Administration as an independent agency effective December 4, 1953. The Secretary of Agriculture names one of the 13 Board Members. Headquarters offices are maintained in the U. S. Department of Agriculture, Washington, D. C.

APPROVED: 
Secretary of Agriculture

DATE: October 8, 1957

R-2
ORGANIZATION CHART
DIVISION OF

RECREATION, LANDS & WATERSHED MANAGEMENT



————— Formal Channels
----- Informal Communications

DIVISION MISSION
The Division of Recreation, Lands and Watershed Management serves the American Public in Region 2 of the U. S. Forest Service currently and in the future by providing leadership, direction and advice to the Regional Forester and Forest Supervisors in the fields of recreation, minerals, land use and watershed administration and management in order to protect and provide a continuous supply of these resources in the interest of total public good.

ROLES
DIVISION CHIEF (Neal M. Raim) serves as Division Chief of Recreation, Lands and Watershed Management in Region 2, U.S.F.S., by giving leadership, supervision, direction, coordination, assistance, policy and advice to the Regional Forester, Forest Supervisors and members of the division in order to protect, maintain and develop the recreation, land use and watershed resources of Region 2 for the total public good.
SUPERVISORY LAND LAW CLERK (Florence Stewardson) serves as supervisory land law clerk for the Division of RL&WM by providing staff assistance, advice on procedures and policy, planning office procedures, providing controls, reporting on statistical and financial matters, and by leadership in maintaining a close-knit and cooperative clerical unit in order that the division objectives may be reached in an efficient and effective manner.

BRANCH MISSION (RECREATION & LANDS)
The Branch of Recreation and Land Use serves the division by providing coordinated leadership, advice and assistance in the field of recreation and lands administration and planning to provide, commensurate with other resource values, a reasonably adequate supply of these resources to meet the ever increasing public needs.

ROLES
BRANCH CHIEF (Philip L. Heaton) serves the division as branch chief of Recreation and Lands by giving leadership, supervision, direction, policy and advice in a coordinated manner to the Division Chief, members of the branch and Forest Supervisors for recreation and land use resources. In order to provide for protection, administration and optimum development of recreation and land use resources.
SECTION HEAD, RECREATION PLANNING (Jack J. McHitt) serves as head of section of recreation management planning in classified areas by giving leadership in the broad phases of recreation management planning at the regional level, in order to stimulate the formulation and execution of current and long range recreation programs.
SECTION HEAD, LANDSCAPE ARCHITECTURE (R. C. Pragnell) serves as head of recreation landscape architecture by giving leadership and training to forest recreation planners in the field of facility and lay-out design and advice to the Branch Chief in order to provide efficient and scenic lay-out plans for recreation areas and economic and serviceable facility designs for public use.
SECTION HEAD, LAND USES (Ray Phillips) serves as head of land uses with responsibility for the administration, management direction, advice, leadership, coordination, approval or issuance of all land use permits at the regional level in order that this important phase of the division's responsibility will be carried out in an efficient and effective manner consistent with all other resource values and activities.
LAND STATUS HEAD () serves as land status officer for the region with the responsibility of correcting and bringing regional lands status records up to date and maintaining current status records in order to provide national forests and divisions with accurate status to permit the proper management and development of all resources on national forest lands.

BRANCH MISSION MINERALS
The branch of minerals serves the division by providing leadership, advice, service and assistance to Forest Supervisors in the field of mining claim examination and surface determination in order to eliminate fraudulent mining claims and provide for full and orderly development, management and use of all national forest resources.

ROLES
BRANCH CHIEF, MINERALS (Ralph V. Minges) serves the division as Branch Chief of Minerals and Surface Determination by giving leadership, supervision, direction, policy and advice in a coordinated manner to the Division Chief, members of the branch and Forest Supervisors on mining claims, surface determination and geological matters in order to promote the full and orderly administration and management of all resources.
GEOLOGIST (Harrie W. Mallery) serves as Assistant Branch Chief and geologist (mineral examiner) in the Minerals Branch by assisting the Branch Chief in the over-all administration of branch responsibilities and in addition examines mining claims and prospects and performs as an expert witness for the government at hearings and in courts of law in order to protect and to prevent misuse of lands in Region 2, to preserve or encourage the development allowed by law of the mineral resource on mineralized lands within the national forests where it is in the best interests of the public and nation.
GEOLOGIST (Warren C. Roberts) serves as geologist (mineral examiner) in the branch of Minerals by examining mining claims and prospects and performing as an expert witness for the government at hearings and in courts of law to protect and prevent misuse of lands for the benefit of all national forest resources.
SECTION HEAD, SURFACE DETERMINATION (John C. Miller) serves as section head and assistant to the Branch Chief of Minerals by formulating and activating policy, giving supervision, direction, leadership and assistance to the Branch Chief, Forest Supervisors, rangers and project leaders as needed to complete with dispatch the surface determination of mining claims within the scope of laws, regulations and policies, in order to protect and facilitate coordinated multiple use management of all national forest lands and resources and to protect such lands from fraudulent and illegal mining activity while encouraging legitimate mining and prospecting.
GEOLOGIST (Robert G. Gnam) serves as an assistant geologist in the branch of Minerals by conducting examinations and investigations of mining claims and prospects to determine if a claim is valid within the intent of the mining laws in order to protect the public interest from illegitimate mining activities.

