

ADMINISTRATION OF A RANGER  
DISTRICT PERSONNEL

by

BRITTAIN HENSHAW ASH

A THESIS  
submitted to the  
OREGON STATE COLLEGE

in partial fulfillment of  
the requirements for the  
degree of

MASTER OF FORESTRY

June 1940

APPROVED:

Redacted for privacy

---

Professor of Forestry

In Charge of Major

Redacted for privacy

---

Head of Department of Forestry

Redacted for privacy

---

Chairman of School Graduate Committee

Redacted for privacy

---

Chairman of State College Graduate Council

## ACKNOWLEDGEMENTS

The writer wishes to express his appreciation to Ranger C. B. McFarland, whose leadership ability and whose interest, instruction, and training have been a source of inspiration, and who has made the writing of this paper possible; to Harold Bowerman, Willis O. Shambaugh, William N. Parke, and Robert Dunning, who have aided the writer in gaining an insight into the management of men in a ranger district; to the Fire Guards and employees of the Oakridge Ranger District who have cooperated so splendidly with the writer and from whom illustrations have been drawn; to Alva Blackerby, who helped the writer in developing an interest in the psychological aspects of personnel management; and to W. F. McCulloch, who in 1937 gave his time to an extra-curricular class in which the practical aspects of managing men were discussed.

B. H. A.

## TABLE OF CONTENTS

INTRODUCTION .....	1
PART I--THE MEN AND THEIR JOBS .....	4
<u>Sociological Background</u> , .....	4
Sources of Labor .....	4
Homes of Employees .....	5
Education and Training .....	6
Attitudes of Forest Service Employees .....	6
Why Men Choose Forest Service Work .....	8
Summary .....	9
<u>Fire Guard Job Analyses</u> .....	9
Classification and Character of Fire Guard Jobs .....	10
Opportunities for Promotion .....	11
Conditions of Work .....	12
Technical Equipment Used by Fire Guards .....	12
Exact Duties of Fire Guards .....	13
<u>Foreman and Strawboss Job Analyses</u> .....	71
Number of Foremen and Strawbosses Employed ....	71
Type of Work .....	72
Technical Equipment and Conditions and Character of Work .....	72
Pay of Foremen and Strawbosses .....	72
Exact Duties of Foremen and Strawbosses .....	73
<u>Laborer Job Analyses</u> .....	96
Number of Laborers Employed, Type of Work ....	96
Condition and Character of Work .....	96
Technical Equipment and Pay .....	96
Exact Duties of Laborers .....	97
PART II--PERSONAL QUALIFICATIONS OF SUPERVISORY PERSONNEL .....	101
<u>Fairness and Justice</u> .....	104
Frankness .....	104
Consistency .....	106
Calmness .....	107
Moral Integrity .....	109



<u>Competence</u> .....	111
Mental Qualities .....	113
Moral Courage .....	114
Progressiveness and Other Leadership Qualities..	116
Firmness .....	118
Tact and Diplomacy .....	120
Simplicity .....	123
Salesmanship .....	124
<u>Personal Interest in Men</u> .....	125
Friendliness .....	128
Receptiveness .....	131
Loyalty .....	134
Patience and Tolerance .....	137
Responsibility .....	138
<u>Attitude and Appearance</u> .....	141
Enthusiasm and Energy .....	141
Cheerfulness .....	142
Unselfishness .....	144
Courtesy .....	146
Neatness and Cleanliness .....	149
<u>Summary</u> .....	149
<b>PART III -- TECHNIQUES OF DIRECTION, SUPERVISION, AND CONTROL</b> .....	151
<u>The Direction of Men</u> .....	151
Training of Men .....	151
Introducing Men to their Jobs .....	153
Safety of Men .....	156
Use of Authority .....	159
Giving the Order .....	161
Delegation of Responsibility .....	165
<u>The Supervision of Men</u> .....	168
Considerations in Hiring Fire Guards .....	168
Making Men Realize the Social Significance of Their Jobs .....	173
Making the Organization into a Cooperative Unit.	174
Methods of Encouraging Individual Initiative ...	176
Need for Allowing Men to Complete Tasks .....	179
Sex and Home Life Influences on Forest Service Employees .....	180
Physical Exercise Needs of Employees .....	184

Fatigue Factors in Forest Service Work.....	187
Recreational Needs of Employees.....	192
Influence of Leave on Forest Service Employees ..	194
Order and Cleanliness Requirements .....	197
Use of Praise and Challenge as Stimulating Factors .....	198
Use of Promotion as an Incentive .....	200
Useful Incentives to Increased Effort and Efficiency .....	202
<u>The Control of Men</u> .....	206
Constructive Criticism .....	206
Reprimand .....	208
Disciplinary Action .....	210
Summary .....	214
<u>Obligations of Employees and of the Forest Service..</u>	218
Obligations of the Men to the Forest Service ....	218
Obligations of the Forest Service to Its Men ....	220
<u>Bibliography of References Cited</u> .....	223

## ADMINISTRATION OF A RANGER DISTRICT PERSONNEL

Personnel management is common sense  
but common sense is not common place.

### INTRODUCTION

In writing this report the object has been to apply to the ranger district employees of the United States Forest Service in the Pacific Northwest the following personnel administration techniques:

1. Techniques of executive control as developed by the executives of business and industry.
2. Techniques of managing men and building morale as developed by the personnel of the United States Army.
3. The techniques of human motivation and control as developed by the psychologists.

This report also attempts to show some of the philosophical aspects of employment as contrasted with the desire for efficient output only.

In the preparation of this paper, material has been drawn liberally from business, industry, Army, and psychological writers. Some material also has been drawn from the writer's own observations gathered from seven summers and one winter spent at a ranger district headquarters.

It is recognized that there are exceptions to the principles, techniques, attitudes and reactions referred to in this paper. However, the weight of evidence indicates their merit.

Personnel management is not an exact science, rather it is the art of understanding men and applying the techniques of supervision, direction, and control with judgment and common sense.

The keynote of good personnel management on a ranger district lies with the District Ranger. He is the most important person in the district, because he is in a position to exercise most influence on the lives of the other personnel of the district. Good personnel relations cannot be approached unless the District Ranger makes them good.

Ideal personnel relations of course cannot be approached unless the subordinate personnel also try to contribute to good personnel relations and efficient management.

The Ranger must therefore be aware of, and practice the principles of good personnel administration to secure the best results from his district. The personality of some men is such that they achieve success in spite of apparently ignoring the rules of good personnel technique. However, more careful study reveals that consciously or unconsciously they have applied many of the cardinal principles of personnel administration. Any individual may improve himself or achieve some measure of success if he diligently and conscientiously uses the techniques of good personnel management.

The Ranger's job is unique in that a great share of those he must manage are available for guidance and

supervision only by telephone. The Ranger may see those he must manage only a day or two, once or twice during the summer months. These lonely men usually have ample time to weigh every word, inflection and action of the Ranger, and to brood over any seeming dereliction in the Ranger's conduct toward them. Yet the Ranger must keep them at a high level of efficiency throughout the summer and trust to their self-reliance, initiative and willingness to fulfill their duties.

Therefore, because the need of good personnel administration on Ranger districts is acute, and as improvement in personnel practices can be made through the application of good personnel techniques, this paper has been written with the hope of pointing out good techniques of personnel management for the use of the Ranger, Assistant Ranger and other supervisory personnel on the ranger districts.

## PART I

### THE MEN AND THEIR JOBS

To build and maintain a good ranger district personnel it is necessary to have an understanding of the men in the district, the jobs that these men fill, and the relation of the men to their jobs. An intelligent interpretation of men's actions is aided by a knowledge of their sociological background, and a conception of their jobs is aided by job analyses. Therefore, to gain a more adequate understanding of the employees whom the supervisory personnel must manage, Part I of this paper is devoted to the sociological background of the Forest Service employees and the analyses of their jobs.

### SOCIOLOGICAL BACKGROUND

The sociological background of ranger district employees is determined by finding out the sources from which these men come, what their homes are like; what are their education, training, attitudes, and ambitions; and why they work for the Forest Service.

**SOURCES OF LABOR.** The two main sources of labor are the local citizenry and the forestry schools. Other sources are other schools and colleges, the Civilian Conservation Corps, pressure groups, other departments,

other districts, rival organizations and the Civil Service register. The sources of labor may overlap, that is, an employee may be both a forestry school student and a local citizen, or a member of any of the other groups.

**HOMES OF EMPLOYEES.** The homes of the local Forest Service employees in the Pacific Northwest are for the most part located in rural districts. They are usually comfortable but rough and devoid of luxury, typical of homes of isolated communities and of the logger-farmer group. As most of these communities are dependent upon the timber and small farms for their chief support, the background of the logger and the marginal farmer is usually that of the forest employee.

A large per cent of the forestry students are attracted from low income group homes, and many are also from the logger-farmer type; relatively few are from the homes of professional men. The following data are an analysis of the occupations of parents of Oregon State College freshmen who entered the Forestry School in the fall of 1937:

Parent's Occupation	Per Cent
Common labor	6.2
Skilled labor	16.7
Farmer	16.3
Clerical	6.7
Business	19.1
Foresters, lumbermen	7.3
Professional	7.3
None listed	20.4
	<u>100.089</u>

<sup>89</sup> Unpublished analysis of Types of Occupation of Parents of Forest School Students Registered Fall Term 1937-38; From Personnel Record of Oregon State College.

EDUCATION AND TRAINING. The Forest Service needs good men for Fire Guards to secure an efficient force for fire protection. (93) Therefore it chooses local men who are above the average for the community in which they live in ability, intelligence, and education. The Forest Service also tends to choose the better students and graduates from the forestry schools.

Some degree of education and training is necessary, because the Forest Service is becoming increasingly technical and scientific and the employees must be able to use these technical methods; also, like other governmental agencies, the Forest Service requires a certain amount of paper work from its employees.

The National Forests are for the most part situated in the more remote and less accessible regions so that the local communities are often somewhat isolated. In consequence, frequently there is an abundance of labor available but relatively few jobs, and thus the Forest Service has an opportunity to select the better men.

ATTITUDES OF FOREST SERVICE EMPLOYEES. A very independent outlook is generally the characteristic attitude of the Forest Service employee. In the Pacific Coast region, forest communities are for the most part

---

<sup>93</sup> United States Forest Service, Administrative Handbook, North Pacific Region, U.S.F.S., Portland, Ore. Revision to 1939, p. B-1.



intimately associated with the logger, whose typical attitude is, "I do my work and to hell with anybody who tries to ride me." Local men are usually independent, at least in spirit. They have a firm belief in equality and "Sir" is a word not in their vocabulary. These men are usually reliable and trustworthy.

Most of the local men who work for the Forest Service have a general belief in the work of the Forest Service and its policies, and believe that it is a socially worthwhile enterprise. There is occasionally some scorn at new techniques and new equipment that are developed; however, they usually accept them and after using the new techniques are frequently much pleased with them. On the whole, there is a willingness to work and a pride of workmanship on the part of the local men.

The students have much the same attitudes as the local men and are generally independent in nature, but usually less so than the local men; one reason probably is that they have more to gain or lose from the Forest Service than the local men, as they are hopeful of securing promotion to year-long status. Students as a whole have a very strong belief in conservation and the technical phases of the Forest Service, which is in some measure the result of their training. There are, however, some of these students and graduates who are somewhat disgruntled over the lack of opportunity for

advancement and feel that the Forest Service owes them a better position. A few of these men are quite critical, and are not quite as willing workers as the local man, feeling that they should have jobs of responsibility and of supervisory capacity.

WHY MEN CHOOSE FOREST SERVICE WORK. Probably more men take the seasonal jobs offered by the Forest Service because there is no other employment open than for any other reason. There are many other reasons for accepting such employment. Many young local men seek such temporary and part-time work as the Forest Service offers because they as yet have been unable to fit themselves into the pattern of economic life sufficiently to secure permanent employment for themselves, or they are attending school and need summer work. There is a group of local men to whom employment by the Forest Service serves as a stopgap between other employment or brings in the necessary cash to "splice out" their incomes from subsistence or sub-marginal farms. There are many local men who do not seek other employment, but prefer a job of short duration, a job that is just long enough to make the winter "stake". There are others that like the type of employment offered by the Forest Service.

The students also have many reasons for seeking Forest Service employment. Many students need jobs to help them get through school. Many take temporary jobs on ranger districts because there is no other employment open to them. Both students and graduates frequently take temporary Forest Service jobs because of the opportunity for practical experience that it offers and to work at these temporary positions until an opportunity for year-long or Civil Service appointments occurs.

SUMMARY. The sources from which the Forest Service employees come, their home environment, their education and training, their attitudes, and their reasons for working for the Forest Service are all elements of the sociological background of these men. An insight into the elements of the background that influences the conduct of the employees, enables the supervisory personnel to effect a more efficient personnel administration.

#### FIRE GUARD JOB ANALYSES

Although the Fire Guard jobs are seasonal positions they are the backbone of the ranger district organization, as the major activity of the Forest Service during the summer months is fire prevention, fire detection and

fire suppression. (91) To adequately understand the jobs of the Fire Guards, analyses of the Fire Guard jobs are needed. The analyses should include classification of the Fire Guard jobs, opportunities for promotion, the conditions of work, the technical equipment used, the exact duties, the operations, the knowledge and the skill required to perform the duties.

#### CLASSIFICATION AND CHARACTER OF FIRE GUARD JOBS.

Fire Guards are composed of three major groups: Lookouts, Firemen and Protective Assistants.

Lookouts are of two classifications, Primary Lookouts and Lookout-firemen. Primary Lookouts are concerned with the detection, location and reporting of fires. Lookout-firemen have all the duties of Primary Lookouts, plus "fire chasing" and fire suppression activities.

Firemen are classified as Firemen, Patrolmen, Headquarters Firemen, Administrative Guards or other descriptive names if they have special duties besides that of "fire chasing" and fire suppression. Firemen are also concerned with fire prevention through public contacts. Administrative Guards ordinarily have the primary duty of public contact and fire prevention work. The

---

91

Bowe, Gilbert M., The Knowledge Required of a Junior Forester Appointee, Unpublished, 1939 thesis at Oregon State College, Corvallis.

Patrolmen are stationed at some checking point or have special areas to patrol. Headquarter's Firemen work at the Ranger District headquarters and do special duties there.

The Protective Assistant's primary job is to do the fire dispatching for the ranger district. He usually also exercises general supervision under the direction of the Ranger over the district ranger office and the other Fire Guards. When the Ranger is absent or on field trips he assumes full responsibility for the ranger district. (92) (94)

OPPORTUNITIES FOR PROMOTION. There is no uniform promotional standard for Fire Guards. Local men have very little opportunity for substantial advancement. Recently in the Fire Guard positions ratings have been assigned for Civil Service grades, but the basis for placing men in the grades is not well defined and there is much overlapping of wage scales between grades. Men holding exactly the same positions or doing the same jobs may be placed in different grades on different districts or may even receive different wages. On the

---

<sup>92</sup> United States Forest Service, Guard Handbook, North Pacific Region, U.S.F.S., Portland, Ore. Revised 1939.

<sup>94</sup> U.S.F.S., Administrative Handbook, North Pacific Region, U.S.F.S., Portland, Ore. Revised 1939, pp.B-43-B-48a.

whole, the promotional system of the Forest Service depends largely upon the District Rangers and therefore differs from district to district.

CONDITIONS OF WORK. Conditions of work for Fire Guards are generally healthy, with plenty of sunshine, fresh air, light and freedom from distraction except in case of fire when conditions may not be healthy because of poor drinking water, hastily prepared food, etc.; also the air may be filled with dust and smoke and there may be distracting influences. Except on fire the jobs are seldom arduous. Work is usually lonely and monotonous. Work on fire is usually somewhat hazardous with many chances for accidents.

TECHNICAL EQUIPMENT USED BY FIRE GUARDS. All Fire Guards may or may not have weather instruments at their station. All Fire Guards have living quarters, house-keeping equipment and some type of communication facilities to maintain. Lookouts have equipment such as fire finders, binoculars, etc. for detecting and locating fires. Firemen have fire fighting tools, and Lookout-firemen have both detection and fire fighting equipment. The Protective Assistants have fire dispatching equipment, fire fighting equipment and office equipment for which they are responsible, and which they either use themselves or delegate others to

use. (87)

EXACT DUTIES OF FIRE GUARDS. The exact duties of Fire Guards, their jobs, the operations to be performed and the knowledge and skill required for the performance of these jobs are as follows: (88) (89)

Position--Fire Guard

Division--Forms General

Job--General Information

Operations:

A. Keep diary.

Knowledge and skill required

1. Know how to keep diary.
2. Know what to put in diary.

B. Campfire reports.

Knowledge and skill required

1. Know how and when to use.
2. Know information to disseminate while issuing.

---

87, 88 U.S.F.S., Guard Handbook, North Pacific Region,  
U.S.F.S., Portland, Ore. Revised to 1939.

89 U.S. Dept. of Agriculture, Fire Guard Training Hand-  
book, U.S. Dept. of Agriculture, Forest Service,  
Washington, D.C., 1937, pp. 138-157

Division--Forms General, cont.

Job--General Information, cont.

Operations:

- C. Receiving lookout report and recording information on map.

Knowledge and skill required

1. Knows how to receive report and record information.

- D. Organization Map

Knowledge and skill required

1. Familiarity with organization chart and its use.

- E. Fireman's Report

Knowledge and skill required

1. Ability to make and how to make.

- F. Job List

Knowledge and skill required

1. Ability to carry out instructions in job list.

- G. Policies of the U. S. Forest Service

Knowledge and skill required

1. Relations of employee to public.
2. Knows prevention policies.
3. Knows suppression policies.



Division--Fire Prevention

Job--Law Enforcement

Operations:

A. Knowledge of Fire Laws

Knowledge and skill required

1. Knows State and Federal fire laws and regulations.

(a) Laws during fire season.

(b) Laws throughout the year.

2. Knows local closures and restrictions.

B. Designated Forest Camps

Knowledge and skill required

1. Knows location and use of forest camps.

C. Authority in law enforcement

Knowledge and skill required

1. Knows power of arrest.
2. Knows how to secure statement of witnesses.
3. Knows how to draft men.

D. Collection of evidence

Knowledge and skill required

1. Knows the six court questions.
2. Knows the importance of other small clues.
3. Knows the value of immediate checkup.

Division--Fire Prevention cont.

Job--Law Enforcement cont.

Operations:

D. Collection of Evidence, cont.

4. Can get in touch with District Ranger immediately, before taking action.

Job--Fire Prevention by Public Contacts

Operations:

A. Objectives:

Knowledge and skill required.

1. Knows the importance of serving the public courteously.
2. Will let no opportunity to educate the public in fire prevention techniques pass by.

B. Personal Appearance

Knowledge and skill required

1. Knows importance of clean, neat appearance.
2. Knows the proper use and care of the uniform.

C.. Issuing permits

Knowledge and skill required

1. Knows length of fire season and dates and laws effective in fire season.

Division--Fire Prevention, cont.

Job--Public Contacts, cont.

Operations:

C. Issuing permits, cont.

Knowledge and skill required

2. Knows how to issue campfire permits.
3. Can call permittees attention to camping risks inoffensively.

D. Giving information to the public.

Knowledge and skills required

1. Can give information courteously
2. Knows points of interest and answers to questions concerning his territory.
3. Takes advantage of opportunity to again educate the public in fire prevention.
4. Can give any material supplied for that purpose to the public in the proper manner.

E. Use of Auto Tags

Knowledge and skill required

1. Knows when and where to use auto tags.

F. Cooperation with the public

Knowledge and skill required

1. Can and will serve the public in every possible way not interfering with the job.

Division--Fire Prevention, cont.

Job--Public Contact, cont.

Operations:

F. Cooperation with the public, cont.

2. Knows how to work as a unit with other Forest employees.
3. Informs Ranger as to special acts of cooperation which the public has given.

G. Education of Public in Fire Prevention

Knowledge and skill required

1. Has the ability and lets no opportunity pass to discuss measures of fire prevention with the public.

Division--Fire Prevention, cont.

Job--Care of Field Station and Camps

Operations:

A. Care of Station

Knowledge and skill required

1. Knows that station must be in orderly and presentable condition at all times.
2. Can keep windows washed.
3. Can keep out hob nails etc.
4. Ability to improve station whenever possible.

**B. Care of Camps****Knowledge and skill required**

1. Knows that campgrounds must be kept clean and neat.
2. Knows the special instructions given by the Ranger.

**Position--Fire Guards (Lookouts and Lookout-Firemen)**

**Division--Detection**

**Job--Operation of Fire Finder**

**Operations:****A. Level fire finder****Knowledge and skill required.**

1. Knows how to use spirit level.
2. Knows how to level fire finder by thumb screw nut.

**B. Check orientation****Knowledge and skill required**

1. Knows how to determine true north.
2. Knows how to check and adjust meridian on map so that it fits fire finder plate correctly.
3. Knows how to adjust fire finder plate.
4. Knows how to adjust by flashes from other lookouts.

Division--Detection, cont.

Job--Operation of Fire Finder, cont.

Operations:

C. Check adjustment of alidade

Knowledge and skill required

1. Knows how to turn and plumb sights.
2. Knows how to adjust hairs.
3. Knows how to adjust delining tape.

D. Use of alidade

Knowledge and skill required.

1. Knows how to turn alidade.
2. Knows how to sight correctly.
3. Knows how to use delining tape as a scale.

E. Use of verticle angle scale

Knowledge and skill required

1. Knows how to adjust sight.
2. Knows how to read scale.

F. Use of vernier

Knowledge and skill required

1. Knows purpose of vernier.
2. Knows divisions and use of vernier.

G. Reading azimuth

Knowledge and skill required

1. Knows how to read azimuth.

Division--Detection, cont.

Job--Operation of Fire Finder, cont.

Operations:

H. Learning country with fire finder.

Knowledge and skill required

1. Knows how to spot major mountains and work down to more inconspicuous points.
2. Knows how to learn ridges and drainages.

I. Estimating location and distance.

Knowledge and skill required.

1. Knows how to determine distance and location from other landmarks already known.
2. Knows use of scale on delining tape in finding distances.

J. Measuring width of fires.

Knowledge and skill required

1. Knows how to determine width of fire by use of fire finder.

k. Care of instrument and minor repairs.

Knowledge and skill required.

1. Knows how to care for instrument.
2. Knows how much and what kind of oils to use.
3. Knows about covering fire finder.

Division--Detection, cont.

Job-- Operation of Fire Finder, cont.

Operations:

K. Care of instrument, cont.

4. Ability for precision with which repairs must be made.

Job--Using Check Look System

Operations:

A. Examine entire surrounding territory periodically.

Knowledge and skill required.

1. Knows how to scrutinize territory.
2. Knows which portion to study most carefully.
3. Knows procedure in taking check look.
4. Knows how often to look and time schedule.

B. Use of check look system

Knowledge and skill required

1. Knows how often to look.
2. Knows how they are correlated with nearby stations.
3. Knows when to report.
4. Knows to whom to report.



**Division--Detection, cont.****Job--Detection of Smoke****Operations:****A. Systematic examination of territory****Knowledge and skill required**

1. Knows how to make systematic survey of visible country and pick out smoke.

**B. Distinguish between real and false smoke****Knowledge and skill required**

1. Is able to identify fog, dust, and smoke.
2. Knows the location of industrial smokes.
3. Is familiar with false smoke chart.
4. Keeps false smoke chart up to date.

**C. See smoke quickly****Knowledge and skill required**

1. Ability to keep constantly alert.

**Job--Locate fires Accurately****Operations:****A. Sight on smoke****Knowledge and skill required**

1. Knows how to sight.

**B. Read fire finder****Knowledge and skill required**

1. Ability to read fire finder.

Division--Detection, cont.

Job--Locate Fires Accurately, cont.

Operations:

- C. Locate fire on map by township, range, and section.

Knowledge and skill required

1. Has an understanding of map features.
2. Ability to read map quickly and accurately.
3. Rechecks readings, appreciates importance of accuracy.

- D. Locate by streams, ridges, etc.

Knowledge and skill required

1. Knowledge of country.
2. Knows importance of giving recognizable local landmarks.

- E. Enter on report: azimuth, township, section, range, topog., location, type cover, size, behavior, wind, etc; check for accuracy.

Knowledge and skill required

1. Knows and can use all terms called for in report.
2. Knows how to report, order etc.
3. Knows who to report to.

Division--Detection, cont.

Job--Make progress reports on Fire

Operations:

A. Current observation of fire

Knowledge and skill required

1. Keep headquarters informed on fire.

B. Estimate spread of fire

Knowledge and skill required

1. Knows how to measure size of fire.

C. Report wind velocity, change of direction  
etc.

Knowledge and skill required

1. Knows how to determine wind velocity.
2. Knows how to determine wind direction.

Job--Watch and report lightning storms

Operations:

A. Estimate distance

Knowledge and skill required

1. Knows how to determine distance by relation of storm to landmarks of known distance.
2. Knows length of time from flash to sound measure.

