

SUPERVISION AND STAFF OPERATIONS\*

You are here engaged in a Management Workshop. This is your fourth day. It would be presumptuous--even ridiculous--if I asked you seriously why are you here? But, I would be extremely negligent if I failed to suggest why the Soil Conservation Service thinks you are here.

There is greater need than at any time in Service experience for efficiency and effectiveness in doing what we're supposed to do. And there is more of what we are supposed to do than ever before in SCS-SCD history.

We went through several stages to get to these increased responsibilities and this greater workload. We pioneered for several years. Then we began to make some real progress. Presently, we are recognized as being successful.

And now, that's why we are being asked to do more things than we seem to have money, time, and man-years to do. We hope this is always so.

The SCS has evolved from a soil erosion control bureau into a Service organization--far flung--with key responsibilities in about 18 separate activities depending on how fine or broad you slice up our job. Three of these recently happened--in fact the Secretary just signed the proper documents.

However, despite increased responsibilities the major objective of the Service is still to provide to farmers and ranchers and some others, upon request, thru their own local organizations, technical assistance in applying scientifically sound conservation treatment to each acre and small watershed having soil and water problems. The Work Unit is the level where the total job gets done. The area is the key level of management dealing with

---

\* Rest of discussion led by Norman A. Berg, November 1, 1962, Management Workshop, Soil Conservation Service, U. S. Department of Agriculture, Alexandria, Louisiana

Work Unit activity. We must, therefore, at every level, mobilize our available resources and concentrate on priority items. This is management and it is the job of supervision to help us stay successful as a Service. ~~Some~~ numbers ~~make this input at the Field level.~~

Staying successful--as individuals and as a group depends on planning and on good management.

A few years ago we felt (Nation-wide) a certain degree of "Lack of Urgency" among SCS employees in getting the job done. We talked about need to:

1. Become more enthusiastic about our jobs.
2. Have more respect for decisions.
3. Carry out the policies of the Service and of the USDA.
4. Go forward as a truly national organization.

Today we feel an even greater urgency in that we can no longer afford ourselves the luxury of what our Administrator has chosen to call "Peg-leg" <sup>units</sup> districts. We are underway with support nationwide from our State Conservationists and NACD and State Association leaders to find where they are--and what we can do about our findings. And our limited findings so far show that more of the problem and reasons for low productivity rests with us <sup>with</sup> than ~~four~~ friends.

I have always maintained that if we fail it's our own doing--no one on the outside can push us around (or over) unless we ~~retard~~ decay from within.

In the last six years the SCS has added / 25 percent to our labor force at an increased cost of / 50 percent. This fiscal year it will cost nearly \$5 million more for the Pay Act alone--and next year the total will be close to \$10 million. On the other hand, SCD's have been telling us they should

have about this much more for about three years running just to do what we've been asked to do (without the pay act increases).

Therefore, there is real need for these management sessions--and sincerely--a greater effort is needed to strive and to get the most out of what we have dollar wise and man-power wise!

I've asked myself on this sort of assignment: What is it that one has learned from 20 years of being responsible to and for people--and in 44 years of being one--that may be helpful to others. I can speak from experience that bisects several work levels of this organization in which I have dedicated my life.

First, I believe it helps to be enthusiastic--to be loyal, and to believe in the work we do.

I think there is merit in the sign that says:

If you work for a man--or an organization, work for him--and the organization.

No one is forced to become or to be an employee of the SCS. We ought to like it--at least most of the time--or get out. If you act like as if this--  
your job is the <sup>best</sup> ~~last~~ a going--it catches on.

Second, most of us inherit the people we are working with--or are ~~and~~ responsible for. Certainly, we can move some out--if we don't like 'em--and men do leave periodically, for one reason or another, but my experience has been that we'll go through life and the Service with pretty much the same crew you now see around you every day. Somebody else isn't the answer. So what to do with the present resources--the people--money--equipment assigned to you is what will keep us in business in this decade. We will always have fewer than we think we need--but we can do more than we are now

doing at all levels of the Service.

Thirdly, as managers you are paid to manage. A supervisor is not there just to "whip up the horses"--and make the people you manage work as hard as they can.

Rather, your job and the real challenge is to get the willing, zestful cooperation of your people in accomplishing a job which they have had a hand in planning, and which they want to do because they see it as their work, their opportunity, and their responsibility.

This will to do must come from within the people, not from the outside.

The \$64 question is how can you go about getting this willing, cooperative, zestful effort from your people? Well, it ~~isn't~~ <sup>isn't</sup> easy--but it helps to:

1. Keep your people fully and currently informed--
2. Seek the advice and counsel of your people in the development of decisions that will affect the work they are doing.
3. Work with your people in attempting to solve problems facing the unit.
4. Share with your people the setting of goals or objectives and the performance standards for reaching them.