BRANCH MISSION (WATERSHED & LAND MANAGEMENT)
The Branch of Watershed and Land Management serves the division by giving coordinated advice and assistance to the division in the fields of water, watershed, land management planning, soils, land exchange and real property in order to promote public awareness of the importance and value of properly managed watersheds in providing optimum regulated flows of useable water commensurate with other resource values in the sphere of coordinated multiple use management.

ROLES
BRANCH CHIEF (E. J. Fortenberry) serves as Branch Chief of Watershed and Land Management planning by giving leadership, supervision, direction, policy, and advice to the Division Chief, members of the branch and Forest Supervisors with primary responsibility for directing land management planning, in order to provide protection, management, integration and coordination of multiple-uses of land and water for the total good of the public.
SECTION HEAD, WATER BASIN PROGRAMS (Walter E. Pool) serves as head of section for soil and water and Water Basin Programs by giving leadership and assistance to the Branch Chief, national forests, and the division in the formulation of plans for water and watershed programs by reviewing plans for Reclamation and other water development projects determining their impacts on national forest administration and their effect on forest resources, uses and values, in order to recommend coordination of Forest Service responsibilities in programs and plans with responsibilities of other agencies and groups, Federal, State and local, for the good of the region and the total public.
SECTION HEAD, REAL PROPERTY (Earl A. Hendrickson) serves as head of the Real Property Section by giving regional leadership, assistance and advice and by planning, developing, and administering the procedures and technical phases of national forest and land utilization project programs pertaining to land acquisition, land disposal, land exchange, right-of-way easements, mineral leases, boundary adjustments and withdrawals with established laws, regulations, policies and procedures in order to insure the enforcement of procedures for the protection and maintenance of public land resources.

SOIL SCIENTIST (Charles J. Fox) serves as soil scientist in the Branch of Watershed and Land Management planning by conducting and supervising soil surveys, interpreting survey data, and investigating soils in order that good management direction in multiple-use and resource management can be determined.

SOIL SCIENTIST (John Y. Nishimura) serves as soil scientist in the Branch of Watershed and Land Management planning by conducting and supervising soil surveys, studies and interpretation and other soil investigation work as assigned to provide good soil management direction for resource managers to enable them to do a better job of multiple-use management and resource management.

BRANCH MISSION (OFFICE MANAGEMENT)
The Branch of Office Management serves the Division of Recreation, Lands and Watershed Management by providing clerical, stenographic, fiscal and business management services to all branches and sections and to the members thereof, in order to supply written records, reports, correspondence, filing, fiscal control in an orderly and effective manner.

ROLES
CHIEF CLERK (Irene H. Wurst) serves as chief clerk in the division of Recreation, Lands and Watershed Management by giving clerical and fiscal supervision and guidance to all members of the clerical organization and performing secretarial services for the Division Chief and his assistants when necessary in order to maintain smooth and efficient operation of the clerical activities of the division.

CLERK-STENOGRAPHER (Dorothy H. Elkins) serves as secretary to the branch of Watershed and Land Management planning in the division by providing stenographic and fiscal services and by giving clerical assistance on national forest and LU land exchanges, LU easements, national forest and LU oil and gas leases, national forest withdrawals and numerous phases of the soil, water, and land management activities in order to supply written records, reports, correspondence, filing, fiscal control in a neat, efficient and orderly manner.

CLERK-STENOGRAPHER (Rovena J. Smith) serves as secretary, stenographer and clerk for the branch of Minerals and Surface Right Determination within the division by providing clerical, stenographic, fiscal services to all members of the branch in order to supply written records, reports, correspondence, filing, fiscal control in an orderly efficient and effective manner.

CLERK-STENOGRAPHER (Ruth T. Whalen) serves the secretarial and administrative duties for the branch of Recreation and Land Uses within the division by providing clerical, stenographic, and fiscal services to all members of the branch in order to supply written records, correspondence, reports, filing, and fiscal control in an orderly, effective and effectual manner.

CLERK-STENOGRAPHER (Marilyn A. Hacker) serves as general stenographer and clerk for the division by providing over-all clerical stenographic and similar service to the members of the division in order to supply written records, reports, correspondence and filing in an orderly and effective manner and to supply the members of the division with the equipment and supplies necessary for their work.

CLERK-STENOGRAPHER (Mary B. Rickard) serves as general over-all stenographer and clerk for the division by providing clerical, stenographic, filing and similar services to all members of the division in order to supply written records, reports, correspondence and files in an orderly and effective manner.