Division--Detection, cont.

Job--Watch and report lightning storms, cont.

Operations:

- B. Determine if lightning is cloud to ground or cloud to cloud.

Knowledge and skill required

1. Knows what is meant by cloud to cloud or cloud to ground.

- C. Record strikes

Knowledge and skill required

1. Knows what types of cloud formations are dangerous.
2. Record strikes by taking reading with fire finder and estimating distance.

- D. Report progress of storm to dispatcher

Knowledge and skill required

1. Understands common terms used in forms.
2. Knows safety precautions in reporting during storm.

Job--Make weather observations

Operations:

- A. Measure precipitation

Knowledge and skill required

1. Knows how to read measuring stick.
2. Knows when to read.
3. Knows how to care for and place gauge.

Division--Detection, cont.

Job--Make weather observations, cont.

Operations:

B. Measure humidity

Knowledge and skill required

1. Knows how to use psychrometer.
2. Knows what tables to use.
3. Knows how to take readings.
4. Knows when to take readings.
5. Knows how to make report.
6. Knows elevation and pressure table to use.

C. Use of haze meter

Knowledge and skill required

1. Knows how to use.
2. Knows when to use.
3. Knows when and how to report.

D. Recording observations

Knowledge and skill required

1. Knows how to make daily and monthly reports.

Job--Signaling other stations

Operations:

A. Mirror flashing

Knowledge and skill required

1. Line up points for mirror flashing.

Division--Detection, cont.

Job--Signaling other stations

Operations:

B. Powder signaling

Knowledge and skills required

1. Knows how to give powder signals.

C. Other prearranged signals

Job--Reporting to dispatcher

Operations:

A. Telephone dispatcher on time

Knowledge and skill required

1. Knows time schedule.

B. Keep lightning protection and phone connection in order.

Knowledge and skill required

1. Knows how to check and maintain communication system.
2. Keeps lightning protection tight and well grounded.

Division--Tool, Equipment, and Quarters

Job--Care of Tools

Operations:

A. Fire fighting tools

Knowledge and skill required

1. Can keep hazel hoe, shovel, axe or Pulask sharp, greased, and edges sheathed.

Division--Tools, Equipment, and Quarters, cont.

Job--Care of Tools, cont.

Operations:

A. Fire fighting tools, cont.

2. Can keep pump can in working condition without leaks.
3. Can keep falling tools in shape, supply of oil.
4. Fireman's outfit must be kept assembled and condition checked.
5. All caches must be checked and assembled in good order and a list of contents posted.

B. Station tools

Knowledge and skill required

1. Knows that station tools must be kept in good condition and put away when not in use.

C. Special equipment

Knowledge and skill required

1. Knows how to care for weather instruments: psychrometer, rain guage, haze meter, anenometer, etc.

## Division--Tools, Equipment, and Quarters, cont.

## Job--Communication

## Operations:

## A. Use of telephone line tools.

## Knowledge and skill required

1. Ability to use connectors, linesman's pliers, climbers, lineman's belt, lineman's rope and belt axe, etc. and take the proper care of these tools.

## B. Battery hook-up

## Knowledge and skill required

1. Knows how to hook up batteries in proper series.

## C. Telephone hook-up

## Knowledge and skill required

1. Knows how to secure a good ground.
2. Knows how to make a good line connection.
3. Knows how to install lightning protection.
4. Knows how to test for telephone troubles and repair same.

## D. Grounds

## Knowledge and skill required

1. Knows that grounds are placed in moist soil.



**Division--Tools, Equipment and Quarters, cont.****Job--Communication****Operations:****D. Grounds, cont.**

2. Knows how to make good connection from ground to telephone, and good ground connection.
3. Knows that water is not a good ground.

**E. Telephone protection****Knowledge and skill required**

1. Knows how to check for fuse connection and switches on standard lightning protection.

**F. Telephone troubles****Knowledge and skill required**

1. Knows how to check for short, loose connections, grounded lines, broken lines, weak batteries, improper hook-up and burned or broken fuses.
2. Know the tests for these different troubles.

**G. Emergency splice and use of emergency wire.****Knowledge and skill required.**

1. Knows how to make splice in #9 wire or other.

Division--Tools, Equipment and Quarters, cont.

Job--Communication, cont.

Operations:

G. Emergency splice, cont.

2. Knows how to hang and how to make emergency splices in emergency wire.

Job--Care of quarters

Operations:

A. Care of Quarters sign

Knowledge and skill required

1. Knows how to post it in conspicuous place.
2. Knows that it should be placed where it will not be broken.

B. Fire Protection

Knowledge and skill required

1. Knows that fire must be extinguished on leaving station.
2. Knows proper stove pipe protection.
3. Will not allow inflammable material to hang near or accumulate near stove.
4. Has bucket of sand or dirt in case of fire.

Division--Tells, Equipment and Quarters, cont.

Job--Care of Quarters, cont.

Operations:

C. Rodent protection

Knowledge and skill required.

1. Does not allow rodents to work under foundation.
2. Hangs equipment out of reach of rodents or leaves it in metal containers.

D. Closing for season

Knowledge and skill required

1. Knows that an inventory and shortage list must be made out.
2. Knows about greasing articles which will rust.
3. Remembers to disconnect telephone and throw switches.
4. Remembers to bury all refuse and junk.
5. Knows that all damageable material must be protected from rodents.
6. Remembers to leave a rick of wood or more.
7. Knows that stove pipe must be taken down and hole covered.
8. Knows that building must be left clean, shutters up, building locked, etc.

Division--Tools, Equipment and Quarters, cont.

Job--Care of Quarters, cont.

Operations:

D. Closing for season, cont.

9. Knows how much to loosen guy wires.
10. Remembers to take in weather instruments, empty containers with freezable liquids.

E. Station maintenance

Knowledge and skill required

1. Knows station must be kept clean and neat at all times.

F. Station sanitation

Knowledge and skill required

1. Knows that toilet and garbage pit must be kept fly proof and covered at all times.

E. Equipment in readiness

Knowledge and skill required

1. Knows how to keep fire outfit always ready to go, can gassed etc. Has horse caught up during heat of day, etc.
2. Keeps fire pack assembled ready for instant use.

Position--Fire Guard (Fireman and Lookout-fireman)

Division--Fire Chasing

Job--Use of Maps and Surveys

Operations:

A. Map reading

Knowledge and skill required

1. Knows location and use of legend.
2. Knows meaning of Range and Township lines.
3. Knows number of sections in a township.
4. Knows how sections are numbered.
5. Knows about fractional townships.
6. Knows how to subdivide a section.
7. Knows in what order to give location by map.
8. Can locate points on map.
9. Knows how to determine ridges and valleys by the way the streams are shown.
10. Can distinguish between longitude and latitude lines and section lines.
11. Is familiar with map symbols.

B. Orientation of map by landmarks and locating position.

Knowledge and skill required

1. Can orient map by use of compass.

Division--Fire Chasing, cont.

Job--Use of Maps and Survey, cont.

Operations:

B. Orientation of map, cont.

2. Can orient map without compass by lining on topographic features.

C. Recognizes field markings

Knowledge and skill required

1. Knows how to read section line boards.
2. Can read cruising rags.
3. Knows section line blazes.
4. Knows what a meander corner is.
5. Can recognize witness trees, corner and quarter corner trees and can interpret inscription on marked corners.
6. Knows section line crossing blazes.
7. Mile posts and trail markers use is known.

D. Use of Panoramic Photos

Knowledge and skill required

1. Knows the meaning of verticle angle.
2. Knows how to find plus or minus angle on picture.
3. Can locate azimuth reading on picture.
4. Can find location of photos, given azimuth and verticle angles.

Division--Fire chasing, cont.

Job--Use of Maps and Surveys, cont.

Operations:

E. Use of topographic maps

Knowledge and skill required

1. Knows location of legend and explanation on back of map.
2. Knows what contours and contour intervals are.
3. Knows that contour lines never cross.
4. Can visualize and correlate land forms in terms of contours and topography of map.
5. Knows topography symbols.
6. Knows that contour interval may change on the same map.
7. Can construct profile from topographic map.
8. Knows declination and base level.

F. Knowledge of country, geography of hazards, and transportation routes.

Knowledge and skill required.

1. From map has good knowledge of topography of country.
2. Knows the areas of special hazard and where located.

## Division--Fire Chasing, cont.

### Jobs--Use of Maps and Surveys, cont.

#### Operations:

#### F. Knowledge of country, cont.

3. Knows general location of trails, roads, etc., and most advantageous method of reaching any point in his own territory.

### Job--Use of compass

#### Operations:

#### A. Parts and care of compass

##### Knowledge and skill required

1. Knows the ten principle parts of the compass.
2. Knows that the lid must be closed when traveling.
3. Knows that compass must not be left near metal so that it will be de-magnetized.

#### B. Magnetic declination

##### Knowledge and skills required

1. Knows what is true north and why there is a declination.
2. Knows what the declination is of area.
3. Knows how to set it off on compass.

#### C. How to hold and read

##### Knowledge and skill required

1. Can hold compass in correct posture.



Division--Fire Chasing, cont.

Job--Use of Compass, cont.

Operations:

C. How to hold and read, cont.

2. Knows how and where to place for long shots.
3. Holds compass level.
4. Slows down needle with brake.
5. Knows how to sight properly.
6. Knows why azimuth compass read anti-clockwise.
7. Knows which is always north end of needle.
8. Knows that the north end of the needle is always read.
9. Knows that the whole body is turned when compass is turned.
10. Knows the line of sight is on object but north end of needle is read.
11. Knows the difference between foresight and backsight and how to take backsight.
12. Can reverse readings.

D. Turning 90° angle

Knowledge and skill required

1. Knows how to swing body.

Division--Fire Chasing, cont.

Job--Use of compass, cont.

Operations:

D. Turning  $90^{\circ}$  angle, cont..

2. Knows that in turning  $90^{\circ}$  to the right that the  $90^{\circ}$  is added to the previous reading if turn doesn't pass through  $0^{\circ}$ .
3. Knows that in turning  $90^{\circ}$  to the left, if  $90^{\circ}$  doesn't pass through  $3^{\circ}$ , that the  $90^{\circ}$  is subtracted from previous reading.
4. If  $90^{\circ}$  to right passes through  $0^{\circ}$ , reading is subtracted from  $360^{\circ}$  and the result is subtracted from  $90^{\circ}$  to get new reading.
5. If turn of  $90^{\circ}$  is left and passes through 0, reading is added to  $360^{\circ}$  and  $90^{\circ}$  is subtracted from the sum.

E. Running compass and Pacing

Knowledge and skill required

1. Knows how to sight on prominent object and plot course.
2. Must watch out for local attraction.  
(not female.)
3. Check occasionally with back sight.
4. Use of pacing in compass work.

Division--Fire Chasing, cont.

Job--Use of compass, cont.

Operations:

F. Use of protractor with compass

Knowledge and skill required

1. Knows protractor readings are not reversed as compass readings are.
2. Can use protractor.
3. Knows how to use compass as protractor.

Job--Getting on lookout's line of sight

Operations:

A. Correlation of Map and ground location.

Knowledge and skill required.

1. Knows how to draw line from reporting lookout to fire on map. Find distance on map from known point to lookout's line of sight, then pace distance.

B. Other methods of getting on lookout's line of sight.

Knowledge and skill required.

1. Knows how to get on lookout's line of sight by back-sighting on lookout from observation point, and moving to right or left.
2. Location from known landmark.

Division--Fire Chasing, cont.

Job--Well planned get-away

Operations:

A. Previous preparation

Knowledge and skill required

1. Realizes importance of quick get-away.
2. Knows that all equipment must be in readiness to go, tools in condition, assembled, etc.
3. Knows advantageous ways of travel and country so that no time will be lost.

B. Securing adequate information before starting.

Knowledge and skill required

1. Knows that he should carefully and accurately write down all information regarding fire and its location, that it is possible to obtain.
2. Knows that fire should be spotted on map before starting to fire.
3. Can determine advantageous route of travel.
4. Knows location of help.

Division--Fire Chasing, cont.

Job--Pacing

Operations:

A. Purpose

Knowledge and skill required

1. Knows use of pace in measuring size of fire, in locating corners, in finding detour from roads, trails, etc.

B. Horizontal distance

Knowledge and skill required

1. Knows all distances on map are horizontal distances.

C. Natural pace

Knowledge and skill required

1. Two steps, count when right foot touches ground.
2. Knows that walk is natural stride.
3. Knows how many paces he makes to 100 ft. half mile, etc.

D. Corrections for slope

1. Knows when to skip steps to correct for slope.
2. Knows that steps are skipped ascending, and how many for per cent of grade.
3. Knows how many skips for per cent of grade, descending.

## Division--Fire Chasing, cont.

### Job--Pacing, cont.

#### Operations:

##### E. Tallying paces

1. Knows why tallying should be done.
2. Knows some methods of keeping tally.

##### F. Practices

1. Knows that practice should be over rough measured courses, through brush, etc.
2. Knows accurate record should be kept of pacing practice.

### Job--Finding fire

#### Operations:

##### A. Locating fire from known point.

##### Knowledge and skill required

1. Knows how to plat fire by  $\frac{1}{2}$  section, section, township, range, etc.
2. Plat location of known point.
3. Knows line is drawn from point to fire.

##### B. Finding azimuth distance from known point to fire.

##### Knowledge and skill required

1. Can use protractor or compass to find azimuth from known point to fire.

Division--Fire Chasing, cont.

Job--Finding fire, cont.

Operations:

B. Finding azimuth distance, cont.

2. Can use map scale to find distance from known point to fire.

C. Locating fire by two point method.

Knowledge and skill required

1. Knows how to plat location of fire on map.
2. Knows country, so two known points can be selected.
3. Knows how to take readings on two known points.
4. Knows how to correct readings to backsights.
5. Can use protractor to draw lines from known points on backsight readings.
6. Knows intersection of lines from two points is position of fire chaser.
7. Knows line drawn from position to fire can be used to find azimuth to fire with protractor.
8. Knows how to measure distance on azimuth to fire and can pace distance to vicinity of fire.

## Divisions--Fire Chasing, cont.

### Job--Finding fire, cont.

#### Operations:

#### D. Gridiron method

##### Knowledge and skill required

1. Can use some method of getting in vicinity of fire.
2. Considers wind and smoke; if wind is blowing, realizes lookout probably saw smoke some distance downwind from fire.
3. Knows how to start gridironing a slight distance downwind from where fire is estimated to be.
4. Knows how to follow compass course to run parallel line.
5. Can turn  $90^{\circ}$  angle, go short distance, no greater than can be observed, turn  $90^{\circ}$  angle and run back parallel to first line. Continues until fire is found.

#### E. Locating fire by tangent offset method.

##### Knowledge and skill required

1. Knows that the tangent of an angle at  $1^{\circ}$  is 92 feet per mile.
2. Can convert lookout's reading to back-sight.



# Division--Fire Chasing, cont.

## Job--Finding fire, cont.

### Operations:

#### E. Locating fire by tangent offset method, cont.

3. Knows how to take reading on lookout.
4. Can find difference between readings and multiply degrees difference time distance from lookout times 92 feet.
5. Can turn  $90^{\circ}$  angle and pace to lookout's line of sight.
6. Can turn  $90^{\circ}$  angle down lookout's line of sight and proceed on lookout's azimuth or on backsight to fire.

#### F. Locating by panoramic pictures.

##### Knowledge and skill required.

1. Knows how to plat fire from lookout's reading on panoramic pictures.
2. Studies picture of location of fire in relation to surrounding country.

#### G. Supplemental methods of fire-finding

##### Knowledge and skill required

1. Knows how to:
  - a. Find by two point intersection.
  - b. Utilize openings for observation.
2. Knows fires are sometimes located by climbing trees for view.

Division--Fire Chasing, cont.

Job--Finding fire, cont.

Operations:

G. Supplemental methods, cont.

3. Knows direction of smoke drift.
4. Can locate fire by smell of smoke.
5. Knows how to run compass lines at night.

Division--Fire suppression, small fires

Job--Initial action

Operations:

A. If man-caused, find clues.

Knowledge and skill required

1. Knows that on arrival at fire the first thing to find out is what, where, why, when, who is cause.
2. Knows that everything should be saved or noted that might be evidence.

B. Sizing up burning material

Knowledge and skill required

1. Ability to determine hot spots or the places where most damage will be caused by escape.

C. Determine influence of weather

Knowledge and skill required

1. Knows how to determine what influence humidity, wind, etc. will have on fire.

Division--Fire suppression, small fires, cont.

Job--Initial action, cont.

Operations:

C. Determine influence of weather, cont.

2. Knows how to select the strategic point of attack.

D. Determine influence of topography.

Knowledge and skill required

1. Ability to determine influence of topography on course of fire.
2. Ability to determine how topography will increase rapidity of burn.

E. Determine influence of draft and wind direction.

Knowledge and skill required.

1. Knows how to take advantage of draft and wind direction.

F. Volume of work.

Knowledge and skill required.

1. Knows importance and has ability to make initial work valuable.

G. Tools, number of men, where to get men

Knowledge and skill required

1. Knows how to size up fire so reinforcements can attack proper point with proper tools.

Division--Fire suppression, small fires, cont.

Job--Initial action, cont.

Operations:

Tools, number of men, where to get men, cont.

2. Knows where to get men.

Job--Line construction

Operations:

A. Location of line

Knowledge and skill required

1. Knows how to locate line:

a. to take advantage of natural fire breaks.

b. where to start fire line.

B. Type of line

Knowledge and skill required

1. Knows how to determine type of line to use:

a. Direct

b. Two-foot

c. Parallel

d. Indirect

C. Control methods

Knowledge and skill required

1. Knows how to build fire line.

2. Knows how to use water.

3. Knows how to use dirt.

Division--Fire suppression, small fires, cont.

Job--Line construction, cont.

Operations:

C. Control methods, cont.

4. Knows when and where to backfire, and how to do.

5. Knows importance of felling snags.

D. Spot fires

Knowledge and skill required

1. Knows whether or not they take precedence over main fire.

2. Knows what action to take.

E. Line clean-up

Knowledge and skill required

1. Knows how to do a thorough job of cold trailing.

Job--Mop-up

Operations:

A. Snag felling

Knowledge and skill required

1. Knows when to fell.

2. Knows danger of snag spreading fire.

3. Knows what snags to fell.

4. Knows where to fell snags.

5. Knows preparation for felling.

6. Knows best method of felling.

Division--Fire suppression, small fires, cont.

Job--Mop-up, cont.

Operations:

B. Reduction of volume of fire by water, dirt, moving material.

Knowledge and skill required

1. Knows what method to select.
2. Knows dangers in use of dirt.
3. Knows advantageous ways of using water to get maximum results.

C. Removing line hazards by burning out hot spots, moss and reproduction, clean-up.

Knowledge and skill required

1. Knows when to burn off.
2. Knows how to burn out with safety.

D. Determining when fire is out

Knowledge and skill required

1. Knows how to feel for unseen coals.
2. Knows how long to stay after last evidence of fire is found.
3. Knows how fires escape.

E. Reports

Knowledge and skill required

1. Knows when fire is corralled.
2. Knows when fire is controlled.
3. Knows when fire is out.

# Division--Fire suppression, small fires, cont.

## Job--Mop-up, cont.

### Operations:

#### E. Reports, cont.

4. Knows how to ascertain size.
5. Knows how to keep account of elapsed time.
6. Knows man-hours etc.
7. Knows and can report all physical conditions at fire, such as cover, wind, slope, altitude, aspect, etc.

# Division--Project fires

## Job--Special Knowledge and training

### Operations:

#### A. Special knowledge and training

Knowledge and skill required (Guards should be specially trained in one or more of the following:

- |                   |                         |
|-------------------|-------------------------|
| 1. Division boss  | 8. Timekeeper           |
| 2. Sector boss    | 9. Pump operator        |
| 3. Foreman        | 10. Mechanic and repair |
| 4. Strawboss      | man                     |
| 5. Souct          | 11. Cook                |
| 6. Radio operator | 12. Flunkey             |
| 7. Camp boss      | 13. Equipment man       |

Division--Project fires, cont.

Job--Special knowledge and training, cont.

Operations:

A. Special knowledge and training, cont.

14. Truck driver 15. Cat operator, etc.

Position--Fire Guard (Protective Assistant, Headquarters Fireman)

Division--Fire detection, fire chasing, fire suppression, forms general, fire prevention, care of tools.

Job--To know the work of the other fire guards

Operations:

A. The work of the other fire guards

Knowledge and skill required

The same as for the sllokouts, lookout-firemen, and firemen.

Division--Dispatching

Job--To take Report and dispatch men to fire

Operations:

A. Take report from lookout or other source

Knowledge and skill required

1. Knows the report should be taken on lookout report form.
2. Knows in what order to take report
3. Knows a complete report is essential to good dispatching.



Division--Dispatching, cont.

Job--To take report and dispatch men, cont.

Operations:

A. To take report from lookout, cont.

4. Knows that reports should be read back to lookout to insure no mistakes.
5. Knows that reports should be secured from other lookouts for purposes of cross-shots.
6. Knows that if more than one fire is reported, that one fire should be handled at a time.

B. Plotting fire

Knowledge and skill required

1. Knows how to plot fire on the plotting board.
2. Knows how to plot other readings to get cross-shots, and determine location of fire.
3. Can determine the distance of fire from nearest road or trail and best route of travel to fire.
4. Can determine nearest man or men

Division--Dispatching, cont.

Job--To take report and dispatch men, cont.

Operations:

C. Calculation of probabilities

Knowledge and skill required

1. Knows fuel type and burning conditions, determined from fuel type map, and weather records and forecasts.
2. Can estimate how much fire will be spread by ten A.M. of the day following discovery
3. Can estimate perimeter of fire by 10 A. M. of the day following discovery.
4. Can figure the number of man-hours necessary to corral fire by 10 A.M. of the day following discovery.
5. Can estimate the resistance to control and the number of feet of fire-line that can be built per man hour in that fuel type.
6. Can estimate the travel time of men to fire and the number of hours they will be able to put in on fire before 10 A.M. of the day following discovery.
7. Knows that the number of man-hours needed to corral, divided by number of man-hours that can be put in before 10 A.M. will the number of men needed.

Division--Dispatching, cont.

Job--To take report and dispatch men, cont.

Operations:

D. Dispatch men

Knowledge and skill required

1. Knows how many men and what men to send for fire duty.
2. Knows what route to direct men to take to fire.
3. Knows what equipment and tools to send with men to fire.
4. Knows how to give the location of fire to firefighters so that no time will be lost in unnecessary hunting.
5. Knows that constant check must be kept with lookouts as to the progress of the fire so that calculations may be changed if necessary, and more men dispatched.

E. Send supplies and equipment

Knowledge and skill required

1. Knows what equipment to send.
2. Knows the food supply requirements per man per day, and estimates amounts and kinds needed.
3. Can get service of supply organizations functioning so that men on fire will

Division--Dispatching, cont.

Job--To take report and dispatch men, cont.

Operations:

E. Send supplies and equipment, cont.

3. cont.

have food, water and blankets as soon as needed.

F. Reassembling fire equipment

Knowledge and skill required

1. Knows that when crew returns from fire, equipment must be checked in from standard list.
2. Knows that shortage must be replaced.
3. Knows that tools must be reconditioned.
4. Knows that equipment must be immediately reassembled.
5. Knows that lost and damaged property must be 858'd and replacements requisitioned.

G. Report

Knowledge and skill required

1. Knows how to assemble data and make out fire report when fire is out.

## Division--Administrative and Miscellaneous Duties

### Job--Pre-suppression

#### Operations:

##### A. Care of equipment

###### Knowledge and skill required

1. Knows how to check fire caches, how to replace shortages, and recondition and assemble tools.
2. Knows how to test and repair pumper units.
3. Knows how to test and keep fire truck in condition.
4. Knows how to issue the property to each lookout and fireman as he goes to his summer work.
5. Knows how to check out and in any equipment.

##### B. Supply protective force

###### Knowledge and skill required

1. Knows how to order groceries and supplies as needed by the fire guards, when to send them, and knows that this is done by taking telephone order for groceries and by checking on shortages of station equipment by a standard list.

## Division--Administrative and Miscellaneous Duties, cont.

## Job--Pre-suppression, cont.

## Operations:

## B. Supply protective force, cont.

2. Knows how to route packer and trucks so that protective force is supplied without excessive mileage or long waits.
3. Knows where each member of the force does his trading.

## C. Training guards

## Knowledge and skill required

1. Knows he must train guards via telephone daily.
2. Knows that occasionally he must go to some station and make a guard inspection. Knows how to make the guard inspection.
3. Knows how to make and follow a training plan.

## D. Keeping up the guard morale

## Knowledge and skill required

1. Knows he must check all guard stations three times a day by telephone to see that everything is OK.

Division--Administrative and Miscellaneous Duties, cont.

Job--Pre-suppression, cont.

Operations:

D. Keeping up the guard morale, cont.

2. Knows that he must do errands for guards on outlying stations, and keep up morale by reading the papers to the guards, telling the news, gossip, and so on.

E. Fire prevention

Knowledge and skill required

1. Knows how to inspect fire equipment of forest operations and make application for forest operations permits etc.
2. Knows how to issue burning permits--when and under what circumstances. Knows that an inspection of area to be burned is necessary before issuing permit.
3. Knows how to make slash inspection report.
4. Knows how to make hazard reduction inspection report.
5. Knows when, and where, and what fire and closure signs to post.

## Division--Administrative and Miscellaneous Duties, cont.

## Job--Pre-suppression, cont.

## Operations:

## F. Making weather observations and calculations

## Knowledge and skill required

1. Knows that each evening at 5 P.M. the maximum and minimum temperatures for the preceding 24 hours is recorded.
2. Knows the precipitation for the past 24 hours is recorded at 5 P.M.
3. Knows when the humidity is determined and recorded and how to do so.
4. Knows how to record the wind direction and velocity.
5. Knows how to record the character of the day and the cloudiness and cloud formations.
6. Knows that once a week the roll on the hygro-thermograph is changed.
7. Knows how and when to weigh hazard sticks and record.
8. Knows that at 12 noon humidity, wind direction and velocity, and weight of hazard sticks are determined and recorded.



Division--Administrative and Miscellaneous Duties, cont.

Job--Pre-suppression, cont.

Operations:

F. Making weather observations and calculations

9. Knows that at 5 P.M. humidity, wind direction and velocity, hazard stick and character of day are recorded, also precipitation and maximum and minimum temperatures are recorded.
10. Knows that from the above data, the class of day is determined for the next day on the Fire Danger Rating Board.
11. Knows how to code the day's weather record, and how to send to the U.S. Weather Bureau.
12. Knows that once each week weather records are mailed to the U.S.W.B.
13. Knows that weather reports from other weather stations on the district are taken each evening and used in figuring the class of day and in the Weather Bureau reports.
14. Knows that once a month a weather summary is made and sent to the U.S.W.B.

Division--Administrative and Miscellaneous Duties, cont.

Job--Pre-suppression, cont.

Operations:

F. Making weather observations, cont.

15. Knows that in the fall lightning storm reports from the outlying stations are forwarded to the Regional Office.
16. Knows that once every two weeks the stream guages are read and recorded and data sent to the U.S. Geological Survey.

Job--General office work

Operations:

A. General office work

Knowledge and skill required

1. Knows how to answer correspondence.
2. Knows how to prepare reports, such as: fire reports, weather reports, law enforcement reports, trespass reports, Ranger's trip and job plan, diary, monthly service report, mileage of travel and disbursement for travel on each piece of motor equipment, mileage statement, vouchers and expense accounts, time slips and so on.

Division--Administrative and Miscellaneous Duties, cont.

Job--General office work, cont.

Operations:

A. General office work, cont.

3. Knows how to file correspondence and reports.
4. Knows how to insert additions to handbooks.
5. Knows that mail should be read and action taken.
6. Knows how to make sign requisitions.
7. Knows when and how to order office supplies and other supplies.
8. Knows how to keep the personnel records.
9. Knows how to answer telephone calls and switch calls for other parties.
10. Knows how to prepare organization charts etc.
11. Can keep the office and premises properly policed.
12. Knows how to make property transfers and keep property records.

B. Assist in Maintenance Work

Knowledge and skill required

1. Can prepare or help prepare trail and telephone maintenance schedules.

**Division--Administrative and Miscellaneous Duties, cont.****Job--General office work, cont.****Operations:****B. Assist in Maintenance work, cont.**

2. Knows how to reroute maintenance crews.
3. Knows how to supply maintenance crews.
4. Knows how to check equipment for maintenance out and in.
5. Knows how to keep account of expenditures on trail and telephone work etc.

**C. Contacting the public****Knowledge and skill required**

1. Knows how to issue campfire permits.
2. Knows how to give directions.
3. Knows answers to questions about work.
4. Knows how to give information about hunting, fishing, etc.
5. Can give burning permits and supervise burning.
6. Can give other types of information.

**D. Facilitate operation of Grazing Areas****Knowledge and skill required.**

1. Can help in preparation of grazing plans and permits.

Division--Administrative and Miscellaneous Duties, cont.

Job--General office work, cont.

Operations:

- D. Facilitate operation of grazing areas, cont.
- 2. Knows how to extend acts of cooperation to grazing permittees when possible without incurring Government expense by hauling salt and supplies when a truck is going in the vicinity of the permittee.

Job--Making Class A Timber Sales

Operations:

- A. Mark, scale, and issue cutting permits.

Knowledge and skill required

- 1. Knows how to mark, scale, and issue cutting permits.
- 2. Knows how to mark and count poles and piling and give cutting permits.
- 3. Knows how to mark, scale, and give free use permits.
- 4. Knows how to check on slash disposal.
- 5. Knows how to send letter of transmittal for cooperative deposits and brush disposal deposits.

Division--Administration and Miscellaneous Duties cont.

Jobs--Supervision of Recreation

Operations:

A. Maintenance of campgrounds

Knowledge and skill required

1. Knows how to make an occasional inspection of campgrounds and recreational areas to see that they are being kept in proper condition.
2. Can direct maintenance of campgrounds

B. Checks on recreational use

Knowledge and skills required

1. Knows how to compile campground records.
2. Knows that a report is due yearly on campground use.
3. Knows that indication of campground use can be secured from campground registers
4. Knows how to converse with campers, with view of making them careful users of fire and clean campers.

Job--Maintenance of the Station

Operations:

A. Maintenance of the buildings

Knowledge and skill required

1. Knows how to properly maintain the

Division--Administrative and Miscellaneous Duties, cont.

Job--Maintenance of the Station, cont.

Operations:

A. Maintenance of the buildings, cont.

1. office, fire house, storage shed, barns, garages, oil houses, powder house, cap house, corral, fences and gates.
2. Knows how to keep all fire protection appliances, ladders, sand barrels, hose etc. in place and in good repair.
3. Knows how to keep water and light systems working.

B. Maintenance of tools and equipment

Knowledge and skill required

1. Knows how to keep tools and motor equipment in proper places and in order.

C. Maintenance of other features

Knowledge and skill required

1. Can keep the lawns properly tended.
2. Can keep the shrubbery trimmed.
3. Can keep the stock well cared-for.
4. Knows that a check should be kept on the hay, grain, oil, and gasoline, so that there is a constant supply on hand.

## Division--Administrative and Miscellaneous Duties, cont.

## Job--Miscellaneous

## Operations:

## A. Miscellaneous

## Knowledge and skill required

1. Can assist in collecting evidence and taking offenders in law-enforcement cases to court.
2. Can take the Ranger out to the field in motor vehicles and go after him.
3. Can do occasional trucking.
4. Knows the garbage must be hauled away periodically.
5. Can operate the switchboard.
6. Can do his own housework and cooking.



## FOREMAN AND STRAWBOSS JOB ANALYSES

Foremen and strawbosses determine the action of crews of men and are very important in the smooth functioning of the ranger district personnel. Fire guards also may occasionally be required to assume responsibility as foremen or strawbosses, especially in case of project fires. For these reasons it is very important to have a thorough understanding of the foreman and strawboss jobs. Efficient personnel management is impossible without a knowledge of how many foremen and strawbosses the district may expect to have, the type of work the foremen and strawbosses do, the technical equipment they use, the condition of their work, their pay, their exact duties and the knowledge and skill that is required for the performance of their duties. The following analyses are given to increase the understanding of the foreman and strawboss positions.

NUMBER OF FOREMEN OR STRAWBOSSSES EMPLOYED. It is impossible to set up any number of foremen that may be employed on a ranger district. The number depends upon what project or projects are being carried on in the district, whether or not there is a Civilian Conservation Corps camp located in the district.

It depends on whether or not there are relief projects, and whether or not there are any special projects.

In almost all districts, trail and telephone maintenance foremen or strawbosses are used sometime during the year, but the number depends upon the size of the district and amount of work to be done or money allotted.

TYPE OF WORK. Foremen have the duty of directing laborers in some project. The foreman must be familiar with the type of project upon which he is directing work and is responsible for the progress of the work on the project. Strawbosses are foremen with small crews, responsible only to the district ranger or to a foreman.

#### TECHNICAL EQUIPMENT AND CONDITIONS OF WORK.

Technical equipment and conditions of work are determined by the type of project on which foremen are engaged; however, the work of foremen for the Forest Service is almost without exception outside work.

PAY. Foremen hired directly by the Forest Service are paid monthly by Government check; however some of the foremen of relief agencies working on National Forests are paid semi-monthly.

Pay for strawbosses ranges from \$4.25 to \$4.75 a day. For foremen the pay scale ranges from \$4.75 per day to \$167.00 per month and occasionally more.

Leave is granted from two and one-sixth days per month to two and one-half days per month.

Hours for regular Forest Service foremen are forty-four per week.

Foremen working at day rates receive forty-five cents per hour on fire; foremen employed by the month receive no change in scale though they work twenty-four hours per day.

EXACT DUTIES. Division, job, operation, knowledge and skill required are as follows:

Position--Foreman

Division--Trail Maintenance or Construction

Job--To Direct Trail Maintenance or Construction

Operation:

A. Assembling equipment

Knowledge and skill required

1. Know what tools will be needed.
2. Knows how many tools
3. Knows that unnecessary tools must be eliminated to reduce packing.
4. Knows what and how much cooking utensils, tents etc. are needed.
5. Knows what and how much food to order.
6. Knows that all equipment must be signed out and that a record should be kept so that it is all returned.
7. Knows what fire-fighting tools to take.

B. Packing equipment

Knowledge and skill required

1. Knows how to prepare tools, equipment etc. for packing.
2. Knows how and can pack equipment.
3. Knows how much stock and how much grain to take if stock is used.

C. Location of Camps

Knowledge and skill required

Division--Trail maintenance or construction, cont.

Job--To direct trail maintenance or construction, cont.

Operations:

C. Location of camps

Knowledge and skill required

1. Knows where to locate camps for convenience, water, and stock feed.
2. Knows where to locate camp and when to move so that too much walking to work is not necessary.

D. Knowing job specifications

Knowledge and skill require

1. If maintenance, knows to what standard it must be maintained, width of tread, grading, brushing out, distance to cut logs back, how many to take out etc.
2. If construction, knows specification as to location, grade, tread width, brushing out, how far to cut back logs, stump height, specifications for turns and switchbacks, bank slopes etc.
3. Knows hours required on job, travel time, etc.
4. Knows specifications for blazing, trail logging, and sign posting.

Division--Trail maintenance or construction, cont.

Job--To direct trail maintenance, cont.

Operations:

E. Organize work

Knowledge and skill required

1. Knows how to string out and place men to best advantage.
2. Knows which parts of job to do first, so that nothing holds up the job.
3. Knows which tools are most effective.

F. Care of equipment

Knowledge and skill required

1. Knows how to care for tools, can keep them sharp and in good working condition.
2. Can keep equipment in condition and see that it is not lost or broken.
3. Returns equipment at end of job in good condition and checks it in.

G. Handling the men

Knowledge and skill required

1. Knows and practices good technique of executive control.
2. Can make the camp and camp life comfortable.

Division--Trail maintenance or construction, cont.

Job--To direct trail maintenance, cont.

Operations:

G. Handling men, cont.

3. Can secure a good day's work, if not, knows how to handle the problem.
4. Knows how to give training when needed.

H. Making necessary reports

Knowledge and skill required

1. Knows how to keep the time.
2. Knows how to make the necessary maintenance or construction reports.
3. Knows how to keep cost records, and board records.
4. Knows how to make trail logging report.
5. Knows when to report.
6. Knows how to operate telephone or radio.
7. Knows how to check property out and in.
8. Knows how to keep diary and what to put in it.
9. Knows how to make out accident and injury reports.

I. Organizing trail crew into fire crew

Knowledge and skill required

1. Knows that crew should be organized for fire fighting.

Division--Trail Maintenance or construction, cont.

Job--To direct trail maintenance, cont.

Operations:

- I. Organizing trail crew into fire crew.
2. Knows fire fighting techniques(see Fireman Section).
3. Knows how to organize crew into fire fighting unit.
4. Knows about reporting in case of lightning storm.
5. Knows how often to report in fire season.

J. Safety on job.

Knowledge and skill required.

1. Knows safety requirements.
2. Knows how to work safely.
3. Takes every precaution for the safety of the men.
4. Can enforce safety precautions on the job.
5. Knows and understands use and safety specifications for the use of explosives, felling timber, etc.



Division--Telephone maintenance or construction.

Job--To direct telephone maintenance or construction.

Operations:

A. Assembling equipment.

Knowledge and skill required.

1. Knows what tools will be required.
2. Knows how many tools.
3. Knows that unnecessary tools must be eliminated to reduce packing.
4. Knows what and how much cooking equipment, tentage, etc. is needed.
5. Knows what and how much food to order.
6. Knows that all tools and equipment must be checked out.
7. Knows what and how much fire fighting equipment to take.

B. Packing equipment

Knowledge and skill required.

1. Knows how to prepare tools, equipment, etc. for packing.
2. Knows how and can pack.
3. Knows how much stock and how much grain to take, if stock is used.

C. Location of camps.

Knowledge and skill required.

1. Knows where to locate camps for

Division--Telephone maintenance or construction, cont.

Job--To direct telephone maintenance, cont.

Operations:

C, Location of camps.

1. convenience, water and stock feed.
2. Knows where to locate camp and when to move, so that too much walking to work is unnecessary.

D. Knowing job specifications.

Knowledge and skill required.

1. Knows maintenance or construction standards.
2. Knows length of spans, tightness of wire, type and method in insulation, space between ties, how to splice and make connections, angle of pole placement, location of line, height of wire, etc.
3. Knows how to test, and locate line trouble.
4. Knows how to repair, install and hook up telephone batteries.
5. Understands hanging both ground and metallic lines, and installation of repeat coils, etc.
6. Knows how to install and hook up lightning arrestors and protection.
7. Knows what is a good ground and how to make.

Division--Telephone maintenance or construction, cont.

Job--To direct telephone maintenance, cont.

Operations:

D. Knowing job specifications.

8. Knows brushing out requirements, and limbing requirements.
9. Knows other standards of telephone construction and maintenance.
10. Knows hours of work required, travel time, etc.

E. Organizing work.

Knowledge and skill required.

1. Knows how to string out and place men to the best advantage.
2. Knows which parts of job to do first, so that nothing holds up the job.
3. Knows which tools are most effective.
4. Knows efficient methods of work.

F. Care of equipment.

Knowledge and skill required.

1. Knows how to care for tools, can keep them sharp and in good working order. Lineman's belts and safety belts strong and climbing rope in good shape.
2. Knows how to keep equipment so it is not lost, damaged or broken.

Division--Telephone Maintenance and construction, cont.

Job--To direct telephone maintenance, cont.

Operations:

G. Handling men,

Knowledge and skill required

1. Knows and practices good techniques of executive control.
2. Knows how to make camp and camp life as comfortable as possible.
3. Can secure a good day's work. Knows how to handle problems of discipline.
4. Knows how to give training when needed.

H. Making necessary reports

Knowledge and skill required

1. Knows how to keep the time.
2. Knows how to make the necessary maintenance and construction reports.
3. Knows how to keep cost records, and board records.
4. Knows how to order telephone equipment and supplies.
5. Knows how to report.
6. Knows how to check and return property.
7. Knows how to keep a daily diary and what to put in it.
8. Knows how to make accident and injury

Division--Telephone Maintenance and Construction, cont.

Job--To direct telephone maintenance, cont.

Operations:

H. Making necessary reports, cont.

8. reports.

9. Knows how to make other incidental reports.

I. Organizing telephone crew into fire crew.

Knowledge and skill required

1. Knows that crew should organize for fire fighting.

2. Knows fire-fighting techniques (see Fireman Section)

3. Can organize crew into fire-fighting unit.

4. Knows about reporting in case of lightning storms.

5. Knows how often to report and when to report in fire season.

J. Safety on the job

Knowledge and skill required

1. Knows safety requirements.

2. Knows how to work safely.

3. Knows how to take, and makes men take, every precaution for safety.

Division--Telephone maintenance and construction, cont.

Job--To direct telephone maintenance, cont.

Operations:

J. Safety on the job, cont.

4. Can enforce safety regulations on the job.
5. Understands use and safety requirements in use of explosives, felling timber etc.

Division--Civilian Conservation Corps, Other Relief

Project, or Special Jobs and Projects

Job--To direct, Civilian Conservation Corps enrollees, other relief project laborers, or laborers on special jobs, or project such as cruising, snag felling, tree planting, etc.

Operations:

A: Assembling equipment

Knowledge and skill required

1. Knows what tools and equipment are needed for job.
2. Knows how many tools, instruments, etc. are needed for crew in job.
3. If camping out, knows what and how much cooking equipment, tents, etc. is needed.
4. Knows what fire-fighting equipment to take.

Division--C.C.C. and other special projects, cont.

Job--To direct special projects, cont.

Operations:

A. Assembling equipment

5. Knows all tools and equipment out.

B. Transporting equipment and supplies

Knowledge and skill required

1. Knows how to prepare tools, equipment and supplies for trucking or packing.

2. Knows how to load equipment and supplies to prevent damage.

C. Location of camps

Knowledge and skill required

1. If camping out, knows where to locate camps for convenience of water, wood, shelter, etc.

2. Knows where to locate camp and when to move so that too much walking or riding to work is unnecessary.

3. If foreman of C.C.C. crew, knows Army requirements for side camps.

D. Job specifications

Knowledge and skill required

1. Knows job requirements, specifications and standards.

Division--C.C.C. and other special projects cont.

Job--To direct special projects, cont.

Operations:

D. Job specifications, cont.

2. Knows and is familiar with processes of job and can train others.
3. Knows hours of work required, travel time allowed if any, etc.

E. Organizing work

Knowledge and skill required

1. Knows how to place men on job to best advantage.
2. Know which part of job to do first, and the sequence of procedure, so that job moves without interruption to its accomplishment.
3. Knows which tools and equipment are most effective for job.
4. Knows efficient methods of accomplishing work.

F. Care of equipment

Knowledge and skill required

1. Knows how to care for tools and equipment, can keep them in good shape and working condition.



Division--C.C.C. and other special projects, cont.

Job--To direct special projects, cont.

Operations:

F. Care of equipment

2. Knows how to keep and use equipment so that is not damaged or lost.

G. Making necessary reports.

Knowledge and skill required

1. Knows how to keep the time.
2. Knows how to make the necessary progress records.
3. Knows how to make cost records, and board records.
4. Knows how to requisition tools, equipment and supplies.
5. Knows when to report.
6. Knows how to check property out and in.
7. Knows how to keep a diary and what to put in it.
8. If C.C.C. foreman, knows how to write lesson plans.
9. If C.C.C. foreman, knows how to make out safety reports.
10. If C.C.C. foreman, knows how to make out accident and injury reports.

Division--C.C.C. and other special projects, cont.

Job--To direct special projects, cont.

Operations:

G. Making necessary reports.

11. Knows how to make other miscellaneous reports.

H. Organizing crew into fire-fighting unit

Knowledge and skill required

1. Knows that crew must be organized for fire fighting.
2. Knows fire fighting techniques ( see Fireman Section).
3. Can organize crew into fire-fighting units.
4. Can train crew in fire-fighting techniques, one-lick method etc.
5. Knows about reporting in the event of an electric storm.
6. Knows how often and when to report in fire season.

I. Handling men

Knowledge and skill required

1. Knows and practices good techniques of executive control.
2. Makes camp and camp life as comfortable as possible.

Division--C.C.C. and other special projects cont.

Job--To direct special projects, cont.

Operations:

I. Handling men, cont.

3. Can secure a good day's work, and knows how to handle disciplinary matters.
4. Knows how to give training when needed.
5. If C.C.C. foreman, knows special rules and requirements for handling men set up by this agency.

J. Safety on job

Knowledge and skill required

1. Knows the safety requirements of agency under which work is being done.
2. Knows how to work safely, and makes men take every precaution for safety.
3. Can enforce safety regulations on the job.
4. Understands use and special safety requirements in use of explosives, motor vehicles, crossing water, felling timber etc.
5. If C.C.C. foreman, knows the safety code, safety regulations, and first aid.

**Division--Road Maintenance and Construction**

**Job--To direct road maintenance and construction**

**Operations:**

**A. Assembling equipment**

**Knowledge and skill required**

1. Knows what tools, equipment, and machinery will be required.
2. Knows the supplies of gasoline, grease, oil, etc. needed to keep the power machinery in operation.
3. Knows what and how much cooking equipment, tentage and supplies will be needed if camping out.
4. Knows what equipment should be assembled and ready to go before the crew is on hand.
5. Knows what and how much fire-fighting equipment to take.
6. Know that all tools, equipment, and machinery must be checked out and signed for.

**B. Packing equipment**

**Knowledge and skill required**

1. Knows how to prepare and load tools, equipment and supplies for trucking so they will not be lost or damaged.

Division--Road maintenance and construction, cont.

Job--To direct road maintenance, cont.

Operations:

C. Location of camps

Knowledge and skill required

1. Knows where to locate camp for convenience, water, wood, shelter, etc.
2. Knows where to locate camps to avoid unnecessary trucking and riding.

D. Job specifications

Knowledge and skill required

1. Knows job specification, requirements and standards, such as width of clearing, grade per cent, road width, brushing out, bank slope, ditching, culverts, bridges, location, surface, drainage, etc.
2. Knows hours requirement, travel time, etc.

E. Organizing work

Knowledge and skill required

1. Knows how to place men on the job to the best advantage.
2. Knows which parts of job to do first, to avoid waste of time, such as keeping timber falling well ahead of grading, etc.

Division--Road maintenance and construction, cont.

Job--To direct road maintenance, cont.

Operations:

E. Organizing work

3. Knows what tools and machinery are most effective for the job.
4. Knows efficient methods of accomplishing work.

F. Care of equipment

Knowledge and skill required

1. Knows how to care for tools and equipment, can keep them in good working condition.
2. Knows how to care for, repair and keep machinery in good condition.
3. Knows how to keep and use equipment so that it is not damaged or lost.

G. Making necessary reports

Knowledge and skill required

1. Knows how to keep the time and commissary.
2. Knows how to make maintenance, construction, and progress reports.
3. Knows how to keep cost and board records.
4. Knows how to keep mileage records and equipment use records.

Division--Road maintenance and construction, cont.

Job--To direct road maintenance, cont.

Operations:

G. Making necessary reports, cont.

5. Knows how to keep grease, oil, and gasoline consumption records.
6. Knows how to keep explosive use record
7. Knows how to requisition tools, equipment and supplies.
8. Knows when and how to report.
9. Knows how to keep a daily diary and what to put in it.
10. Knows how to make out accident and injury reports.
11. Knows how to make out other miscellaneous records required.

H. Organizing crew into fire-fighting unit.

Knowledge and skill require

1. Knows that crew must be organized for fire-fighting.
2. Knows fire-fighting techniques (see Fireman Section)
3. Can organize crew as a fire-fighting unit.
4. Can train crew in fire-fighting methods.

Division--Road maintenance and construction, cont.

Job--To direct road maintenance, cont.

Operations:

H. Organizing crew into fire-fighting unit, cont.

5. Knows about reporting in case of an electric storm.
6. Knows how often and when to report in fire season.
7. Knows to whom and where to report in case of fire.

I. Handling men

Knowledge and skill required

1. Knows and practices good techniques of executive control.
2. Makes camp and camp life as comfortable as possible.
3. Can get a good day's work and handle disciplinary problems.
4. Knows how to give training when needed.

J. Safety on job.

Knowledge and skill required

1. Knows safety requirements.
2. Knows how to work safely.
3. Knows how to take, and makes men take, every safety precaution.



Division--Road maintenance and construction, cont.

Job--To direct road maintenance, cont.

Operations:

J. Safety on job, cont.

4. Can enforce safety requirements.
5. Understands use of safety requirements,  
in handling explosives, motor vehicles  
and equipment, felling timber, etc.

## LABORER JOB ANALYSES

To efficiently manage laborers, the supervisor of personnel needs a knowledge of the number of laborers that are ordinarily employed in the district, the type of work they do, the conditions of their work, the technical equipment they must use, the pay they receive, the exact duties they perform and the knowledge and skill that are required of the labor positions. The following analysis is given to clarify what the Forest Service labor job embraces, as an aid to efficient personnel management.

NUMBER OF LABORERS EMPLOYED, TYPE OF WORK, CONDITIONS OF WORK, TECHNICAL EQUIPMENT, AND PAY. The number of laborers employed depends entirely upon the projects being carried on in the ranger district. However, some men are employed every year, for road, trail, and telephone maintenance.

Technical equipment depends upon the projects.

Almost all Forest Service laborers work out of doors.

Pay for common labor is ordinarily \$4.00 to \$4.25 per day. Laborers on relief projects get from \$30.00 per month for Civilian Conservation Corps enrollees

to \$1.50 to \$5.00 per day or more, depending upon the agency and the type of work.

Skilled laborers receive from \$4.50 per day to \$190.00 per month for certain grades of special skilled mechanics, cruisers, etc. Two and one-sixth days leave is granted per month to regular Forest Service laborers. All labor positions are temporary positions. Forest Service laborers work forty-four hours per week.

Laborers working by the day receive thirty-five cents per hour when working on fire, unless they do some skilled fire job. Laborers by the month do not receive any change in pay scale or any overtime.

EXACT DUTIES. Division, job, operations, skill and Knowledge required:

Division--Labor general

Job--Common laborer

Operations:

A. Obtain proper personal equipment

Knowledge and skill required

1. Knows what type of clothing is needed on the job; such as rainclothes, gloves, caulked boots, etc.--whatever is needed for efficiency and comfort on the job.

Division--Labor general, cont.

Job--Common laborer, cont.

Operations;

A. Obtain proper personal equipment, cont.

2. Knows what tools and equipment to check out from foreman.
3. Knows what personal effects, as bedding, shaving needs, etc. to take if camping out.
4. Knows that on job where pack stock is used, that all unnecessary and heavy personal effects should be eliminated.

B. Doing the work

Knowledge and skill required

1. Knows exactly what the duties are.
2. Knows how, and has the skill to do the job assigned.
3. Has the physical capacity for the job.
4. Knows efficient methods of working.
5. Knows hours of work expected.
6. If the job is not understood, knows to whom to go for guidance, and is willing for instruction and training.
7. Has the manual dexterity to learn and do the job.

Division--Labor general, cont.

Job--Common laborer, cont.

Operations:

B. Doing the work, cont.

8. Knows and has the skill to be a consistent worker.

9. Knows what and how to do his share of camp duties.

C. Maintaining good relations with associates and superiors.

Knowledge and skill required

1. Knows the objectives of the job, and cooperates with associates and superiors in attaining them.

2. Maintains friendly relations with associates and superiors.

D. Care of equipment

Knowledge and skill required

1. Knows how to care for and maintain tools and equipment entrusted to the laborer.

2. Has ability to maintain tools and equipment in good working condition.

3. Knows he must check tools and equipment when he takes and returns them.

Division--Labor general, cont.

Job--Common laborer, cont.

Operations:

D. Care of equipment, cont.

4. Prevents loss or damage to equipment  
and tools charged to the laborer.

E. Safety on job.

Knowledge and skill required

1. Knows safety requirements.
2. Knows how to work safely.
3. Knows importance of safety to himself  
and others.

F. Fire fighting

Knowledge and skill required

1. Knows the techniques of fire-fighting  
and fire-chasing.
2. Has ability and physical endurance for  
fire-chasing and fire-fighting.

## PART I

PERSONAL QUALIFICATIONS OF THE  
SUPERVISORY PERSONNEL

Personal qualifications of the supervisory personnel have an important effect upon the morale of the ranger district personnel. Many personality traits of the supervisory personnel, such as fairness and justice, and competence may give the subordinates a feeling of confidence in their superiors and fulfill their desire for security. Other characteristics, such as personal interest, by the supervisory personnel in the employees may satisfy the employee's desire for response and recognition. The attitudes and appearance of the supervisory personnel may be stimulating factors which the subordinates tend to imitate.

Helpful personality traits may be acquired or improved by the conscious recognition of specific traits, by the recognition of the need for good personality characteristics, by the observation of their effect on others and by a diligent effort to acquire or apply the favorable ones.

Personality traits are in actuality so overlapping and integrated that they cannot be broken down into distinct and specific traits. Although this fact is

recognized, to gain a clear conception of the many aspects of good personality, these traits will be treated as distinct entities. Therefore, the discussion of Part II of this paper will be concerned with the recognition of personality characteristics of the supervisory personnel that aid in developing and maintaining the morale of the ranger district personnel.

FAIRNESS AND JUSTICE. Fairness and justice, that is, the quality of being as impartial as possible, is essential to good personnel management. (9) Nothing lowers a Ranger or other supervisory personnel more quickly in the eyes of the Forest Service employees than unfairness, favoritism or partiality. This is especially true of the fire guards, who because of the extended loneliness of their jobs usually have ample time to think and ponder about what appears to them to be injustices, partialities, or unfairnesses. These injustices may be real or imaginary.

Often acts are misconceived and strict impartiality is hard to achieve if not impossible, even when a conscientious effort is made in that direction. Therefore everything should be done to minimize the tendency toward partiality that is possible to do.

---

<sup>9</sup>Myers, Dr. Harry, Human Engineering, Harper & Brothers, New York, 1932, p.231.



Policies of promotion, discipline, etc. should be established so that the personality factors will be involved as little as possible in making these decisions. There will always be more than enough unforeseen situations arise where personalities creep in, no matter how many predetermined policies and practices have been established.

When policies are established and the employees know that the supervisory personnel will carry out these policies with fairness and consideration, albeit with strict adherence to the rules, they feel a decided sense of security. They feel this security because each member of the organization recognizes that his position depends upon his own actions and that he need have no fear that his position will be jeopardized by some whim or personal ill-will of the supervisory personnel. When the personnel of the Forest Service are confident that reward and punishment alike, will be rendered with impartiality, fairness and justice the old policy that exists in all organizations of "apple-polishing" is rendered obsolete, and the employees can approach the supervisory personnel with a feeling of friendly equality.

Other traits of personality that are factors in fairness and justice, and contribute to the feeling of

security that is desired by the employees are frankness, consistency, calmness and moral integrity. These traits contributing to impartiality are discussed in the ensuing section.

**FRANKNESS.** Frankness with employees means being open, straightforward and honest with them, and is necessary to maintain good personnel relations. No personnel system based on trust and confidence can long survive without frankness, for without frankness there is no trust nor confidence. If the employees of the Forest Service are to feel that they are a part of the organization, there must be mutual trust between them and the supervisory personnel. If there is mutual confidence, there is no need for lack of frankness.

Facts should be presented to the employees whether they are favorable or unfavorable. The employees of the Forest Service are for the most part reasonable men. If something is wrong or unfavorable and there is a just cause for such a condition, and it is presented to them frankly, they will be as willing to bear or try to change the situation as the supervisory personnel. If the employees are actually a part of the organization, such matters concern them just as much they concern the Ranger or Assistant Ranger, and their reaction should not

be greatly different.

Every one makes mistakes, therefore if a member of the supervisory personnel makes a mistake, he should not be ashamed to admit it, if he resolves it will not will not happen again. Nor will he lose dignity or prestige by openly admitting his mistake, at least certainly not to the degree in which he will lose respect if he tries to cover up his mistake and is discovered. (10) When subterfuge is discovered, as it almost surely will be, there is a decided reaction of distrust; a shaken faith or confidence is worse than if such trust had never existed. When the supervisory personnel is afraid of frankness, something is truly wrong, and it is probably with the supervisory personnel itself. If mistakes are so frequent that the member of the supervisory personnel cannot afford to admit his mistakes, the man is clearly in the wrong position, and should be removed or remove himself.

It is of course recognized that there are times when certain items cannot be made public, in which case the men should be frankly advised why these items cannot be discussed. The executive who can be frank, tactfully and constructively, has a great asset for managing men.

---

<sup>10</sup> Gow, Charles R., Foundations for Human Engineering, The McMillan Company, New York, 1930, vol. 2, p.224.

CONSISTENCY. A consistent personality is one that is always the same, that has the quality of congruity and harmony, and that has the ability to maintain a unified program of action. Consistency of the supervisory personnel helps to fulfill one of the fundamental desires of employees, the desire for security.

The security of the employees is increased if they at all times know what to expect from their superior. The Ranger who on one occasion is very friendly to his men and on some other occasion scarcely speaks to them, is less desirable than the Ranger who is courteous and pleasant but naturally reserved. The Ranger who is very pleasant and agreeable one time, and disagreeable and short-tempered the next time, is often approached with fear by his subordinates. James Harvey Robinson says, "It is fear that holds us back. And fear is begotten of ignorance and uncertainty." (11)

Consistency leads to other traits of well-organized personality. The Ranger who is consistent is much more approachable, is likely to be more cheerful and optimistic, because if he is the opposite of these things, he will probably not be in a position of authority for long.

---

<sup>11</sup>Calder, John, Capital's Duty to the Wage-earner, Longman, Green & Co., New York, 1923, p. 2.

The importance of tact and diplomacy recognizes the fact of inconsistency, and he who would control others must be more constant and have his emotions under better control than those he would govern. The stabilization of emotions is a mark of maturity and greatly to be desired. There are men who can be consistently agreeable, even when disciplinary action is necessary. (12)

A Ranger that is constantly changing the methods of work, shifting the jobs, and so on, is also a source of irritation to his men. Schell says, "Don't vacillate. ... Don't be changeable in temperament, optimistic today, pessimistic tomorrow." (13)

**CALMNESS.** Calmness, as applied to supervisory personnel, means a state of habitual composure and the characteristic of being collected and unconfused. It is well recognized that when a person becomes confused or loses his sense of poise, that his judgment and efficiency is impaired. Calmness does not mean that speed must be abandoned, acceleration may take place without

---

<sup>12</sup> Myers, Dr. Harry, Human Engineering, Harper and Brothers, New York, 1932, pp. 84-90.

<sup>13</sup> Schell, Erwin Haskell, The Techniques of Executive Control, McGraw-Hill Book Company, Inc. New York, 1930, 3rd edition, p. 21.

confusion, without loss of poise or judgment. Employees have much greater trust and confidence in the calm and unexcitable executive; thus calmness contributes to the satisfaction of the desire for security on the part of the employees.

Calmness is an attribute that the Ranger should possess and cultivate. In battle, the officers must remain calm; in terms of slang they must, "keep cool", must not "lose their heads", must not "get rattled." When the Ranger and the supervisory personnel direct men in a battle against fire, their situation is comparable to that of officers directing soldiers in a battle against the enemy. There is the same need for action, need for speed, need for judgment, need for leadership. There is also the same influence of excitement and emotional stress that may cause loss of judgment and effectiveness.

Man is a highly imitative animal, and if the leaders lose their calmness, the men under them will have the same tendency stimulated by the additional influence of mob psychology. If the leaders lose their poise, complete disorganization may result.

Calmness is attained by a maturity of emotions, self-discipline, and a thorough knowledge and understanding of the principles of the operation of the task to be done. A previously planned course of action and a trained, orderly mind will arrange and keep a plan of

action in a logical and orderly fashion, and is of inestimable value to the Ranger. Calmness also depends on not attempting to do too many things at one time, and the ability to delegate duties and authority.

Erwin Haskell Schell writes, "Only conscious self-control will enable you to restrain your feelings and allow your mind to work unhampered.... Calmness is a product of true thoughtfulness. ... In times of stress or emergency, the employees watch the executives very closely, and are quick to imitate him. If he is calm, they tend to become so." (14)

**MORAL INTEGRITY.** Moral integrity implies uprightness, virtue, honesty, and so on; the quality of moral integrity needed by the supervisory personnel of a ranger district, is an adherence to the highest standards of the moral code of the communities in which the personnel find themselves. One item of moral integrity, honesty, is an absolute essential for a good manager of men. (15) Unless the employees are assured of the moral integrity of their superiors, they will have no

---

<sup>14</sup> Schell, Erwin Haskell, The Techniques of Executive Control, McGraw-Hill Book Co., Inc., New York, 1930, 3rd edition, p. 20.

<sup>15</sup> Gow, Charles R., Foundations for Human Engineering The MacMillan Company, New York, 1930, Vol 2, pp.51-56.

feeling of security.

The Ranger is verily "his brother's keeper" and must avoid any excess. It is probably better for the Ranger to avoid alcoholism altogether, if he expects his men to curb their appetites. Consciously or unconsciously, the Ranger and the supervisory personnel are always setting an example, and the morals of the employees are not likely to rise above the example set by the supervisory personnel.

In the past, on some ranger districts, the Forest Service employees on returning from a sojourn in the woods have felt it necessary to celebrate by excessive indulgences. They appear to have believed that such exhibitions demonstrated their physical superiority, their masculinity, their worldliness, and added to their prestige, thuse they were somewhat proud of "painting the town red" when they came in from their stations. In some places, there is still a lingering of this attitude, but fortunately it is probably passing, and it must pass if the public is to continue to have respect and confidence for the Forest Service. In the eyes of the public, displays of intemperance, even though it be off duty, do not lead to a feeling of confidence, and there is always the suspicion that some of this tendency may be carried back to the job, which in the final analysis, is being paid for by the public.



As any moral dereliction of the employees is a reflection on the good name of the Forest Service, and lessens the effectiveness of the public support and public influence that is desired by the Forest Service, it behooves the Ranger and the supervisory personnel to lead their lives on a high moral plane, and always to remember that the moral outlook of others may be more conservative than their own, also that the conservative influences usually tend to control the purse-strings on the communities and consequently to exercise a wide influence.

Because of the education and position of the Forest Ranger, more is expected of him than is expected of many of the other citizens of the community. If he is loyal to the Forest Service, he will feel that one of his duties is to live up to the expectations of his employees and of the people in the community in which he lives.

**COMPETENCE.** Competence of the supervisory personnel is attained when they have an adequate knowledge of the field of forestry, have sufficient skill to capably do the tasks of the ranger district, and have the ability to manage the men under their supervision.

Employees take orders much more easily from those whom they respect, and in whose ability they have confidence. This is especially true of the local Forest employees. Confidence will help fulfill the desire of employees for security. Employees often feel a sense

of contempt for the person who tries to direct them in activities about which the employees know more than the person issuing the orders. For the sake of efficiency alone, the Ranger should know the technical and practical aspects of the jobs he must supervise, and it should therefore be the aim of the Ranger or other supervisory personnel to be competent and experienced in the field of his work, so that he may know as much or more about the job as those he is attempting to direct.

It is evident that the Ranger cannot expect to be an expert in all fields of endeavor, which he will be called upon to administer. When attempting to administer and direct operations in which he does not have sufficient knowledge and background, the Ranger should not attempt to cover up his weakness, for the employees are not morons, and will quickly detect his actual status. It is better to outline the results expected, the general policy to be followed, and put it up to the men to do the job to the best of their ability, when the supervisor is unfamiliar with the work. The employees will ordinarily respect the Ranger for this action, and will do their best to do the job efficiently. Very infrequently will employees take advantage of this situation. No loss of prestige will occur under these circumstances, unless such circumstances occur too frequently and in too many fields, in which case it is

obvious that the Ranger is incompetent.

Many personal characteristics of the supervisory personnel contribute to competence; among these are mental qualities, moral courage, firmness, progressiveness and other leadership qualities, tact and diplomacy, simplicity, and salesmanship. These helpful characteristics are discussed in the following section.

**MENTAL QUALITIES.** The mental qualities which the supervisory personnel should possess are understanding, wisdom, and sagacity. Superior intelligence is a desirable characteristic, but not essential, as understanding and judgment are developed by proper discipline and training of the intellect and may be highly developed in those of mediocre intelligence. Judgment of superiors in which they may place their confidence is a satisfaction for employees.

Intelligence is an inherent characteristic, which no one can change, and for which no man can take blame or credit. Therefore intelligence itself should not concern any member of the personnel. However, each member of the supervisory personnel should be very much concerned with the uses of his intelligence, for that he can alter and control. There is no beauty in the raw, uncut diamond; nor is there merit in the untrained or uncontrolled intelligence. It is only when intelligence is trained, controlled and directed along proper

channels that it is meritorious.

Any member of the supervisory personnel can train himself in analytical habits of thought; he can train himself in mental alertness, and by carefully observing and analysing situations that daily arise, he can train himself to exercise better judgment.

**MORAL COURAGE.** Moral courage is compose of self-confidence, self-discipline, persistence, dependability, and the willingness to accept responsibility. Demonstrations of moral courage by superiors greatly increase the respect of employees, and are a potent factor in fulfilling their desire for security.

Every day, and often many times a day, any person in a supervisory capacity has the opportunity of showing the lack or possession of moral courage. The backbone of moral courage is self control. King Solomon, in advice to his son, said, "He that is slow to anger is better than the might; and he that ruleth his spirit, than he that taketh a city." (16) Moral courage is demonstrated by the Ranger who can give orders with decisiveness, and is willing to accept the responsibility for his orders, whether good or bad. Some men lack the courage to give decisive orders, because they

---

<sup>16</sup>Proverbs, 16:32.

are afraid that they may not give the correct ones, and hate to shoulder the responsibility. So, by giving indefinite orders and assignments, they hope to place more responsibility on their subordinates, and in so doing, demonstrate a lack of moral courage.

Self-confidence appears to go hand in hand with moral courage. The man with moral courage usually has self-confidence, and the man without that courage lacks self confidence. The willingness to use initiative and accept the credit or blame is another mark of the morally courageous; also he who has the courage of persistence, and the backbone to stay with a task and to see it to its conclusion, and he who is always reliable and he who is always dependable show marked aspects of moral courage.

Major-General Shanks says of the dependable man, "The careful, slow, plodding officer, who can be relied upon to do his best, is of far more value than the brilliant and erratic officer, whose ability is not always dependable." (17)

Physical courage is usually the outgrowth of moral courage, and in present day society there is little opportunity for the Ranger or other supervisory personnel to demonstrate physical courage, but if they have ample

---

<sup>17</sup> The Military Service Publishing Company, The Officer's Guide, the Military Service Publishing Co., Harrisburg, Pennsylvania, 1936, p. 329.

moral courage little fear need be felt, that they lack physical courage.

Employees cannot escape respecting a man who has these qualities of moral courage, and they are much more willing to accept the instructions of such a man without reserve.

#### PROGRESSIVENESS AND OTHER LEADERSHIP QUALITIES.

Initiative, originality, adaptibility, ambition, breadth of information, lack of prejudice, common sense etc. are all admirable qualities of progressiveness and leadership which add to the competence of the supervisory personnel, and consequently, also to the security of the employees. There are many other qualifications for supervisory personnel that are very useful in maintaining the morale of the ranger district organization that have not been specifically mentioned.

It is well for the supervisory personnel to maintain contact with the world at large through reading and so on, and to keep well informed and abreast of the times, with special reference to the changes and advancement of their own profession. Breadth of outlook and lack of prejudice is the quality that frequently follows in the footsteps of being well-informed.

Brigadier-General Stuart, in listing qualities of leadership which he believed important, wrote, "In general, it may be said that leadership is the art of

imposing one's will upon others in such a manner as to command their obedience, their confidence, and their whole-hearted, willing cooperation. Leaders must possess:

- a. A dominant sense of duty.
- b. Superior professional ability.
- c. Utmost sense of honesty and justice.
- d. Unquestioned moral and physical courage.
- e. High moral character.
- f. Humanness." (18)

But of all the qualities of leadership, and of all the qualifications of Forest Service supervisory personnel, if one outstanding characteristic is to be chosen above all others, that quality would be common sense. Major-General David Shanks says, "Of all essential abilities, sound common sense is easily the first and foremost. Without this sine qua non, no officer can hope to be successful in the management of men." (19)

---

<sup>18</sup>The Military Service Publishing Co., The Officer's Guide, the Military Service Publishing Co., Harrisburg, Pennsylvania, 1936, p. 307.

<sup>19</sup>The Military Service Publishing Co., The Officer's Guide, The Military Service Publishing Co., Harrisburg, Pennsylvania, 1936, p. 313.

**FIRMNESS.** The quality of firmness implies resolution, fixedness, and a relatively complete resistance to the pressure of those in opposition to the instructions, rules, orders, etc. that are issued by the person in authority. The characteristic of firmness if necessary to maintain discipline, without which employees can feel no real security, and without which there can be no efficient organization.

Discipline is necessary in any organization. The distinguishing difference between an organization and a number of individuals is that in the first instance, there is discipline and control exercised over the individuals, and in the second instance, there are only the individuals without the control.

Discipline cannot be maintained without firmness, there are always some men in any group who will not obey orders and rules, or who will not do the tasks assigned unless some firmness of control is exercised by those in authority.

When a rule is made or an order is given, the supervisory personnel must be firm in requiring that the rule or order be observed and carried out. If this is not done, soon no rule will be kept, or order adhered to. As it is essential that all orders be observed, the supervisory personnel must be sure that the requirement is reasonable and necessary, and that it is



possible to comply with. When it is found that a requirement is not feasible, or is no longer necessary, it should be countermanded. Men should not be allowed to infringe upon a rule until it is forgotten and slips into discard.

Major-General David Shanks says, "Some officers lack the backbone to require the proper performance of duty on the part of their men, lest it render them unpopular. They are willing to play a namby-pamby part because they cannot muster courage to exact from men a proper performance of duty. Let the young officer examine himself right here. If he cannot muster the moral courage to do his duty, he can never expect to train his men to do theirs. On the other hand, there is no need to be a martinet. No useful purpose is accomplished by constant nagging and scolding on the part of an officer. " (20)

It is in exercising firmness that the factor of personality enters. It is not necessary for the Ranger or other supervisory personnel to be overbearing, harsh or nagging, or even loud-spoken. The frequently heard saying, "mild but firm" is an excellent attitude for the Ranger to maintain. Forest Service employees respect the Ranger who means what he says, if he is reasonable

---

<sup>20</sup> Ibid. p. 305.

in his requests and makes them in an inoffensive manner. Even the Army demands that authority be firm but mild-- "Military authority will be exercised with firmness, kindness, and justice." (21)

It is especially important in the Forest Service to maintain firmness and discipline, as the actual supervision is very slight. Perhaps the Ranger may only see a Fire Guard once or twice during the season. It is imperative, therefore, that the orders the Ranger does give be carried out, as there are long periods when direct supervision is lacking. In case of fire, it is very important that orders be obeyed.

TACT AND DIPLOMACY. The individual who possesses the personality traits of tact and diplomacy has a sensitiveness and mental perception for the feeling of others, has a nice discernment of the best course of action under given conditions, and has the ability to deal with others without giving offense. This ability should be possessed by the supervisory personnel, as the ability to deal with others is one of the factors of competence, and thus increases the feeling of security of the employees.

---

<sup>21</sup>Ibid. p. 313

Tact in handling men is especially important for the Forest Service supervisory personnel, as they have a comparatively small amount of face-to-face contacts with the employees. The Fire Guards in particular have much time to think about what the supervisory personnel says and does. Therefore, the supervisory personnel must be extremely careful of their actions, that there be no wrong interpretations placed upon their actions if it can possibly be prevented. The loneliness of the Fire Guard positions bring out any paranoïdal tendencies, or any phobias that these men might have, so that the supervisory personnel must be very careful of sarcasm, or any careless joking that might be taken in the wrong way. Plenty of good humor is a fine moral builder, but it must not offend the sensibilities of the men. Bogardus says of tact, "Tact is often identified with common sense." (22)

Tact and diplomacy should be used by appealing to positive moods, and by saying what must be said at the proper time and in the proper manner. (23) It must be

---

<sup>22</sup>Bogardus, Emory S., Leaders and Leadership, D. Appleton -Century Co., Inc., New York, 1934, pp. 173-182.

<sup>23</sup>Myers, Dr. Harry, Human Engineering, Harper and Brothers, New York, 1932, p. 237.

recognized that man is more of an emotional animal than he is a rational animal. The tactful and diplomatic Ranger is one that can apply emotional appeals to rational ideals. The Ranger must be careful that the ideals or ideas to which he attached emotional color are also logical and rational, or his duplicity may be discovered. For the average fire guard, fire has a strong emotional attachment. The use of emotional coloration must be subtle, but when tactfully used, is usually more effective than logic.

The Army also recognizes the value of tact, and of tactful officers that can present even disagreeable facts and assign disagreeable tasks in a manner that is acceptable to their subordinates. Major-General Shanks says, "Of all valuable qualities, which an officer can have, few of them are superior to tact. The prime essential of tact is a first-rate knowledge of human nature. The tactful man knows how to deal with his fellow men. It is the oil which makes the machinery run." (24)

---

<sup>24</sup>The Military Publishing Company, The Officer's Guide,  
The Military Service Publishing Co., Harrisburg, Pa.  
1936, p. 328.

**SIMPLICITY.** The quality of simplicity is the quality of clearness, plainness, and the freedom from intricacy. Simplicity is a factor of competence, because it facilitates ease of understanding, and is a characteristic of the supervisory personnel that is desirable from the standpoint of the employees.

Simplicity takes thought and training; the Ranger or other supervisory personnel must know their job well enough that they can reduce it to its simplest terms. Anything that is made complicated when it could be simple is wasted effort.

The Ranger should develop simplicity of speech, for he must deal with all types of people, and should not speak in a way not readily understood by anyone. Simplicity of speech is effective under any circumstances. Jesus Christ, one of the greatest teachers of all times, spoke simply and used homely illustrations of his own day and surroundings. Lincoln's Gettysburg Address is a study in simplicity.

To speak and do things simply is not to lose dignity or respect, it merely shows that the subject or task has been so mastered that it can be reduced to essentials. Schell says, "Simplicity brings mutual understanding and intimate contact between minds." (25)

---

<sup>25</sup>Schell, Erwin Haskell, The Techniques of Executive Control, McGraw-Hill Book Co., Inc., New York, 1930, 3rd edition, p. 24.

The Ranger must do a great deal of training and instructing, and here simplicity is of great value to him, in making his instructions clear and understandable. Sometimes, Forest Service employees feel that a Ranger or other supervisory personnel does not speak simply, that he is putting on airs, or trying to show off his college education, and may be quick to resent the practice.

Affectations of any type are cheap and poor ways for any one in a supervisory capacity to attempt to gain prestige.

**SALESMANSHIP.** The quality of salesmanship needed by the supervisory personnel is the ability to sell the ideas and ideals of the Forest Service to the employees of the ranger district and to the public. Salesmanship is another mark of competence in the supervisory personnel, and if the supervisory personnel can instill their ideals in the employees, the employees will be better satisfied.

Before the Ranger can sell the ideals of the Forest Service, he must be thoroughly sold on them himself. He must believe in the worthwhileness and the social need for conservation of natural resources and he must believe in the necessity of economic forest conservation. He must be proud of his job, and proud of the organization for which he works, and its objectives. He must be

permeated with the love of the forest and a hatred for its wasteful destruction. With his own belief firmly intererched, the Ranger needs salesmanship to put his ideas across and to sell the ideals and objectives of the Forest Service to his men and to the public.

The acquisition of salesmanship depends upon a certain degree of agressiveness and forcefulness. A good salesman must be able to express his ideas concisely and clearly; he must make his ideas alive, concrete, and colored with interest. The good salesman is persuasive but not argumentative, he approaches his subject from a positive and constructive point of view; his reasoning is logical but he makes his appeals so that they will stimulate the proper emotional responses.

The Ranger or other supervisory personnel that can surround the job of the Forest Service employees with a feeling of worthwhileness, a little glamour, and some emotional attachments, and then unifying his men against the common enemy fire increase the effectiveness of his organization.

PERSONAL INTEREST IN MEN. An actual abiding interest in men as ~~men~~ is one of the primary requirements of the good leader or executive, and the Ranger must be interested in his men if he expects to build an organization with a high degree of esprit de corps.

To pretend an interest in men is not enough, sincerity here as in all other phases of management is essential. The Ranger must never forget that the men who work for him have as keen feelings, likes, dislikes, ambitions, desires, etc. as he has. Too often, a laborer or employee is looked upon by the manager as a tool or machine that needs no more attention than to be oiled by the pay check. Efficient personnel management cannot be maintained where employees are hired, fired, traded or sold like pieces of merchandise. Niel M. Clark says, "Labor is a commodity, but not so the laborer." (26)

Even in the Army, which is ordinarily thought of as having an exceedingly impersonal attitude toward men, men are now recognized as individuals. The following is a quotation from Major-General Shanks: "The officer who is on duty with a company ought to be able to call by name every man in his organization." (27)

The Ranger or other supervisory personnel should desire to know as much as possible about the background of of the men over which they have control, so that they can gain a better understanding of each man's problems,

---

<sup>26</sup> Clark, Niel M., Common Sense in Labor Management, Harper and Brother, New York, 1919, p. 84.

<sup>27</sup> The Military Service Publishing Company, The Officer's Guide, The Military Service Publishing Company, Harrisburg, Pa., 1936, p. 322.



his emotions, desires, ambitions etc. with the end in view of more adequately fitting him into the organization and better understanding his limitations and capacities. This should be done not with the aim of making a better organization so that it will reflect to the credit of the supervisory personnel, but with the aim of benefitting the men themselves. Care must be exercised that no appearance of prying is felt by the men.

A Ranger or other officer cannot approach men with a feeling of superiority without having this feeling detected, nor can a feeling of interest be simulated which does not actually exist. Men should be approached with the feeling of equality in the intrinsic worth of human personality. This does not mean a loss of dignity, but it does mean there is a feeling of responsibility for the well-being of men whose lives come under one's control and influence.

Brigadier-General Andrews said, in speaking of leadership, "A good leader is as one with his men, he speaks their language, he shares their blessings and their hardships, he is jealous of their name, he defends their sensibilities and their rights in the larger organization, in fact, he is the recognized guardian of their welfare, physical and mental, as individuals and as a group.....In short, he does everything at all times to make them feel he is looking out for their

interests, not his own selfish comfort." (28)

Forest Service employees, local men and fire guards are usually well grounded in the belief in the equality of men. Though another person may have a superior position, greater wealth, or education, these men believe they should have the same rights, privileges, and respect. They are therefore contemptuous of anyone who attempts to be superior or to put on airs.

However, these men realize that this is a common malady, especially of young supervisory personnel, and appreciate those in executive position who are approachable, friendly, and meet them on terms of equality. Forest Service men are like any other men in appreciating and responding to people who are genuinely interested in them, and in their problems, and in the things that they are interested in. As a personal interest in the employee is demonstrated through friendliness, receptiveness, loyalty, patience, tolerance, and a feeling of responsibility for the welfare of the men on the part of the supervisory personnel, these items will be discussed in the following section.

FRIENDLINESS. The quality of friendliness is the ability to demonstrate good will, interest, and amity toward others. Friendliness of the supervisory personnel toward the employees helps fulfill the desire

---

<sup>28</sup>Ibid. p. 335.

of the employees for response from those in a supervisory capacity. Therefore, the ability of anyone in a supervisory capacity to make the other members of the organization his personal friends and to create a general feeling of friendliness is a very real asset.

There are men in the capacity of Rangers or supervisory personnel who feel as much interest in the men of the organization as anyone, but cannot demonstrate this friendliness. Others, who have no greater interest in the men, can easily demonstrate the feeling. Sometimes it is necessary to make definite overt acts to demonstrate friendliness.

Once a young man employed as a fire guard had just completed hanging a telephone line in a fire-killed snag area, and he was very black and dirty and reeking with sweat. As he was walking toward camp, he met the Forest Supervisor with a party of high officials of a large lumber company. The party were all dressed in suits and white shirts, and were traveling in a high-priced car. The fire guard did not believe the Supervisor would recognize him, as he had only met him once or twice, and the guard was now black and dirty almost past recognition. The guard started to pass on by the car, believing that should the Forest Supervisor recognize him, he would not care to acknowledge such a disreputable appearing specimen. However, to the guard's

surprise, the Supervisor hailed him, called him by name, shook hands with him, and introduced him to the other members of the party. Here was an overt act of friendliness, which the fire guard will never forget. Indidentally, the Forest Supervisor became Director of Personnel for the Forest Service in Washington, D.C.

The Ranger and the supervisory personnel should never forget that friendliness begets friendliness, (29) and that men will enjoy working for a man they like, as he will also enjoy working with them. No supervisory officer should make a show of friendliness he does not feel, but by a knowledge of his men, he should acquire a genuine liking for them. Kindness and friendliness should never be cheapened by indulging in them only to exploit them.

There are many small acts of a friendly nature that the supervisory personnel can do. Men who are stationed at fire guard stations often will desire small services that should be rendered if possible. Requests are often such things as writing a letter which the guard will dictate over the telephone, sending out some small item that has been forgotten with the first transportation, requests for the news, requests to have mail

---

<sup>29</sup> Cow, Charles R., Foundations for Human Engineering, The McMillan Company, New York, 1930, vol. 2, pp. 103-116.

read over the telephone, to send a message to the home of some guard, or other similar requests. Fire guards enjoy having the papers, especially the comic strips, read to them. Some Rangers have made reading of the papers to the guards a daily duty of the office force.

Very seldom will these men take advantage of any one who is willing to do the small tasks that may mean so much to the fire guards, and the good Ranger does not feel it beneath his dignity to do these services, but welcomes the opportunity.

**RECEPTIVENESS.** Receptiveness might almost be termed approachableness. There are two phases of receptiveness, both of which are important. One phase is receiving complaints from employees, and the other is receiving suggestions. It is important that the Ranger, as the head of the ranger district, be readily approachable, and that he be willing to receive complaints from his men with fairness, in a agreeable manner, and that he be willing to receive suggestions with due consideration for their merit.

Complaints may be of many types, but complaints concerning other supervisory personnel are the most difficult to handle, for the Ranger owes a loyalty to his assistants. In all fairness, he must take action if the complaints are justified. He must never act on

such complaints without thoroughly investigating the matter. Often he will be able to satisfy the one making the complaint with a few well-chosen remarks. The Ranger should also learn to recognize when the complaint is unjust, and when complaints of this nature are proven unjust, the unfairness and injustice of the accusations should be pointed out to the complainant.

The Ranger should not overlook any complaint, and if he cannot satisfy the complainant with an explanation, he should make an investigation. If the complaint is justified, he should make the necessary remedy. In case the Ranger does not do this, the employees will think it useless to call matters that need correction to the attention of the Ranger, and thus many small items that could easily be remedied will not be called to his attention.

Usually, in a ranger district, complaints are not very extensive, as most of the men recognize the reasons for most of the hardships and unpleasant conditions that must be endured, and also because they have learned by bitter experience elsewhere that making complaints does not pay, so that it must be said that ordinarily not enough complaints are brought to the Ranger. Major-General Shanks writes, "The handling of complaints is a pretty good test of an officer's ability to manage

men" (30)

Of equal importance is the willingness of the Ranger to listen to suggestions. Many excellent suggestions come from the field. No man knows it all, and the Ranger should not assume that he does. There is almost nothing that cannot be done in a more efficient and better way, it only remains for someone to discover that way.

In the Forest Service work, much of the contact between the Ranger and his men is by radio and telephone. The men who are actually on the ground and doing the job are often in a better position to know how to meet the situations that arise than the Ranger who may be on the other side of the district or in the office. These men should not hesitate to call the Ranger and ask for permission to do things differently than their instructions indicate. The Ranger should weigh such suggestions and requests carefully, and if they are of equal merit, or better than his instructions and suggestions, he should not hesitate to give his approval. If, however, after careful consideration, he believes the suggestions or requests are of an inferior nature, and not as good as the original instructions, he should decline the proposed change, but should give the reasons for his objections. There is no better way of encouraging

---

<sup>30</sup>The Military Publishing Co., The Officer's Guide, The Military Service Publishing Co., Harrisburg, Pa. 1936 p.330

initiative and resourcefulness in men than this.

If Forest Service employees make good suggestions to the Ranger, he should use them if possible, and give the employee that made the suggestion full credit for the merit of the idea. Shank says, in reference to receiving suggestions, "Listen attentively to suggestions of subordinates. Invite recommendations for improvement. This is a good way to creat and maintain the interest of subordinates." (31)

The Ranger should also be approachable for questions by his men concerning their work. An unapproachable Ranger, that men hesitate to question, leads to inefficiency.

LOYALTY. Loyalty of the supervisory personnel should be two-fold: faithfull allegiance to the Forest Service and its objectives, and fidelity to the men under their supervision. Loyalty of the supervisory personnel is a response desired by the employees; it also gives them a sense of security. The loyalty of the supervisory personnel to the Forest Service focalizes the activity for the entire ranger district organisation. (32)

---

<sup>31</sup>Ibid., p. 340.

<sup>32</sup>Gow, Charles R., Foundations for Human Engineering, The MacMillan Co., New York, 1930, vol. 2, pp.67-81.



Loyalty is perhaps the first prerequisite of the Ranger, for without loyalty to the Forest Service and his superiors, all the other characteristics he may possess which would normally be of value, are rendered valueless; without loyalty he cannot be depended upon to direct all his activities in the proper channels; without loyalty to his men, no Ranger can have the interest, sincerity and other qualities necessary to build a good personnel relationship in the organization as any personnel system built without these qualities will be resting on a rotten foundation.

Probably nowhere has loyalty been studied and developed to the extent that it has in the Army, where the quality of devotion is such that men will lay down their lives; not one man, but masses of men, for the cause to which their loyalty has been given. Therefore it is proper to examine loyalty from the viewpoint of the Army.

Brigadier-General George van Horn Mosel writes, "Of those wonderful and intangible characteristics that should permeate the personnel of the Army and go to make up its efficiency, loyalty is probably the most vital." (33)

---

<sup>33</sup>The Military Service Publishing Co., The Officer's Guide, The Military Service Publishing Co., Harrisburg Pa., 1936, pp.281.

Major-General David C. Shanks says, "Among the qualities that are essential that are essential in the make-up of a really valuable officer, there is scarcely any one of them that ranks in importance with loyalty, by which one means a true, willing, and unfailing devotion to a cause....Let us note further that loyalty does not mean blind, passive obedience to the letter of the law. It means a true effort to carry out the intent. Loyalty means the continued consciousness of membership, of partnership, in the whole. It means that the desire for the good of the whole shall predominate." (34)

"No officer ought to expect soldiers under his command to carry out loyally his orders if the officer himself does not set the example. This disastrous habit of "knocking" all orders and all authority is one of the most harmful influences in the whole service. Not only that, but we sometimes find criticism takes place in the presence and in the hearing of enlisted men; nothing could be worse." (35)

No Ranger or other supervisory officer can expect the employees of the Forest Service to serve loyally unless they themselves are loyal to the Service and to

---

<sup>34</sup>Ibid., p. 325.

<sup>35</sup>Ibid. p. 313.

their superiors. Although they need not agree with all policies, they do not need to voice this disagreement before the other members of the organization, and if they cannot secure a change in the policies or orders they believe incorrect, they should carry them out without complaint and as efficiently as possible. The Ranger's own actions and personality may build loyalty to him, however, he should transfer personal loyalty to the Forest Service. One of the greatest aids to building loyalty is the development of a "we" group or an ethnocentric feeling for the Ranger, and then a secondary ethnocentric feeling for the employees of the Forest Service as a whole.

**PATIENCE AND TOLERANCE.** The personality trait of patience denotes an attitude of forbearance, leniency, and of a calm waiting for what is expected of the employee. The trait of tolerance denotes an attitude of freedom from bigotry and prejudices. A patient and tolerant attitude on the part of the supervisory personnel assists and satisfying the desire for favorable response by the employees.

Any good personnel manager should be well-tempered, with patience and tolerance. He should realize that what is simple or easy for him may not be simple nor easy for someone else. He should also recognize that other

men have ideas which may be as good as his own, that there are other ways of looking at things, and that the background of his employees may not be his background and that he must therefore be tolerant.

To be patient and tolerant with his men, the Ranger needs to know their background, their motives, training, education, desires, prejudices, emotions, temptations, etc. If the Ranger really understands his men and can put himself in their place and view things from their outlook and see their acts objectively, it will be much easier for him to preserve a patient and tolerant attitude. The Ranger or other supervisory personnel should not expect too much from men, especially new men. It is as essential to know what to overlook, especially in new men, as it is to know what to criticize. The Ranger should control his temper and his own emotions, so that he may be patient with his men and tolerant in his outlook. This does not mean he should expect little of his men, for he should expect much; nor does it mean that he should not maintain firm discipline, for discipline and obedience are necessary to a good organization.

**RESPONSIBILITY.** The personality characteristic of responsibility as used in this paper means that the supervisory personnel feel accountable for the welfare

of the employees under their supervision. This feeling that the supervisory personnel has an interest in their welfare helps fulfill the desire for response and security by the employees.

The Ranger should endeavor to secure optimum working conditions for the employees under his supervision. He should provide his men with adequate equipment for their tasks, and when placed in their care, equipment should be in the very best of condition; tools should be in good shape, well-handled and sharp; other supplies should be adequate. The Ranger should demand that equipment be kept in this condition, and when anything is torn, broken or dulled, it be replaced, repaired or resharpened as the case may be, as no workman can work efficiently with poor equipment and dull tools.

The Ranger should do all that he can to make the stations of his protective force liveable and comfortable; he should make provision for transporting their equipment to and from their station in good condition. He should provide for supplying men with groceries and other needed items at regular intervals. If some station does not have accessible water, he should see that adequate fresh water is supplied regularly.

The Ranger should consider the health of his employees and correct or avoid situations endangering the health of this men. He should see that all stations are

provided with adequate sanitary facilities and absolutely insist that every member of his force observe sanitary rules.

The Ranger is responsible for the safety of his men. Safety should outrank every other consideration. In the past this has not been the case. Safety usually came last, especially in case of fire. With the advent of the Civilian Conservation Corps, safety for enrollees was determined to be the first consideration of their foreman, and even fire was relegated to a secondary position. (36) This same policy should be extended to other Forest Service personnel. The lost-time accidents per man hour for the inexperienced, immature, Civilian Conservation Corps enrollees, as compared to the more mature and experienced Forest Service employees, has been much less and shows the wisdom of such a policy. (37) It is the Ranger's responsibility to consider the safety of his men when making his assignments and to provide and enforce observance of the safety rules and regulations.

The Ranger or other supervisory personnel should feel a deep sense of responsibility for the health, safety happiness and well-being of the men under his supervision.

---

<sup>36</sup> U.S.F.S., Dept. of Agriculture, Civilian Conservation Corps Handbook, North Pacific Region, U.S.F.S., Portland, Ore. Revised 1939.

<sup>37</sup> U.S.F.S., K Safety Reports, Unpublished, U.S.F.S., Portland, Oregon, 1939.

ATTITUDES AND APPEARANCE. Optimistic, enthusiastic, unselfish, and courteous attitudes, and a neat, clean appearance are desirable characteristics of any individual. Because man has learned by imitating others from his earliest childhood, he tends to follow the example of those in authority. Therefore it is important that the supervisory personnel possess these pleasing qualities of personality, not only because it adds to their own prestige, but also because the employees will tend to follow their example. These pleasing personality traits are discussed in the following pages.

ENTHUSIASM AND ENERGY. The characteristic of enthusiasm is an attitude of keen and ardent interest in the work of the Forest Service. The quality of energy lends vigor and capacity for performing the work. Energy and enthusiasm as portrayed by the supervisory personnel have a stimulating effect on the employees. The enthusiastic, optimistic, and energetic Ranger sets an example for the rest of his personnel organization which there is a tendency to imitate. The pessimistic, unenthusiastic and unenergetic Ranger cannot expect a display of the opposite of these qualities from the men under him. Enthusiasm and energy, like cheerfulness, are contagious.

(38)

---

<sup>38</sup>Myers, Dr. Harry, Human Engineering, Harper and Brothers New York, 1932, p. 242.

There is of course affected enthusiasm, or superfluous displays of energy which can act to disrupt the work as a disorganizing force. The nervously energetic executive may contribute to this disrupting force.

In the Forest Service, especially the fire guards are in need of this interested and enthusiastic outlook to maintain their efficiency during lone periods of loneliness, and in case of the lookouts, often extended periods of inactivity. If the monotony of these jobs is not relieved by an active interest in the job, efficiency may drop to a very low ebb.

**CHEERFULNESS.** Cheerfulness of the supervisory personal implies a bright and equable temper, which shows itself in the face, voice and actions; it suggests a strong and spontaneous, but quiet, flow of good spirits. Cheerfulness has a stimulating effect upon the employees, Cheerfulness, even more than humor and enthusiasm, is a never-failing source of stimulation. (39) The cheerfulness of the Ranger is reflected throughout the entire organization, and to a lesser degree the cheerful or the pessimistic attitude of any member of the district is reflected on the rest of the personnel.

---

<sup>39</sup> The Military Service Publishing Co., The Officer's Guide, The Military Publishing Co., Harrisburg, Pa. 1936, p.324.



The consistently cheerful Ranger has acquired many of the other qualifications desired. The cheerful man, if he is at all consistent in his attitude, cannot keep from being friendly, he can hardly be cheerful and optimistic without having some degree of enthusiasm; if he is cheerful, he will be approachable, and his cheerfulness will add to his personality and prestige. Shakespeare said, "Thy smiles become thee well." Cheerfulness is not a continuous hilarious overflow.

Major-General Shanks writes, "Hardly anything is more useful to a young officer than cheerfulness. A grouch casts gloom over everybody. A cheerful man is an asset of great value. The efficient organization is generally the cheerful, happy one; it is never the sullen grouchy one." (40)

The Ranger that occasionally calls up members of the organization that are staying at guard and lookout points and on some pretext engages them in a short, cheerful conversation, will find he has increased the morale of his organization at a very cheap price.

The Ranger should insist that the Protective Assistant, or whoever takes the daily morning roll-call,

---

<sup>40</sup>Ibid, p. 325.

should do so in an cheerful, optimistic and enthusiastic manner. He should have some anecdote, news or other item of interest beside the necessary business of the day, and thus start the day for the entire organization in a cheerful vein. The Forest Service employees, as any other group, will be more efficient if they are in a cheerful, optimistic mood. William Emory Nicholson said, "Patient persistence, coupled with a degree of cheerful optimism, works wonders in this world." (41)

**UNSELFISHNESS.** Unselfishness, as applied to a member of a supervisory personnel, of a ranger district means that he is not activated in his dealings by self-interest only, that he does not put his own comfort, advantage etc. before that of others. An attitude of unselfishness by the supervisory personnel may be reflected by the employees. The Ranger who builds his personnel system on a basis of unselfishness, with the motive of serving his men, and the ideals of the Forest Service to which he is committed will be likely to maintain a high level of morale.

Forest Service employees are quick to recognize the motive with which the Ranger is approaching them, and resent the man who is trying to make a record for

---

<sup>41</sup> Cow, Charles R., Foundations for Human Engineering, The MacMillan Co., New York, 1930, vol. 2, p. 14

himself from their labors. The unselfish Ranger will expect the Forest Service employees to give a good day's work, but he will not drive them, so that their increased accomplishment will help add to his own aggrandizement. The unselfish Ranger will also be willing to give his employees full credit for their work, he will not minimize his men before his superiors, that more credit for achievement may redound to himself. He will be willing to share the hardships of the men when he is in their company, and will do his share of the menial tasks. He will also be willing to do small services for his men, that may mean much to them; he will defend them to his superiors, and assume his full responsibility for their actions when their actions do not meet with the approval of the Ranger's superiors.

Neither will the unselfish Ranger hold a man in a position because he is very useful to the Ranger in that position, if the man is deserving of promotion to a better job, even though in the new position he may not benefit the Ranger at all. The Ranger should boost his men for better jobs, even though they are not in the Forest Service, and should his most valuable man have an opportunity for a better job, the Ranger should help him get it.

The type of Ranger who will help his men at a sacrifice to himself will add immeasurably to his own prestige and to the trust and confidence of his men. Bogardus said, "Self-control commands admiration when it involves sacrifice." (42)

COURTESY. Courtesy is inherent respect for the worth of others. Courtesy is more than politeness, though politeness is involved. True courtesy is a state of mind that springs from the recognition of other individuals in society as individuals, and as individuals worthy of consideration, regard, and respect. Courtesy, good manners and politeness have been found by society to be an efficient way of social intercourse and real courtesy is not something that can be put on and taken off as a man does a pair of gloves or his hat.

Many men have failed to establish the kind of personnel relations that they have desired, because they have neglected to observe the courtesies that have grown up around human behavior to soften the impacts of daily social life. Courtesy may mean little to a Ranger, but it may mean much to his subordinated. Gow says, "Courtesy always pays". (43)

---

<sup>42</sup>Bogardus, Emory S., Leaders and Leadership, D. Appleton-Century Co., New York, 1934, p. 164.

<sup>43</sup>Gow, Charles R., Foundations for Human Engineering, The MacMillan Co., New York, 1930, vol. 2, p. 98.

Courtesy costs nothing, and the Ranger who says, "Good-morning" and "Thank you" and means it, will be a more pleasant individual to work with than the man who comes to the office in the morning and takes his seat without a word, or who receives a report in cold silence.

No Ranger can expect to be respected, if he himself is disrespectful, discourteous, and does not observe the amenities of life. It may be argued that Forest Service employees are a rough lot, that manners and courtesy would be wasted on them. Some Forest Service employees are rough men, but even the roughest of men have their own code of courtesy, and can be offended by discourtesy. They are also as susceptible to true courtesy that springs from the heart as any other type of individual.

**NEATNESS AND CLEANLINESS.** It has long been recognized by the more progressive industrial organizations, that neatness, cleanliness, and orderliness go hand in hand with efficiency. Neatness and cleanliness is expected of any public servant. All Forest Service employees are expected to present a neat and clean appearance of both person and station. As in other departments, the supervisory personnel must set the example for the employees.

Slovenly appearance reflects on the good name of the Forest Service, for hiring men who appear to have no personal pride and that give the appearance of inefficiency and lack of energy and enthusiasm. The Ranger should remember the old adage, "Cleanliness is next to godliness." A clean, neat appearance aids personality and prestige. Any Ranger owes it to himself to appear as neat and clean as possible, for it is easier to respect a clean man than a dirty one, and much more pleasant to associate with a clean man.

The value of a uniform is hard to define, but it does give a measure of the appearance expected of the Ranger, and should be worn with care and in the proper manner. The uniform is a badge of distinction, which the Forest officer should be proud to wear. Uniforms in themselves give a measure of prestige, as they have become a symbol of power and are surrounded by a certain emotional aura.

To be neat and clean does not mean that the Ranger should be prissy. He should not be expected to wear a new uniform, coat, tie, and polished shoes to a fire; he should not be expected to keep immaculate when on the fire line, but he should be expected to wash when the opportunity presents itself, and shave as regularly as possible. Nor should the Ranger on field trips be

expected to dress as well or be as well-groomed as when he is at his office, to do so would be to make himself ridiculous. However, he should be as neat and clean as is consistent with the work in which he is engaged.

### SUMMARY

Personality is the summation of all the characteristics of a man. All the qualities discussed in the foregoing pages go to make the individual personality. A desirable personality depends upon how many of the admirable qualities the individual possesses, the degree to which he possesses them, and the combination in which they exist in him.

The Ranger may possess many of the desirable qualifications for a supervisory personnel, yet he may be so glaringly lacking in one or two of these qualities that he has a poor personality, or cannot adequately manage men. On the other hand, a Ranger or other supervisory personnel may lack some of these desirable qualifications, and yet possess one or two of them to such a high degree that he may have a pleasing personality, not because of his deficiencies but in spite of them, and he may be successful in his personnel relationships, and held in high esteem by his men.

No man possesses or can expect to possess all of the desirable personnel qualifications, nor is any man

free from some of the undesirable traits. Therefore, because no man has reached perfection, all men can, if they greatly desire, by self-analysis and careful study of the desirable and undesirable qualities of personality eliminate defects in their own personalities and increase the good ones, so that they climb higher on the ladder toward perfection.

The ability of any member of the supervisory personnel to manage men is built largely on prestige, at least the willingness of men to accept another man as their leader is based upon this factor. Paul Thomas Young, Professor of psychology at the University of Illinois, after his study of the motivation of behavior, said, "In every sphere of life, prestige is equivalent to success." (44)

The Ranger acquires prestige from three sources, first his position and title of authority gives him some degree of prestige, second, his accomplishments, and third, his personality. Thucydides said, ".....those are the men to maintain themselves with credit in the world who never suffer their equals to insult them, who show proper respect to their superiors, and act with thoughtful kindness to their inferiors." (45)

---

<sup>44</sup> Young, Paul Thomas, Motivation of Behavior, John Wiley and Son, Inc., Camdon, N.J., 1936, p. 394.

<sup>45</sup> Gow, Charles R., Foundations for Human Engineering, The MacMillan Co., New York, 1930, vol. 2.



### PART III

#### TECHNIQUES OF SUPERVISION, DIRECTION, AND CONTROL

To efficiently manage men, those in a supervisory capacity should know and be able to apply the techniques of supervision, direction and control to their subordinates. Part III of this paper is therefore given to a discussion of proper and improper use of these techniques by the ranger district supervisory personnel.

**THE DIRECTION OF MEN.** The direction of men is the immediate, direct and definite determination of a course of action men shall take by the official in charge. The official in charge may direct the training, the introduction of new employees to their jobs, may determine the safety precautions, assert the authority necessary for the operation of the organization, issue the orders, and may delegate some of his responsibilities and authority.

**TRAINING OF FOREST EMPLOYEES.** Although the local men hired by the Forest Service are usually practical men and good woodsmen, additional training is given to all fire guards to make them acquainted with the technical tools and methods used in fire detection, location, and suppression.

Several methods of training are used. Formal training is usually given to men their first year of employment, at an intensive training school of two, three or four days duration. Often they are sent to this fire school every year for additional training and review. Informal training is given, or should be given, by the Ranger or other supervisory personnel, by explaining the importance, the why and the how of the various tasks the fire guards are called upon to do. Fire guards are also furnished with a Guard Handbook, and pamphlets or booklets on special phases of the work, which they are expected to read and study. Periodic examinations and inspections are made on material given to the guards. Training is also given over the telephone, after the guards reach their summer stations. Care should be taken in giving examinations and making guard inspections not to become pedantic and to remember that many of these men are not students or college graduates. The inspections should therefore be made in the most practical way possible. The Ranger should cover the subject and the material given in the Guard Handbook in such a manner as to make questions of practical application arise in the minds of the guards, rather than a parrot-like repetition of the material in their handbooks, which has been laboriously memorized, but may not have carried over to practical applications in

their minds. It must also be remembered that some men have difficulty in expressing themselves.

There are Rangers who regard guard inspections as mere rule compliance, and the pretense of inspecting is made so that the inspection can be recorded in their diaries and checked off their work plans. Frequently the questions and inspections of such Rangers become so stereotyped that actually the whole inspection is a farce. These Rangers believe that the men have the knowledge required, and as inspections are distasteful to most fire guards, they think they can make themselves popular by slighting these examinations. That Rangers gain prestige by slighting inspections is a misapprehension, for they actually lose the respect of the guards by such action, and leave the guards with the impression that the material in their handbooks is really not practical or of great importance. However, there is no guard, or Ranger either, who cannot learn something new from a constructive approach to inspections and examinations, no matter how often repeated.

INTRODUCING MEN TO THEIR JOBS. There are two schools of thought as to how men should be introduced to their jobs. The older school believes that it is sufficient to tell a man to go out and do a job, and let the man find out how to do the job himself. This school of thought

believes that by such procedure initiative will be developed and that it is advantageous to make or break a man at the start, and find out whether or not he is suitable. The more modern attitude is to do all that is possible to orient and acquaint the man with his job (46). Even were the older school of thought efficient from the standpoint of the executive, which is doubtful, the Ranger should refrain from such tactics from a sociological point of view.

In the Forest Service, no matter how much instruction is given a man, there is still ample opportunity for initiative. The good Ranger, upon hiring a new man, will endeavor to become his friend, to learn all that he can about his new employee; his background, his home life, his ambitions, attitudes, and so on. Thus the Ranger can better understand the man, know how he will react to various circumstances, what to expect of the man, and how best to help him. He should introduce the man to the other employees, and endeavor to make him feel acquainted, at home, and a member of the organization. (47)

Forest Service employees, and especially the local men, appreciate the personal interest, and the man-to-man

---

<sup>46</sup> Snow, A.J., Psychology and Business Relations, McGraw-Hill Book Co., Inc., New York, 1930, 2nd edition, pp. 505-513.

<sup>47</sup> Craig, David R., and Charters, W.W., Personal Leadership in Industry, McGraw-Hill Book Co., Inc., New York, 1925, pp. 206-217.

equality basis that a good Ranger will create when a new man enters his employment. In getting started in his job, the employee likes to know what is expected of him, what things he should do, why things are done as they are, the objectives and desired methods of reaching the objectives. If he knows these things, he is in a better position to accomplish the tasks.

After all the insight into the job is given that it is possible to give, and all the training and instructions are given that the Ranger can give, in the Forest Service there still remain a great many situations in which the employee must use his own best judgement, resources, and initiative, to accomplish his assignment. Even experienced Forest Service employees often wish to know exactly what results are desired. They also realize that there are ways of attaining the objectives that are not acceptable and therefore want to know what not to do, and the correct and efficient methods of accomplishment. Knowing why a certain result is desired, the employee is in a better position to know what means to use, and to act intelligently in reaching the desired end. However, care should be taken, especially with fire guards and local men not to go into minute details about how to accomplish a job. An outline of what is wanted and the general procedure is sufficient. They are apt to resent being regulated in the small details of the procedure.

When an employee does a job, he likes to feel that he has accomplished something, and that his work has a social value, therefore he should know why a certain result is desired, and why he does a certain job. If he is able to fit the work into a general scheme of accomplishment, and see the necessity of his labors, he will work more effectively. C. Delisle Burns writes, "The worker's point of view implies the recognition of the social necessity of the work he does." (48)

**SAFETY OF MEN.** The supervisory personnel is responsible for insuring the employees of the ranger district against harm. To insure the safety of the men, it is necessary to teach the men safety precautions, and to establish rules that will make the work of the employees less dangerous. The supervisory personnel must also see that these regulations are enforced.

The Forest Service has very definite safety rules and regulations, and is developing more. Especially in connection with the Civilian Conservation Corps and Emergency Relief Act employees, very voluminous safety rules have been compiled, and are for the most part very strictly enforced.

---

<sup>48</sup>Burns, C. Delisle, The Philosophy of Labor, Oxford University Press, American Branch, New York, 1926, p. 36.

Foremen of these relief projects are taught that the safety of their men is their first responsibility, and takes precedence even over fire. The Civilian Conservation Corps has a foreman in each camp who acts as the safety director and periodically the foremen gather as a safety council and discuss safety measures. When a man suffers a lost-time accident, the foreman in charge is held responsible, and must stand a trial before the safety council, and prove he has exercised due diligence in seeing that his men worked under safe conditions, that he enforced the safety rules, and that he was in no way responsible for the injury that took place on his crew. Members of the Civilian Conservation Corps are lectured periodically on safety precautions. (49)

While observance of all the safety regulations has tended to cut down output, it has very materially reduced accidents, and as welfare of the employees is of prime consideration, and cost of injuries are very frequently large, such safety measures are definitely worth while. Undoubtedly the influence of safety measures as applies to relief projects will be felt by the other Forest Service employees and safety rules will become more comprehensive and stringent, and cover more phases of Forest Service activity.

---

<sup>49</sup> U.S.F.S., Dept. of Agriculture, Civilian Conservation Corps Handbook, North Pacific Region, U.S.F.S., Portland, Ore., Revised 1939.

Forest Service employees, many of them young and inclined to recklessness, are frequently incautious, especially in times of excitement such as is caused by fire. The Ranger should attempt to impress his men with the need for safety, and show them that it pays in the long run, not only in the saving of themselves or others from injury, but in saving time, because they will not ruin machinery and tools that are needed urgently, and that it is always better to arrive late than not at all. After the Ranger has tried to make his employees aware of the need for observing safety regulations, he should strictly enforce these rules.

Many for the fire guards and other forest employees will be called upon to act as foremen and supervisory personnel in case of fire, and it is extremely important that they should have a thorough knowledge and understanding of their responsibility for the safety and welfare of the men so entrusted to them, and that they have a thorough knowledge and understanding of the safety rules and regulations and know how to enforce them.

**USE OF AUTHORITY.** Authority is rightful power or the right of command, and is very important in the direction of men. Improper use of authority by the supervisory personnel may lead to fear, distrust



and enmity of the part of the employees. An intelligent approach to the problem of the assumption of authority is needed by the Ranger or any ranger district supervisory personnel. The Ranger should studiously avoid any appearance of autocratic authority. Authority and power are very dangerous weapons in the hands of the unscrupulous, and their unreserved exercise breeds fear and hate. Robert Ingersoll once said, "Nothing dissolves real character like the use of power. It is easy for the weak to be gentle. But if you wish to know what a man really is, give him power. This is the supreme test." (50)

Employees of the Forest Service are quick to notice and resent any undue assumption of authority for the personal gratification of the person who uses it. Authority should never be used to accent the individual, but only to organize and direct the work at hand toward the desired accomplishment. The man who likes to assert his authority has lost the opportunity to gain the respect, friendship and cooperation of the local fire guards. The Ranger should not hesitate to use his authority in connection with his work, if he

---

<sup>50</sup>Gow, Charles R., Foundations for Human Engineering, The MacMillan Co., New York, 1930, vol. 2.

uses it in the proper manner. His authority should immediately be felt by any who are inclined to insubordination or to shirk their responsibilities.

Major-General Shanks writes, "Treat the soldier as a man. Treat him as you would yourself like to be treated were you in his place and he in yours. I do not mean by this that the soldiers should be coddled--far from it. But you can be exacting, you can require the most punctilious observance of orders and regulations, and yet do it without nagging or irritating the men under your command." (51)

GIVING THE ORDER. The proper issuance of orders is an art of considerable importance in the direction of men. The art of issuing orders lies in giving them in such a manner as to make the individual to whom they are given "think that he wants to do what you want him to do", says Munson. (52)

It is the job of the Ranger and any other supervisory personnel to give orders in such a way that the men do not object to compliance with them. Said Seneca, "He who willingly submits to another man's commands has escaped the cruel part of servitude, that is to say,

---

<sup>50</sup>The Military Service Publishing Co., The Officer's Guide, The Military Service Publishing Co., Harrisburg, Pa., 1936, p. 313.

<sup>51</sup>Munson, Edward L., The Management of Men, Henry Holt and Co., New York, 1921.

to do that which he is willing to do. The most miserable man is not he who has a command put upon him, but a man who does it against his will." (52)

Orders that are reasonable, logical, possible to comply with, and are explained so that those to whom they are issued understand the necessity for them will usually be complied with willingly. It will pay the Ranger or other supervisory personnel to explain the reason for any order given, in order that those who must execute it will see the necessity for it. The officer issuing any order should see that it is carried out, or else countermand the order, no matter how trivial. (53)

Orders are of two types, oral and written. Oral orders are more informal, and perhaps are more pleasant to deliver and receive. Oral orders seldom receive the careful consideration that written orders do. Oral orders are usually more fully explained, though in a looser fashion than written orders. Oral orders are less likely to be followed implicitly, because some detail of an oral order is likely to be forgotten, and it can be claimed that certain details were not

---

<sup>52</sup>Gow, Charles R., Foundations for Human Engineering, Harper and Brothers Publishers, New York, 1932, vol. 2

<sup>53</sup>Schell, Erwin Haskell, The Techniques of Executive Control, McGraw-Hill Book Co., Inc., New York, 1930, 3rd edition.

mentioned or were misunderstood. Also the officer who issues oral orders cannot always remember exactly what he has instructed his subordinates to do, and this frequently leads to misunderstanding.

Written orders are usually more concise, but are also more cold and have less of the personality of the officer attached. However, they will ordinarily be followed more exactly. The one to whom a written order is issued has something to refer to in the event that memory fails and he cannot remember the exact contents of the order. Written orders usually lack the details of approach to the accomplishment of the order and the manner of procedure, primarily because of the increased effort needed to give these details in writing, but which are more easily given in oral orders.

The oral order is best for minor details, and the daily requests of no great significance. The written order is best for items of major importance and for items which are to be done at some future date or that there is a danger of forgetting. Written orders should be given whenever there is the possibility of misinterpretation or misunderstanding, or where there are important details which must be exactly followed. The written order requires that it be followed in more detail. Oral orders can be given when details and methods

of accomplishment are entrusted to the judgment and initiative of the person to whom the order is given.

In the Forest Service the Ranger and other supervisory personnel must give a large portion of their orders via the telephone or radio, especially to the Fire Guards. It is a wise practice for the supervisory personnel to jot down all orders of importance that are to be telephoned to an employee and then read these orders to the man, insisting that he copy them as given and then read them back so that no mistake is made, after which any enlargement upon the central idea of the order can be made that is desired. Good orders require careful planning. (54)

Oral orders should be issued with clearness and conciseness. Whoever issues oral orders should speak clearly and loudly enough that there can be no question that all to whom the orders were addressed can hear them. (55) Many officers speak so indistinctly or in such low tones that the recipients of the orders do not hear them completely, especially when orders are given to a group. Orders are very inefficiently given that must be relayed by those nearest the

---

54, 55 Myers, Dr. Harry, Human Engineering, Harper and Brothers Publishers, New York, 1932, pp. 136-146, 165.

speaker to those who farther away and cannot hear the order. Completeness is necessary, but oral orders should be as brief as possible so that they are more easily remembered and less confusing. Oral orders also should be tactfully worded and delivered in a pleasant manner.

Written orders also should be clear, concise, and as brief as is consistent with completeness. Major-General Shanks says, "Any order given whether oral or written should be as simple as clearness will permit". (56)

DELEGATION OF RESPONSIBILITY. Delegation of responsibility is the entrusting to a subordinate the care or management of duties of the superior, or empowering subordinates to act for the superior. Delegation of responsibilities is an important technique in the direction of men, because those in authority seldom can personally supervise all the activity under their management. Anyone in a supervisory capacity that cannot personally and constantly direct the movements of each man under his control should learn the art of delegating his responsibility to others.

---

<sup>55</sup>The Military Publishing Co., The Officer's Guide, The Military Service Publishing Co., Harrisburg, Pa., 1936, p. 324.

This means that from the strawboss to the Ranger, members of the supervisory personnel must acquire the techniques of delegating authority. The higher on the scale of supervisory capacity the officers climb, the more they must delegate their duties and their authority. (57) Shanks says, "The higher in rank the officer gets the more important it is to learn the art of supervising, while entrusting to subordinates the actual performance of details." (58)

The Ranger of today usually has such a ramified program on his district and so many scattered men and projects that, if he cannot delegate his duties and authority to others, he is hopelessly overburdened with work and cannot efficiently supervise any of the activity. Usually the more a Ranger delegates his duties and authority the more successful he is.

The two major techniques of acquiring the ability to delegate authority are first the ability to train subordinates so that they can adequately handle the duties assigned to them, and secondly to develop enough

57 Gow, Charles R., Foundations for Human Engineering, The MacMillan Co., New York, 1930, vol. 2, pp. 194-200.

58 The Military Service Publishing Co., The Officer's Guide, The Military Service Publishing Co., Harrisburg, Pa., 1936, p. 330.

trust and confidence in them to allow them to do these duties and to do them without interference. A habit that is very annoying to subordinates and which is frequently practiced by some Rangers is to delegate duties, but not unreservedly so, in other words the Ranger delegates the duties, but does not trust his subordinates enough to delegate with the duties the authority for their efficient accomplishment. The good Ranger works his subordinates hard, mentally and physically, but leaves their nerves at rest.



## THE SUPERVISION OF MEN

The supervision of men is a more delicate operation than the direction of men. Supervision deals more with guidance than commands, it deals with the adjusting of the individual to his job, the bettering of conditions of work, and seeks to increase efficiency. To increase efficiency, to guide the adjustment of individuals to their jobs, and to better working conditions, the attention of the Ranger must be given to many items. The efficient Ranger will consider the many factors in hiring men; he will also take into consideration that men should realize the importance of their work, and their place in the organization, that they should be encouraged to use their own initiative, that after such encouragement they should be allowed to complete their tasks, that they should be freed as much as possible from outside worries, that exercise, fatigue, recreation, and cleanliness all affect the health of the men, and that men should be given encouragement to do their work.

CONSIDERATION IN HIRING FIRE GUARDS. There are many considerations to be taken in hiring either local men or students. The use of local men not only furnishes the Forest Service with a reliable source of labor, but may also aid in building prestige and friend-

ship for the Forest Service, in the community where the men are hired. Local men must be selected with care, for if they become dissatisfied and acquire an animosity toward the Forest Service, the result in the communities is more adverse than has been the favorable effect of hiring them. Also if men selected prove unsatisfactory and must be removed, there is a decided probability of incurring the wrath of their usually numerous relations and friends. The communities as a rule may believe the Forest Service has dealt with some of the local men unfairly.

In the selection of these men, care should be taken that the men have the education necessary to handle the increasingly technical tools placed in the hands of the Fire Guard, many of which these men will be required to use. To be a superior woodman is no longer enough. The Fire Guard must be physically fit and able to do arduous tasks that sometimes fall to his lot. He should be a man with good personality, and the ability to meet people, because Fire Guards are coming into more and more contact with the public, as our forested areas are opened up and people seeking recreation come in. The Fire Guard must be acceptable to the community and his habits off the job should not be such that there is a detrimental reflection on the Forest Service for

hiring such a man. The Forest Service should not have the reputation of hiring, drunkards, gamblers, etc. as so often has happened, even though these activities take place off the job. Especial care should be taken not to hire persistent law violators, such as those who spend a goodly portion of their unemployed time in violating the game laws.

Men hired should have the right mental attitude; most men who apply for work in the Forest Service are in sympathy with the Forest Service program and have a willingness to work. The Ranger will ordinarily know the men of the community well enough to know the general attitude of local men applying for work; the attitude of students may sometimes be obtained from their professors. If men do not have the proper attitude, it is not wise to hire them for they will be discontent, and adversely affect the morale of the other men. Also, as direct supervision is very slight, these men cannot be trusted to do their jobs well, or not to shirk on the job. It is much better not to take such chances in hiring individuals whose attitude is known to be poor, because there is a much greater chance that such individuals will have to be discharged later on, and there is a large investment in training that will be lost, and the organization will be disrupted. A man that is discharged

may be a potential incendiary, at least, he may create considerable ill-will for the Forest Service in his community.

It is also unwise to hire men who are having family and home troubles. Occasionally a man will apply for a job with the Forest Service, because it will take him away from his family and he believes he will thus be able to escape his home difficulties. However a man who is worried is not efficient, nor as attentive to his job as the man who is not under a mental strain and who is happy and contented.

A Fire Guard job is probably the worst possible place for a man with such difficulties, because he is alone for long periods of time. Often the actual physical work of a job is slight, and the Fire Guard has ample time to brood and worry over his troubles. There is a tendency for this brooding to take place anyway, induced by the loneliness of the Fire Guard jobs.

Qualifications for the Fire Guard, as a whole, are that they be resourceful, self-reliant, and have plenty of initiative so that they can perform the duties assigned them without constant supervision. Of course all Guards should have the other attributes of good character, honesty, trust-worthiness etc. Guards

should also have good personality traits, and those who meet the public should have pleasing personalities and the ability to get along with other people.

The Guard must have the technical knowledge necessary for his position, that of detection, fire-chasing, and fire suppression. He must have a physical make-up adequate to the strenuous tasks of fire-chasing and fire-fighting. He must also be a good woodsman, and have a good knowledge of woodcraft to be a good fire-chaser.

To be satisfied in any degree, and therefore efficient, the Fire Guard must have some love for the woods, the ability to withstand loneliness, be able to make himself comfortable, and cook well enough to maintain his health and spirits.

The Fire Guard must also acquire or possess the faculty for cleanliness and orderliness if he is to work for the Forest Service, and over and above these other qualifications, he must have a sense of responsibility, pride in his job, and loyalty to the Forest Service. The nearer the Fire Guard approached the qualifications needed for a good Guard, the easier is the job of the District Ranger and the easier is the adjustment of the Guard himself.

MAKING MEN REALIZE THE SOCIAL SIGNIFICANCE OF THEIR JOBS. Men as a rule want their work to be worthwhile and of value. Most men believe that work is honorable and desirable, but many men need their vague feelings in this regard crystallized in their thinking. The Ranger should show the employees how the work of the Forest Service fits into the scheme of the economic life of the nation, and make them realize the social significance and worth-whileness of their jobs. To do this takes a certain amount of explanation and salesmanship, on the part of the Ranger.

G. Delisle Burns writes, "First, there is a sense of the free play of energy in manual labor. Secondly, the worker's point of view implies the recognition of the social necessity of the work he does. Thirdly, the worker feels companionship with those who work beside him....Work is in essence an enterprise, an adventure, an outlet for energy, a cooperation and a fellowship." (59 )

It is doubtful if the average worker would quite agree with Burns, it is also likely that even the best of Rangers could instill quite as exalted an opinion of work as this. However, to make the Forest Service

---

<sup>59</sup>Burns, C. Delisle, The Philosophy of Labor, Oxford University Press, American Branch, New York, 1925, pp. 35-42.

employees recognize the importance of their work, the Ranger or other supervisory personnel should explain the jobs and items of work done, and the necessity for every operation that the employees engage in.

The Forest Service employees need also to recognize that they are public employees, and the Ranger should stress the service in the name Forest Service, and keep the Fire Guards aware of their duties to the and what their attitude as public servants should be. In this connection the Ranger should also make it clear that the conduct of the employees off the job is also important in its reflection on the Forest Service.

#### MAKING THE ORGANIZATION INTO A COOPERATIVE UNIT.

To increase the efficiency of his organization, the Ranger should endeavor to build his ranger district organization into a team where each man feels he has a function to fulfill, understands what the function is, and will cooperate with the rest of the organization in achieving the goals of the Forest Service. Each member of the district should be a partner in the business of forest protection. Charles Steinmetz said, "Cooperation is not a sentiment--it is an economic necessity." (60)

---

<sup>60</sup>Harley, Lawrence A., Human Engineering and Industrial Economy, Marshall-Jackson Co., Chicago, Ill., 1928, p. 17.

Major-General M. B. Stuart said, "There can be no orderly effort of any kind, without teamwork, which is merely the ultimate in disciplined organization." (61)

To make men into a cooperative unit, the Ranger should make the men understand the objectives of the Forest Service and its social worth. He should show each man his place in the organization, and why the man is an important link in the chain of fire protection activities. He must show that it is only by each member of the organization doing his part that the objectives can be accomplished.

The feelings of ethnocentrism or "we" group feeling which the Ranger is trying to develop can be aided by some competition between districts, while still maintaining the feeling that all ranger districts are linked by the same bond, and are enemies of fire. If one district has a man near the district border that can get a fire for the neighboring ranger district, the members of the district that extinguish the fire feel proud that they could be of assistance, and the personnel of the other ranger district feel thankful for their cooperation, and interest shown, so that more is accomplished than the actual suppression of one small fire.

---

<sup>61</sup>The Military Service Publishing Co., The Officer's Guide, The Military Service Publishing Co., Harrisburg, Pa., 1936, p. 300.



Nearly all men want to identify their conceptions and ideals with something concrete. Only a few intellectuals can grasp and be satisfied with the abstract. From the earliest records of his thoughts to the present the average man has always personified God. So in building loyalty to the Forest Service there must be some concrete ideal. This may be some concrete objective such as to control fire within a certain time after discovery, keep fire to a certain size, etc. The Fuller Brush Company advocates that each salesman be "Mr. Fuller", so that the customers have a concrete identity for the Fuller Company. In the Forest Service, the Ranger often forms the concrete identity both for the public and for the other personnel of the district, thereby lending an atmosphere of concreteness around which to build the group.

To develop ethnocentrism to its highest, there must be a common enemy for the group. For the Forest Service employees this enemy is fire. The more of the spirit, "we" against the fire that can be developed, the greater loyalty will be attained and the closer will be the cooperation of members and the district personnel.

ENCOURAGING INDIVIDUAL INITIATIVE. Individual initiative is the quality of self-reliance and energy expressed by the undertaking of enterprises on the

individual's own volition. The most valuable employees in any organization are usually those who have plenty of initiative and resourcefulness and are ready and willing to do things that they see need doing without definite instructions to do them, and who are willing to accept responsibility. The employee who can see things to do and does them without being told is of much greater value to his employer than the men who need constant supervision. The quality of initiative is particularly valuable in the Forest Service where direct supervision of a large number of the employees is often impossible.

The Forest Service attempts to select Fire Guards who have initiative, resourcefulness, and adaptability. Perhaps the reason some of these men work for the Forest Service is that they are allowed a great measure of freedom in exercising their own initiative.

The Ranger should do what he can to stimulate initiative. Initiative can be stimulated by the delegating of responsibilities to employees. Responsibility aids in developing initiative and should be a technique employed extensively by the Ranger. Frequently the Forest Service employees have good ideas, methods, and suggestions. The wise Ranger listens, watches, and learns. He then gives the men the opportunity to carry

out their methods and ideas if possible and gives the person responsible for a good suggestion the full credit that is his due. This encourages active participation and a feeling of common community of interest between the employees and the supervisory personnel and encourages initiative on the part of the employees.

Another method of stimulating initiative in the Fire Guards is to make each Guard feel that his summer station is his own. Encourage him to fix up his station in the way he desires and let him enjoy it and take pride in its improvement. The Ranger should attempt to furnish as many of the requests for materials for improvement and maintenance of the Guard stations as he can. Of course permission will be necessary before any permanent or major change can be made at a station, but it is seldom that a Guard will request to make any change that is detrimental or not in keeping with the standards of the Forest Service.

The employee will have the greatest pride in the things that he had initiated himself. "The position which ego occupies, " says Walter Pitkin, "in a man's perspective is of highest importance. Achievements are profoundly transformed by a slight shift of ego in the total perspective." (62)

---

<sup>62</sup>Pitkin, Walter B., The Psychology of Achievement, Simon and Schuster, New York, 1931, p. 271.

### NEED FOR ALLOWING MEN TO COMPLETE ASSIGNED TASKS.

One of the most frequently violated psychological principles of personnel management is not allowing employees to finish the tasks they have started. Men usually desire to finish work they have started and if they are to have any satisfaction with their work they should be allowed to see their tasks to completion.

(63) It has been noted that some great artists, on hearing an uncompleted measure of a musical composition feel the desire for completion so strongly that upon reaching a musical instrument they will complete the measure.

When a Forest Service employee starts a job he should be allowed to finish it before he is switched to another job, for if he has any interest in the task at all he will also feel this compulsion for completion. If he cannot complete the jobs he starts and feeling of craftsmanship that he might otherwise possess will be inhibited. Often the employee becomes interested in the accomplishment of a project and will finish it much more effectively than someone else.

Not only does completion of one job before starting another contribute to the satisfaction of the

83Hersey, Rexford B., Worker's Emotion in Shop and Home,  
University of Pennsylvania Press, Philadelphia, Pa.,  
1932, pp. 85-109.

forest employee, but it is an orderly procedure, which will increase output, but which will make planning necessary, so that jobs may be done in order of importance.

Often Forest Service supervisory personnel start a man on a job, then a job of seemingly immediate importance arises, and the employee is put at the new task, thus continually shifting the employee from job to job. This is poor management from any standpoint, and should be eliminated by forethought and proper planning (64) Schell writes, "Don't vacillate. A poor plan persevered in is better than a good one, shifted while being performed. (65)

SEX AND HOME LIFE INFLUENCE ON FOREST SERVICE EMPLOYEES. Sex and home life is related to the supervision of men, because sex and home life is often a factor in the emotional maladjustment of the employees. The experience of many investigations in the field of mental hygiene has pointed to the importance of emotional maladjustment in interfering with adaptation to work. (66) Rexford B. Hersey, in his study of railroad car

<sup>64</sup>Myers, Dr. Harry, Human Engineering, Harper and Brothers Publishers, New York, 1932, pp.136-146.

<sup>65</sup>Schell, Erwin Haskell, The Techniques of Executive Control, McGraw-Hill Book Co., Inc., New York, 1930, 3rd edition, p. 21

<sup>66</sup>Viteles, Morris S., Industrial Psychology, W.W. Norton and Co., Inc., New York, 1932, p. 589.

workers, found that both good domestic relations and satisfactory sexual life were contributing factors to increased industrial output, or at least that when the reverse was true, and a state of unsatisfactory domestic and sexual relations existed, decreased efficiency resulted. (67)

Hersey has also found that, "There can be no doubt that work, home and physical condition, in their broadest aspects are theoretically equally important in determining a man's attitude toward life in general." A serious maladjustment in any one of them, which preys upon his mind and lowers his emotional state, is bound to have reverberations sooner or later in both of the other two." (68)

No Fire Guard can reach the peak of efficiency if his home life is maladjusted, and he is worried about his family affairs. In this case he will be discontented at his station, and besides worrying about his domestic affairs, may frequently desire to go home to see how conditions are there. If a man's domestic affairs are known to be in bad condition before he is employed, he should probably not be employed, and at least, should not be employed in the capacity of Fire Guard.

---

67, 68 Hersey, Rexford B., Worker's Emotions in Shop and Home, University of Pennsylvania Press, Philadelphia, Pa., 1932, pp. 143-175, and 398-406

Some men have taken Forest Service jobs because they wanted to get away from disagreeable home conditions. This is a deplorable situation, for they have too much time by themselves to brood about their troubles.

When a man has been enjoying satisfactory sex life, and is deprived of it for a considerable period, it does not contribute to his peace of mind or efficiency. (69) Local married guard frequently fall into this category, and are frequently deprived of sexual gratification for a period of two or three months which tends to make them restless and dissatisfied with their jobs.

Some Rangers object to women accompanying their husbands to lookout or Guard stations, and believe that it lowers efficiency. Where packing in is necessary, these Rangers argue, that the increased amount of supplies that must be taken in and consequently the additional trouble and possibly expense is not justified. Other Rangers encourage men to take their wives, believing that when the Guard's wife is willing to accompany him to a lonely Guard station, that he will tend to his needs when the work load is heavy or in critical periods when constant attention is necessary to his job. Also when he leaves his

---

<sup>69</sup> Davis, James Eohn, and Wright, John Calvin, You and Your Job, The Haddon Craftsman, Camden, N.J., 1930, p. 181.

station to go to a fire or for other reasons, his wife is on hand to answer the telephone and take his place in the detective organization, and therefore the inconvenience and increased packing expense caused by taking a woman to a Guard station is money and trouble well spent. It appears that the Rangers favoring the accompanying of Guards by their wives have the best foundation for their argument, at least from a psychological point of view.

Many Fire Guard's wives have done yeoman service in case of fire emergencies, and have made themselves generally useful at other times. They have at times been almost as valuable as another man at the Guard station; they have acted as lookouts, reported fires, cooked for fire crews, transported men and supplies, and have fires. It must also be remembered that during the World War many lookouts were manned by women.

If the Ranger exercises wise placement of his personnel, he will consider not only the qualifications of the Fire Guard, but if he desires to have his wife accompany him to his station, the Ranger should also consider the qualifications of the wife. If it appears she will not act as a hindrance to the man in the performance of his duties, the Ranger should encourage the Guard to take her.



If, on the other hand, the Ranger believes the wife of a Fire Guard is the type who will cause trouble need attention and special privileges, and object to absence of the Guard from his station, the Ranger should discourage the Guard from taking her, by placing the man on a station where it is not convenient for a man's wife to accompany him by putting the man on a crew or on a station which has already been established as one where women are forbidden. Such points can be designated in advance, for just such an emergency. Usually, however, when the Guard's wife is afraid of being left alone, and is the type the Ranger believes should be at home, by careful reasoning and use of tact the Ranger can easily persuade the Fire Guard that he should not take his wife with him, and show him the folly of trying to keep his wife on a lonely lookout point.

**PHYSICAL EXERCISE NEEDS OF FIRE GUARDS.** The need for physical exercise may be a consideration for the Fire Guards. During the fire season especially the lookouts may have cause for very little physical activity, other than the use of their eyes, for several days at a time. Good physical condition cannot be maintained without a certain amount of exercise, and the Fire Guards need to be kept at the perfection of

physical well-being at all times, because they may be required to go to a fire where great physical exertion will be necessary. Even for alertness and best efficiency on their stations, Fire Guards need the stimulating effect of physical exercise.

Fire Guards should be given some duty that will require physical exercise every day. The Fire Guard that has to arise early every morning and go some distance for water does not realize that he is actually fortunate. Any time that the fire risk is low and spread of fire would be slow, should a fire occur, or any time that the Fire Guard can leave his station without taking undue chances of fire, he should be given a job to do, so that he does not become too "soft" for arduous work when it is necessary for him to perform it. Every opportunity to let the Fire Guard go for a day, a half-day, or even one or two hours to do improvement work or other tasks should be taken advantage of.

There is no Fire Guard station at which there is not improvement work to be done, either at the station itself or in the immediate vicinity, and the Ranger should prepare a job list of things that are to be done whenever the opportunity permits. The Ranger should over-work his men rather than under-work them,

if he cannot strike the desirable medium between these two extremes. Men will actually be better satisfied when they have work to do and are kept busy, than when they have a great deal of idle time. There are Fire Guards, especially lookouts, who occasionally have the feeling that they should have no other duty than that of looking for fire. The Ranger should change this conception of their jobs.

Physical exercise outside or away from the station and doing other work will also break the monotony of the lookout's job. Viteles has found that, "Work accompanied by monotony is characterized not only by a feeling of dissatisfaction and tension, but also by a distinct change in the rate of regularity of production; this included:--

1. A drop in the rate of work in the middle of the working spell.

2. An increased variability in the rate of work.

Boredom causes a reduced rate of working which is particularly noticeable in the middle of the working spell. This decrease usually lasts from one to two hours and during this time the average reduction in rate of working varies from five to ten per cent." (70)

---

<sup>70</sup> Viteles, Morris S., Industrial Psychology, W.W. Norton and Co., Inc., New York, 1932, p. 521.

If we apply the results of Viteles' study to the lookout situation, we note that the reduced attention is most noticeable about the middle of the working period. Thus, after lunch, the middle of the lookout's working spell occurs from approximately 3 P.M. to 4 P.M.; this is also the period of the day under ordinary circumstances of greatest fire risk and hazard. Thus, if Viteles' figures are applied to lookouts, and there is a decrease in the level of attention and efficiency during the period of the day in which the greatest fire risk occurs, obviously there is a real need for methods of relieving monotony and boredom of lookout jobs. Other methods than exercise will be discussed further under the paragraph of fatigue, eyestrain, and recreation.

Most of the Fire Guards welcome the opportunity to work and are pleased to get away from their stations for short periods. Those Guards who do not welcome this opportunity to break the monotony have already become drugged by it, and are usually the ones who are most in need of exercise and change.

FATIGUE FACTORS IN FOREST SERVICE WORK. Fatigue is a factor in every type of work. (71)

---

<sup>71</sup>Hobson, J.A., Work and Health, a Human Valuation, The MacMillan Co., New York, 1922, 2nd ed., pp. 65-78.

However, little recognition has been taken of this factor (72) by the Forest Service, especially in the lookout and similar positions. Fatigue factors on improvement work are probably fairly well taken care of by the established length of the working day, the action of the foreman, and by the men themselves. Fatigue factors in fire suppression have been recognized but probably not to the extent that they should be. Men are often allowed to work long past any point of efficiency; this is particularly true of the supervisory personnel on a fire, who must bear the mental as well as the physical strain. The muscular fatigue itself may reflect in the nerves of the supervisory personnel and decrease their judgment and emotional stability. (73)

Viteles writes, "Muscular activity may produce nervous as well as muscular fatigue. -- The direct functional impairment of nerve cells located at higher levels can account for, 'mental fatigue' evident in work decrement and in feelings of weariness experienced in purely 'mental' operations. As a practical matter, in so far as fatigue effect itself is concerned, there

<sup>72</sup>Edie, Leon D., Practical Psychology for Business Executives, H.W. Wilson Co., London, 1922, pp.311-336.

<sup>73</sup>Douglas, Paul H., Hitchcock, Curtis N., Atkins, Willard E., The Worker in Modern Economic Society, University of Chicago Press, Chicago, Ill., 1925, pp.26-28.

appear to be little difference between so-called muscular and mental fatigue..... Mental tests of fatigue, occurring in both muscular and intellectual work have included simple tests of sensory discrimination and attention tests." (74)

It is very seldom recognized that the lookout whose's job is to watch for fire is subject to fatigue, yet such is the case. The eye strain which the lookout is subjected to has been found in industrial situations to be very fatiguing. Viteles found that eye strain is a major factor in fatigue, and shows through many studies of actual industrial situations, that decreased output and increased inefficiency result from eye strain fatigue. (75) He also found that attention cannot be maintained at the same level throughout a very long period of time, that is, a graph of attention will not follow a straight line but will present a series of crests and depressions, known as waves of attention. Therefore the lookout cannot be expected to maintain a high level of watchfulness throughout the entire day for he cannot keep his attention fixed

<sup>74</sup>Viteles, Morris S., Industrial Psychology, W.W.Norton and Company Inc., New York, 1932, pp.452-461.  
<sup>75</sup>Ibid.pp.482-493.

for so long a period. To lessen this tendency of attention to waver and increase the efficiency of the Lookout the Ranger should attempt to make the working conditions as good as he possibly can so that undue fatigue and strain are eliminated. (76)

The Forest Service has what is termed a "check look system", where each lookout studies the terrain very carefully following a regular procedure for a designated number of minutes, then another lookout that covers part of the same territory starts his survey of the country for tell-tale smoke. This system is so organized that usually a large part of the terrain is under observation at all times but on one lookout must watch it constantly. This is at least the ideal, however it infrequently works that way.

While probably all ranger districts have this "check look system", often it is poorly observed. Instead each man is expected to be on the alert all of the time. However the Guard's eyes cannot stand the strain of an intent searching all day long, nor is his psychological make-up such that he can maintain his attention for so long a period. If the look-

---

<sup>76</sup> Tead, Ordway and Metcalf, Henry C., Personnel Administration, McGraw-Hill Book Company, Inc., New York, 1920, 1st. ed. pp. 109-133.

out do not follow the routine set up they tend to become careless in the intensity of their survey and of the times that it is done. Strict observance of a check look system will help relieve eye strain and the monotony and boredom of constant scanning of the surrounding terrain for smoke. (The importance of monotony is discussed in the section on physical exercise.)

Another common mistake some Rangers occasionally make is attempting to keep their Fire Guards keyed to a high pitch of effort in detecting of fire at all times. The result is that the daily effort of the Fire Guard becomes one of mediocracy. In such cases, fluctuations in the level of effort are due to the physical and psychological feelings of the Fire Guard with little relation to the severity of the weather or the hazard-ousness of the conditions.

Analyses of the Fire Danger Board ratings, fire occurrence and fire severity, show that on many days there is comparatively less danger of fires starting than on other days, that at certain times of day the hazard and probability of fire starting is much reduced, and that many days on which fires are likely to start, the danger of disastrous spread is negligible. The Fire Guard should be advised as to the class of day, not that they may relax their vigilance on days of relatively low danger, but that they do not need to



maintain the same degree of watchfulness, nor be urged to the same degree of vigilance on days of high fire danger.

Advising the Fire Guard as to the class of day will increase his interest and raise the level of his efficiency when it is needed. (77) The Guard realizes that on some days the danger of fire is not great. If he is urged to constant alertness on such days, he will not be greatly stirred, and will form a habit of disregard for the urgency and need of constant alertness when such occasions are actually present. Thus when the dangerous days occur, he will not rise in his level of efficiency with the degree of danger as he will if he is not asked to maintain a high degree of attentiveness to duty, on days of little fire danger.

RECREATIONAL NEEDS OF EMPLOYEES. Recreational diversion is needed by all workers, to break the monotony of their jobs, relieve boredom, and refresh and reanimate them. "All work and no play makes Jack a dull boy" applies even to the Forest Service employees, and especially to the Fire Guards located in remote places.

---

<sup>77</sup>Ibid., pp. 189-225.

Effort should be made to give men every opportunity for recreation, that is possible without interference with the job. (78)

When conditions are not dangerous from a fire standpoint improvement, maintenance, and construction crews should be allowed and aided to come home over weekend, if they so desire. When conditions are such that they cannot all be allowed to leave during the fire season, if possible part of them should be allowed to come home each weekend and thus rotate the men who must stay in camp.

Fire Guards should be encouraged to take leave when fire conditions warrant. Fire Guards should be allowed to leave their stations whenever possible to acquaint themselves with surrounding country, to catch a fish, or visit a near-by sheepherder. A Guard should be encouraged to take a radio with him to his station and other items that will aid in a certain amount of recreation. The papers should be read to the Guards to help them keep informed, and the office force should be instructed to do what they can to make the Fire Guard jobs more pleasant. Friends should be encouraged to visit Guards when practical, and the Guard should be

---

78. Clark, Niel M., Common Sense in Labor Management,  
Harper and Brothers, Publishers, New York, 1919,  
pp. 64-65.

given every consideration when he has company.

Any companionship that the Guards can get over the telephone or radio should not be discouraged, when it does not interfere or conflict with business of the district. Guards that have access to telephones especially enjoy visiting with other Guards by this means. It would perhaps be wise to establish visiting hours, for these telephone conversations, after work hours and ending sometime late in the evening. During this period of the day every effort should be made not to interrupt these conversations with business matters, and to switch calls for the Guards. The time limit should be set, for some Guards acquire the habit of talking late into the night, and are therefore not in condition to rise early the next morning, and maintain a high tone of efficiency throughout the day.

#### INFLUENCE OF LEAVE ON FOREST SERVICE EMPLOYEES.

A relatively new measure in the Forest Service is the granting of leave, which accrues at the rate of two and one-sixth days per month for all Forest Service employees. (79)

---

<sup>79</sup> United States Forest Service, Administrative Handbook, North Pacific Region, U.S.F.S. Portland, Ore. Revised 1939, Sec. B.

As the Fire Guards are on duty seven days of the week, during the fire season, the object of leave may have been to give men a break in the monotony, and therefore have a more satisfied personnel. However, leave is not always a contributing factor to a satisfied personnel, in fact, in some cases, it has lead to dissatisfaction.

Regulations now say that the personnel should be given leave when desired, insofar as possible, as long as it does not definitely interfere with good protection or other projects. (80) Forest Service employees have not as a rule appreciated leave; they have felt it is their due, in the same classification as their wages, and they have often interpreted the regulation as meaning they shall have leave when they want it. Many Rangers have placed the same interpretation on leave. However, others have placed the interpretation that leave should be granted at the convenience of the Forest Service. Thus, because there is no fixed policy between districts, it has often lead to misunderstandings.

On the other hand, when a Guard is only given leave at the convenience of the Forest Service, it is

---

<sup>80</sup> Ibid., Sec. E.

often given at times when it is inconvenient for him to take it, and he is not able to plan ahead for it, so that it is often wasted. Another problem in this connection is that if leave is taken on a weekend, the Guard gets Saturday afternoon and Sunday besides his leave, because these days are holidays in the Government Service, but if leave is taken during the week, this day and a half is lost to the Guard. Under this condition, it is obvious that nearly all guards desire to take their leave on weekends, and of course from a protection standpoint, this is clearly impossible, as weekends are usually the most dangerous fire days.

Desire for and wondering when he will get his leave often breeds discontent, disappointment, and lowers the Fire Guards efficiency. Before leave was granted, the Fire Guard did not expect to be absent from his station until the fire season was over, and therefore there was no disappointment such as now exists when he does not get his leave when he wants it. For the sake of good personnel management, some definite understanding and standard policy should be made in reference to leave, besides those now in existence, and definite plans should be laid for giving each employee his leave.

ORDER AND CLEANLINESS REQUIREMENTS. Personal cleanliness is expected of all public servants, and especially of employees that make contact with the public. The appearance of the Fire Guard's person and station reflect on himself and the Forest Service. Personal cleanliness is necessary to the Guard's self-respect and morale. (81)

Fire Guards and the Forest Service employees in respect to cleanliness and orderliness are like a cross section of the population. Some are meticulously clean others are slovenly. Slovenly habits are often hard and difficult habits to correct. Many Guards have not returned to their jobs a second season because of their untidiness. The rule of cleanliness and orderliness should be strictly enforced.

Every help and aid possible should be extended to the Guards to help make the task of keeping their stations clean and orderly easire. They should be encouraged in making any improvements and beautification of their stations possible. If the Guard feels that his station is his own, hw will be more likely to take a pride in it's appearnace, cleanliness and orderliness; he will be more satisfied and a more desirable employee.

---

81. Myers, Dr. Harry, Human Engineering, Harper And Brothers Publishers, New York, 1932, pp.105-136.

Proper care and orderliness of station, tools, and equipment are regulatory requirements in a government job such as Forest Service. Orderliness and cleanliness contribute to efficiency, and the maintenance of property and physical stock. (82) Orderliness is an essential of efficiency. (83)

The Ranger district in which the employees are slovenly, the stations disorderly, and the tools and equipment improperly cared for, usually has a very low degree of morale. The Ranger should demand that the employees in the district keep themselves as clean and neat as possible, and keep the equipment entrusted to their care in first class, orderly condition.

#### USE OF PRAISE AND CHALLENGE AS STIMULATING FACTORS.

The correct use of praise or the use of challenge to secure better work is one of the important stimulating tools that the executive can use. Hoppack believes, that self-esteem means more to individuals than money, and that praise is a very effective means of increasing self-esteem. (84) Young, in his experiments found that

---

<sup>82</sup>Ibid., pp.141-146.

<sup>83</sup>Hartley, Lawrence A., Human Engineering and Industrial Economy, Marshall-Jackson Co., Chicago, Ill., 1936, p. 203.

<sup>84</sup>Hoppack, Robert, Job Satisfaction, Harper and Brothers, Publishers, 1932, p. 34.

reward and punishment are both useful in stimulating the learning processes and in stimulating activity. He has used praise as a reward with good results in some of his experiments with humans. (85)

Many men respond to praise, the Forest Service employees are no exception. Subtle praise is often an incentive for increased effort. The good work should be praised, not the man. Such praise encourages many men, and is often cherished by these men, especially those who lead the lonely life of the Fire Guard. If good work is done, it should be commended. Praise is usually effective for the submissive type of individual. (86)

Fire Guards who do not respond to praise often respond to suitable challenge; either challenge of their ability or an arousal of a competitive spirit. A subtle challenge to a man's ability to do a job or to do it as well as others is often a very effective technique with a man of an aggressive type, or when a man is in an aggressive mood. (86)

---

<sup>85</sup>Young, Paul Thomas, Motivation of Behavior, John Wiley and Sons, Inc., Camden, N.J., 1936, pp. 13-45, 291-306, 410-416.

<sup>86</sup>Hersey, Rexford B., Worker's Emotion in Shop and Home, University of Pennsylvania Press, Philadelphia, Pa., 1932.



USE OF PROMOTION AS AN INCENTIVE. There is little opportunity for most temporary Forest Service employees especially the local men or the non-students, to get any kind of substantial promotion. The jobs are essentially seasonal, and the Fire Guard jobs are only for the fire season. About the only available advancement is to secure a more desirable station; the opportunity to get a foreman or strawboss job on trail, telephone and road work in the pre-season and post-season employment, or perhaps a very slight increase in pay. However, considerable importance is attached to even these small indications of promotion.

The increase in salary is not the major consideration in the desire for these advancements, as often there is no accompanying increase in wages, but the employee feels that a shift in what is considered a more responsible or desirable position is a recognition of his abilities or service. When there is an increase in pay, it is usually very small, but prized more than the actual cash involved warrants. Evidently desire for prestige and social recognition is the most important factor involved in these salary increases.

While these men will not openly admit it, observation will show that lookouts are pleased to be

changed out to lookout-firemen positions, and lookout-firemen are pleased to be changed to firemen positions, and laborers to strawbosses, even when these changes bear little or no salary increase, and though the men may complain at added responsibility without added remuneration, they usually are secretly pleased; at any rate they much displease when they are released of responsibility, though with no decrease in salary.

The implication is that even within a ranger district, with latitude of pay schedules there can be established a hierarchy of field jobs based largely on social recognition and prestige; that there can be jobs or goals set up towards which the men can work, and promotion to certain jobs can be used as rewards for superior service. The Forest Service so far has largely overlooked this opportunity and has done very little to establish any promotional ladder.

Whiting Williams says, "This standardized adoption of the job as a reliable indication of social achievement becomes, thus, the capstone of an ascending sequence of well-marked levels of group esteem--levels well marked, but nevertheless, determined by an extremely intricate system of material, monetary, mental and spiritual differentials." (87)

USEFUL INCENTIVES TO INCREASED EFFORT AND EFFICIENCY. It has long been recognized that money is an incentive to work, and to accomplishment, however, many psychologists now believe that money itself is one of the poorest stimulants to effective work. Tipper says, "The wage as an inducement to work is one of the least satisfactory incentives." (88) Stuart Chase, though not a psychologist, says, "...There are many other incentives besides money." (89)

Some specific incentives have already been mentioned, these were praise, challenge and promotion. Various authors give different incentives as the motives for effective work, and the arrangement of the incentives are somewhat different, but the most of the revolve around some factor that leads to the individuals own self-esteem, as reflected in his own accomplishments, in his own eyes, or as he sees it reflected in the eyes of others.

Tipper says, "The most important incentive is the motive of accomplishment....The five factors entering into complete incentives to work are:

---

<sup>88</sup> Tipper, Harry, Human Factors in Industry, The Ronald Press Co., New York, 1922, P. 201.

<sup>89</sup> Chase, Stuart, Government in Business, The MacMillan Co., New York, 1935, pp. 260-261.

1. The visibles objective of the work.
2. The importance of the visible objective.
3. The opportunity for individual expression of skill.
4. The character of the surroundings.
5. The reward." (90)

Myers gives recognition and promotion as important incentives. (91) Young gives praise, reward and re-proof as important incentives and also suggestion and imitation. Young quotes John Frederic Dashiell, who says, "The importance of social knowledge as to how the motivation of an individual may be controlled, by his social environment cannot be exaggerated. It is the problem of problems for psychology as applied to many practical fields of human endeavor." (92)

Whiting Williams says, "...It is futile to argue which is more important, pay, hours, treatment, or shop conditions. They are all indispensable--like all four cylinders. The key to modern behavior is to be found less in the effort to save our physiological skin

---

<sup>90</sup>Tipper, Harry, Human Factors in Industry, The Ronald Press Co., New York, 1922, pp. 201-203.

<sup>91</sup>Myers, Dr. Harry, Human Engineering, Harper and Brothers, New York, 1932, pp. 170-171.

<sup>92</sup>Young, Paul Thomas, Motivation of Behavior, John Wiley & Sons, Inc., Camden, N.J., 1936, pp. 13-45, 410-416, 416-420.

than in the effort to save our social face." (93)

Major-General N. B. Stuart says in speaking of the incentives and motivating forces courage in battle, "Strange as it may seem, the answer is that they are afraid of each other, afraid of losing each other's respect. Esprit in a trained and disciplined unit is based upon natural respect and admiration among its members. The knowledge that he enjoys respect and admiration of his comrades is a source of greatest pride to each member of a unit. The desire to retain this respect, to be looked upon as a worthy member of the unit, is greater than the man's fear of injury, again ...The Spirit of the Team" (94)

Groves lists a slightly different incentive, "Indeed one of the pressing problems of modern life is the excessive craving for the gregarious environment, which seems to be characteristic of civilized man the world around." (95)

From the above group of incentives, some conclusions can be drawn. Wages in themselves, if they be

<sup>93</sup>Williams, Whiting, What's on the Worker's Mind, Charles Scribner's Sons, New York, 1920, pp. 31, 147.

<sup>94</sup>The Military Service Publishing Co., The Officer's Guide, The Military Service Publishing Co., Harrisburg, Pa., 1936, p. 224.

<sup>95</sup>Groves, Ernest R., Personality and Adjustment, Longman Green and Co., New York, 1935, pp. 132-149.

within reason, are a rather insignificant motive, that social recognition and esteem is one of the most important incentives. That accomplishment, wage, position, social value of work, conditions of work, etc. all go to make up the prestige that is attached to work and the social recognition of the individual that does the work. The conclusion can also be drawn that the value of social recognition at its highest is when it is built along cooperative lines. The individual received the highest degree of social recognition when he is a member of a group and upholds the ideals of that group and furthers its causes. This is the spirit of the team or esprit de corps.

One other incentive mentioned, that mentioned by Groves, shows that the Forest Service is laboring under one great handicap, the desire for social companionship, which is a strong incentive for accomplishment. Therefore, this companionship must be established by a vicarious means, via the telephone. And the Forest Service must also strive to counterbalance the lack of companionship by increasing the effectiveness of the other incentives that can be used to build a personnel system with a high degree of morale.

## THE CONTROL OF MEN

The control of men is the art of personnel management that pertains to the correction of erring individuals and the restraint or the subduing of intractable and unruly individuals. In all organizations there are individuals who make mistakes or are guilty of misconduct. There are three degrees of control exercised by the officer in charge, first, constructive criticism, where positive procedure is presented to the individual making the mistake, second, is reprimand where the mistakes are outlined and corrective measures presented, third is disciplinary action, where some actual punishment is imposed.

CONSTRUCTIVE CRITICISM. Constructive criticism is a subtle means of control, that is, when a mistake is observed by the supervisory personnel, the mistake is not specifically called to the attention of the individual making, but a corrective procedure or method is suggested to the individual which, if followed, will eliminate the mistake in the future. Usually the individual at fault will recognize his mistake when such an approach is taken. If correction can be made by constructive criticism, a more positive approach will be taken, and the employee will not feel resentful for the criticism, and there will be no cause for

offense. Criticism given in this manner should be welcomed and such will usually be the case.

The Ranger, when he sees an employee doing something in the wrong way, or making a mistake, should think out the method whereby the employee can correct his procedure and avoid the same mistake in the future. Then he will approach the employee and instead of "Bawling" him out, will tell him how to correct his deficiency, and with a word of encouragement, go on. The Ranger should actually demonstrate the correct procedure if possible.

The Ranger or other supervisory personnel should avoid unnecessary criticism. Unnecessary criticism of inevitable mistakes and the capitalization of mistakes of the forest employees will make them afraid to take any initiative, upset their emotional stability, and decrease efficiency. Many times it is necessary to overlook small mistakes. It has been said that the mark of a good personnel manager is often in knowing what not to criticize and what to overlook, rather than what to criticize. (96)

One Ranger who maintains very good personnel relations usually says little or nothing if one of his employees makes a mistake and recognizes his mistake.

---

<sup>96</sup>The Military Service Publishing Co., The Officer's Guide, The Military Service Publishing Co., Harrisburg, Pa., 1936.



On several occasions when employees have made very serious mistakes or very grave blunders and they have realized the seriousness of their action, and know that the Ranger is aware of what has happened, this Ranger has made absolutely no criticism and has not even mentioned the incident. In other instances, he has made a helpful suggestion, or tried to help the employee rectify the mistake. In such cases, the employees have tried harder to correct their mistakes and to avoid the same mistakes in future, than any amount of lecturing or criticism could have stimulated them to do.

REPRIMAND. Reprimand is a severe and formal reproof, which should be followed by a constructive outline of corrective measures. There are occasions in the Forest Service when reprimand will be necessary to impress careless wilfull employees sufficiently of the seriousness of their conduct that they will desist from their misdeeds.

The Ranger should not reprimand an employee unless the employee has become a habitual offender, or has made a real breach of conduct. The employee who makes a mistake accidentally or through ignorance or lack of judgment, and realizes his mistake and is willing to try to avoid the same mistake in the future should not be reprimanded; he should only be subject

to constructive criticism.

When it is necessary to reprimand an employee, the Ranger should only do so when he has carefully weighed the case and has his own emotions completely under control, and clearly defined course of action and the absence of any anger. Anger hurts the angry more than anyone else. A reprimand will be of little or no value if the Ranger allows his temper to rise. Anger begets anger and the situation will soon shift from a superior correcting an employee for misconduct to the level of two angry men. Anger clouds the judgment and the Ranger's anger will contribute to inaccurate and faulty decisions.

A fair, frank statement of the misconduct should be made. If the employee will make the statement of misconduct himself, he recognizes his error, admits his own guilt and has reprimanded himself. The consequence of the employee's action should be pointed out and the disciplinary action that will be necessary if the acts are repeated should be briefly outlined. Unless a man flouts the rules of the Forest Service or his orders openly and publicly, he should ordinarily not be reprimanded before other people or his fellow workers. If reprimand is necessary, the offender should usually be taken aside and the reprimand

administered in private. The Ranger should never allow his personal feelings to enter into his remonstrance. Forest Service employees, and especially local men, are very sensitive to being "bawled out" and if this should happen before their companions it would be bitterly resented. Men should never be "bawled out" either in public or private. If the Forest Service employee is reprimanded privately, and told of his mistake, the seriousness of his ways, why what he is doing or has done is wrong, what the consequences of such action will be if repeated, and suggestions for the remedy of his actions are made, he will resent the reprimanding much less. Once the employee has been reprimanded, the matter should be forgotten, and never referred to again, and no grudge should be held. (97)

DISCIPLINARY ACTION. Disciplinary action is the correction of delinquent employees by some form of chastisement or the imposition of some penalty. In the extreme form of disciplinary action, the correction of the situation is accomplished by removal of the offending employee. Disciplinary action is necessary when constructive criticism and reprimand

---

97 Hersey, Rexford B., Worker's Emotion in Shop and Home  
University of Pennsylvania Press, Philadelphia, Pa.,  
1932.

fail to bring the desired improvement.

Disciplinary action should be something that is very seldom necessary in the ranger district, but when it is necessary, as it will be occasionally, the Ranger will do well, as in reprimands, not to attempt such action unless his own emotions are well under control, and he is over any feeling of anger, for the employee will quickly notice any such defect of character on the part of the Ranger and will react with his own feelings of anger, and much value of the discipline will be lost.

In reference to disciplinary actions, Major-General Shanks says, "The officer should be calm and dignified. The excited officer, talking in a loud tone and rasping voice to the soldier whose case he is adjusting, accomplished little that is of use. He arouses in the soldier a feeling of resentment that is far from helpful in establishing discipline. The best and most efficient disciplinarians I have known in the Army were men of soft manner and even temper." (98)

The Ranger should consider the man and his temptations etc. and make the disciplinary action fit the case. The Ranger should remove the onus of the

---

<sup>98</sup>The military Service Publishing Co., The Officer's Guide, The Military Service Publishing Co., Harrisburg, Pa., 1936, p. 305.

punishment, he feels it is necessary to impose for the good of the Forest Service as much as possible.

Major-General Stuart said, "No two cases of violation of regulations are ever identical. In each case, punishment must be impersonal. Keep yourself and your authority in the background. Consider the violation of the regulation, consider the circumstances, the provocation, the temptation, the spirit; consider the man, his general conduct, general attitude, his personality, his make-up; then award the punishment which will correct with the least possible humiliation." (99)

Penalties inflicted in disciplinary action may take many forms, in the less serious cases it will probably be the withdrawal of certain of the employees' privileges, in more serious cases, the employee may be changed to a less desirable job or given undesirable tasks, in the most serious cases, the employee will probably be released from his job. Should the case be of such a nature that the employee must be removed from his job, the Ranger should attempt to show the employee that for the good of the Forest Service and the welfare of the public forests, no other action can be taken. If possible, the Ranger should

part with the employee as friends, so that the employee does not depart with ill-will for the Forest Service, and carry it out into the community in which he lives.

If the employee is so inefficient or for some other reason the Ranger realizes that he does not fit in the organization and must be removed, the Ranger should if possible find the man a job that the employee can do, either in or outside the Forest Service, before he takes action, and thus the man may be removed without his realizing that he has been discharged or at least a large share of the cause for remorse will be removed. The Forest Service, as a public agency, and the Ranger, as a public servant, owe to the man in question and to society the attempt to place the man in a position in something, where his labors will benefit himself and society and not cast him out upon his local community or the county for support.

## SUMMARY

Efficient administration of ranger district personnel depends upon a knowledge and application by the supervisory personnel of the techniques of directing, supervising, and controlling the men of the district. These techniques are for the most part a common-sense approach to personnel problems with the recognition of the interests of the employees, and a desire to increase their welfare as well as to obtain efficient output.

## Directional activities:

1. The supervisory personnel directs the training of the employees by furnishing them with material pertaining to their jobs, by explaining the jobs, by examining the employees on material taught, and by making inspections of their work. This should be done in a constructive, practical way.
2. The supervisory personnel directs the introduction of new employees to their jobs, by training them, informing them of the social value of their jobs, and by acquainting them with the other members of the organization.
3. The supervisory personnel directs activities of the employees in safe methods of work, and enforces safety rules and regulations.

4. The supervisory personnel should use their authority only as necessary to direct men in the accomplishment of their work, not for personal gratification.
5. The supervisory personnel issues orders of two types, oral and written. Both types of orders should be clear, concise, and complete.
6. The supervisory personnel should delegate some of their responsibilities to their subordinates, and should give their subordinates the authority necessary to efficiently carry out the delegated duties.

**Supervising activities:**

1. Considerations that should be made in hiring men are, that they have the education necessary, that they are physically fit, that they have the correct mental attitude, that they are not under any emotional stresses, and that they have self-reliance and initiative.
2. The supervisory personnel should make the employees realize the social significance of their jobs by explaining to them the need for their work in the economic life of the nation.
3. The supervisory personnel should make the employees into a cooperative group, where all feel the need to accomplish the objectives of the Forest Service. This can be done by developing the group spirit.



4. The supervisory personnel should encourage initiative in the employees by delegating responsibilities to them by listening to their suggestions, and by encouraging them to do things their own way, as much as is consistent with good work.
5. The supervisory personnel should allow the employees to complete assigned tasks, so that the employees have the satisfaction of finishing their jobs and a pride of workmanship is developed.
6. The supervisory personnel should not allow men with domestic difficulties in Fire Guard positions, and when possible, should give employees the opportunity of maintaining a normal sex and home life.
7. The supervisory personnel should provide measures for insuring that the Fire Guard secure enough exercise to keep them in good physical condition.
8. The supervisory personnel should recognize the fatigue and monotony factors in Fire Guard positions and provide means of relieving the monotony and fatigue.
9. The supervisory personnel should recognize the recreational needs of the employees and allow them all the recreational activity possible, that does not interfere with the performance of their jobs.

10. The supervisory personnel should require neatness, cleanliness, and orderliness of all employees.
11. A better defined system of giving leave should be established to avoid frequent misunderstandings and dissatisfaction.
12. The supervisory personnel should use subtle praise and challenge to stimulate the activity of the employees.
13. A promotional system should be established to give employees an incentive and a goal to work toward.
14. The supervisory personnel should make use of many incentives, to develop a high degree of morale on the ranger district.

Controlling activities:

1. The supervisory personnel should use constructive criticism to correct the minor mistakes of the employees.
2. The supervisory personnel may use reprimand to correct more serious mistakes of habitual offenders.
3. The supervisory personnel may be forced to take disciplinary action and impose a penalty on employees who commit serious offenses, in order to maintain discipline on the ranger district.

## OBLIGATION OF EMPLOYEES AND OF THE FOREST SERVICE

From a philosophical point of view, there are certain obligations and responsibilities of labor to employers and certain obligation and responsibilities of employers to laborers. These same relationships exist between the Forest Service as the employer and the Forest Service employee.

Obligation of Men to the Forest Service. The men who work for the Forest Service, from the Chief Forester down to the common laborer should feel a loyalty and a sense of obligation to the organization which is employing their time. If they do not believe in the ideals and objectives of the Forest Service, they should either get into line or get out.

The Forest Service employee is probably better paid and has more consideration taken of his welfare than almost any other seasonal employee. For example, it is doubtful if anywhere outside of the government service are temporary and seasonal employees given monthly leave with pay. This kind of consideration should be appreciated.

It should be recognized by temporary employees that their jobs are seasonal, that these jobs have never been

anything else, and the Forest Service has always stressed the fact that many of its jobs are of a seasonal character. Men who work for the Forest Service should realize why this is so, and that it is almost impossible for the bulk of the Forest Service employment to be otherwise. Forest employees in temporary positions should not expect to make their total living from the Forest Service, nor to be employed the year around.

Employees should not criticize the Forest Service to the public, nor outside the ranks of the Forest Service employees, if they must criticize at all. Men who work for the Forest Service should boost it and help it to gain its objectives through favorable public education and reaction to its program.

The Forest Service places much responsibility upon its men, giving them a good deal of opportunity for individual initiative, and does not closely supervise them. Men should respect this responsibility and these privileges, and do their best to fulfill their obligations.

Students who are employed by the Forest Service should not feel that the Forest Service owes them a job and a better position when they have completed their schooling. They should remember that they chose to take Forestry of their own volition, and that the

Forest Service was kind enough to give them summer employment, to help them through school, and to give them practical experience. These students should remember that there are many men in the same predicament that they are, and that the Forest Service cannot possibly hire them all.

Forest Service employees should recognize that some seasons the work is easy and that other seasons it is very hard, depending largely upon weather conditions, and that they should always be prepared for the worst and to take the bad with the good, without complaint.

Above all, the Forest Service employees should remember that they are all working together to achieve a socially worthwhile objective, and that each man must do his part and cooperate with his fellow-employees to achieve the objectives of the Forest Service.

THE OBLIGATIONS OF THE FOREST SERVICE TO ITS MEN.  
The Forest Service as a public agency should recognize the social and economic value of labor and its responsibilities to labor. It should strive to make working conditions as good as possible, and should pay a comfortable living wage. The Forest Service as a public agency should set the example for private industry and enterprise.

The Forest Service should recognize the worth of its men as individuals. It should try to place its men where their abilities best fit them. It should attempt raise the living standard of its men and seek their welfare. The Forest Service should realize the importance of its responsibility for the health, safety and satisfaction of its men.

The Forest Service should recognize the need of the local communities in or adjacent to the National Forests, and attempt to give all employment possible to the men of these communities. It must also realize that it is partly responsible for the welfare of the local forest community.

The Forest Service should recognize its obligations to the students whom it hires. The employment of students encourages young men to take forestry courses and after such encouragement the Forest Service should attempt to see that these men who have educated themselves to be useful servants of the public find a place where their training, education and ability can be profitably employed.

When men work for the Forest Service in the summer time, they often lose the opportunity to work at other jobs the balance of the year, so that unless they have some other source of income or some other

job that fits in with the Forest Service employment, they must try to subsist on their seasonal earnings.

The Forest Service is prone to hire good, capable men, and expect them to live all the year on what they make in the summer season. The Forest Service should only hire men that it can use a goodly portion of the year or that have other means of making a living, and should discourage the practice of many employees of the present who are trying to live on a very precarious seasonal income. The Forest Service should do all in its power to eliminate the seasonal character of its work. It expects to hire men for Fire Guards and other positions of superior ability, training, and education. It cannot, therefore, in justice to these men, only offer them a short period of employment. Some provision should be made to employ the key men of the protective force the year around, and the rest of the employees, that cannot be hired for the whole year, should be drawn from men who have other means of support and do not try to live on the seasonal employment alone, or students, who desire summer work only. The Forest Service recognizes the shortness of its employment and because of this shortness of work should try to secure work outside of the Forest Service. The Forest Service should never forget that men are as important as trees.

## BIBLIOGRAPHY OF REFERENCES CITED

- Anderson, Victor Vance, Psychiatry in Industry, Harper and Brothers, Publishers, New York, 1929.
- Dogardus, Emory S., Leaders and Leadership, D. Appleton-Century Co., Inc., New York, 1934.
- Brooks, John Graham, Labor's Challenge to the Social Order, The MacMillan Co., New York, 1921.
- Bowe, Gilbert M., The Knowledge Required of a Junior Forester Appointee, Unpublished, Senior Thesis, Oregon State College, Corvallis, Ore., 1939.
- Burns, C. Delisle, The Philosophy of Labor, Oxford University Press, American Branch, New York, 1925.
- Calder, John, Capital's Duty to the Wage-Earner, Longmans, Green, and Co., New York, 1923.
- Chase, Stuart, Government in Business, the MacMillan Co., New York, 1935.
- Clark, Niel M., Common Sense in Labor Management, Harper and Brothers, Publishers, New York, 1919.
- Craig, David R., and Charters, W.W., Personal Leadership in Industry, McGraw-Hill Book Co., Inc., New York, 1925.
- David, James John, and Wright, John Calvin, You and Your Job, The Haddon Craftsman, Camden, N.J., 1930.
- Douglas, Paul H.; Hitchcock, Curtis N.; Atkins, Willard E.; The Worker in Modern Economic Society The University of Chicago Press, Chicago, Ill. 1925.
- Edie, Lionel D., Practical Psychology for Business Executives, The R. W. Wilson Co., London, 1922.
- Gow, Charles R., Foundations for Human Engineering, The MacMillan Co., New York, 1930, vol. 2.
- Groves, Ernest R., Personality and Adjustment, Longmans, Green, and Co., New York, 1925.
- Hartley, Lawrence A., Human Engineering and Industrial Economy, Marshall-Jackson Co., Chicago, Ill. 1928.



- Hersey, Rexford B., The Worker's Emotion in Shop and Home, University of Pennsylvania Press, Philadelphia, Pa., 1932.
- Hobson, John Atkinson, Work and Health, A Human Valuation, The MacMillan Co., New York, 2nd ed. 1928.
- Hoppeck, Robert, Job Satisfaction, Harper and Brothers Publishers, New York, 1935.
- Military Service Publishing Co., The Officer's Guide, The Military Service Publishing Co., Harrisburg, Pa., 1936
- Munson, Edward L., The Management of Men, Henry Holt and Co., New York, 1921.
- Myers, Dr. Harry, Human Engineering, Harper and Brothers Publishers, New York, 1932.
- Pitkin, Walter B., The Psychology of Achievement, Simon and Schuster, New York, 1931.
- Schell, Erwin Haskell, The Techniques of Executive Control, McGraw-Hill Book Co., Inc., New York, 1930, 3rd ed.
- Snow, Adolph Judah, Psychology in Business Relations, McGraw-Hill Book Co., Inc. New York, 1930, 2nd ed.
- Tead, Ordway, and Metchalf, Henry C. Personal Administration, McGraw-Hill Book Co., Inc., New York, 1920, 1st ed.
- Tead, Ordway, Instinct in Industry, Houghton and Mifflin Co., Boston and New York, 1918.
- Tilgher, Adriano, Work, What it Has Meant to Men Through The Ages, Harcourt, Brace, and Co., New York, 1930.
- Tipper, Harry, Human Factors in Industry, The Ronald Press Co., New York, 1922.
- U. S. Dept. of Agriculture, Forest Service, Fire Guard Training Handbook, U. S. Dept. of Agriculture, Forest Service, Washington, D.C., 1937.
- U. S. F. S., Administrative Handbook, North Pacific Region, U. S. F. S., Portland, Ore., Revised to 1939.
- U. S. F. S., Dept. of Agriculture, Civilian Conservation Corps Handbook, U. S. F. S., Portland, Ore., Revised to 1939.

U. S. F. S., Guard Handbook, North Pacific Region,  
U. S. F. S., Portland, Ore. Revised to 1939.

U.S. F. S., K Safety Reports, U. S. F. S., Portland,  
Ore., Unpublished, 1939.

Viteles, Morris S., Industrial Psychology, W.W. Norton  
Co., Inc., New York, 1932.

Williams, Whiting, What's on the Worker's Mind, Charles  
Scribner's Sons, New York, 1920.

Williams, Whiting, Mainsprings of Men, Charles Scribner's  
Sons, New York, 1925.

Young, Paul Thomas, Motivation of Behavior, John Wiley  
And Sons, Inc., Camden, N. J., 1936.