A four-in-one statement is <sup>//</sup> that full participation in the planning and conduct of their work makes it possible for them to apply their whole intelligence to the task. <sup>//</sup>

1145

1000

2. Chester I. Barnard.

1. Individual superiority in the area of leadership

techniques:

Outstanding physique, skill, technology, perception, knowledge, memory, and inorganization, will command admiration.

2. Individual superiority in:

determination  
persistence  
endurance  
courage

3. Erwin Schell.

Interest in, and affection for people.

Power of personality.

Scientific trend of mind.

The group then developed the results of participation based on the observations of the Western Electric Company-Hawthorne Plant Study. The applicability to the Service work at the Unit level was stressed. This was coupled with the Pittsburgh study in Motivation that listed job satisfiers and dissatisfiers and what could be done about each as supervisors.

Finally, two handouts were discussed:

- 1. Recommended readings
- 2. Pattern to follow

The discussion was then opened up for a wide range of questions on pertinent Service operations.

RECOMMENDED HEADINGS ON SUPERVISION AND MANAGEMENT

1. The Man in Management by Lynde C. Steckle  
Harper and Bros., New York, 1956, 144 pp.  
An unusual approach to management of considerable interest. Easy reading and likely to whet the appetite for more.
2. Psychology in Management by Mason Haire  
McGraw-Hill Book Company, New York, 1956, 212 pp.  
For government people, the first 3 chapters are possibly the most important.
3. Readings in Management. Ed. by Max D. Richards and William A. Nielander  
Southwestern Publishing Co., Cincinnati, 1958, 832 pp.  
Contains 91 articles by different authors, organized in groups dealing with human relations, communications, organization, basic elements of management, and the like. Each article has a bibliography. Probably the best recent book of its kind.
4. Selected Readings in Management. Ed. by Fremont A. Shull, Jr.  
R. D. Irwin, Inc., Homewood, Ill., 1958, 408 pp.  
Contains 33 articles by different authors. Generally similar to the preceding book, but very little duplication of selections, indicating differences of opinion are prevalent in the management field as in other professional fields.
5. The Motivation to Work, by F. Herzberg, B. Mausner, and B. B. Snyderman.  
John Wiley and Sons., Inc., New York, 1959, 157 pp.  
A new concept of motivation based on a new approach. Reverses old concepts.
6. The Principles of Organization by James D. Mooney  
Harper and Bros., New York, Rev. Ed. 1947, 223 pp.  
Still the best thing of its kind in this area of management, although very difficult reading.
7. The Practice of Management by Peter F. Drucker  
Harper and Bros., New York, 1954, 404 pp.  
Provocative, challenging, and thought-provoking.
8. How to Talk with People by Irving J. Lee.  
Harper and Bros., New York, 1952.  
One of the best things of its kind on communications.
9. Principles of Management by H. Koontz and C. O'Donnell  
McGraw-Hill, 1959, 713 pp. Standard book on management.
10. Human Side of Enterprise by Douglas McGregor  
McGraw-Hill, 1960, 246 pp.  
Discusses old and newer concepts of management; an exceptionally fine book.
11. New Patterns in Management by Rensis Likert  
McGraw-Hill, 1961
12. The Successful Supervisor - In Government and Business by William R. Van Dersal - Harper and Bros., 1962.

Here is a good pattern to follow if you are responsible for leading groups in a work situation:

1. Set group goals with the group.
2. Provide the means for the group to reach its goals.
3. Act as a synthesizer--pull together the best ideas of the group.
4. Place your major personal interest in the group.
5. Communicate effectively--perfect your skills.
6. Acquire sensitivity to people.
7. Enlarge your own knowledge and encourage others to do the same.
8. Measure effectiveness of steps you have taken.

Recognize that people are your most valuable asset:

- they have brains (minds and personalities of their own)
- brains are the most productive things in the organization
- your biggest job is the development of an atmosphere in which these brains can--WORK--(effectively!)

The "Boss" of today is not the old fashioned "order-flinger"--he is now Coordinator and Motivator.

#### Final

1. Work hard.
2. Reach out for responsibility.
3. Learn to let go.
4. Do unto others.
5. Be a clear channel.
6. Don't underrate technical skill.
7. Grow out as you grow up.



UNITED STATES DEPARTMENT OF AGRICULTURE  
 SOIL CONSERVATION SERVICE  
 October 1, 1962

AGENDA FOR MANAGEMENT WORKSHOP - OCTOBER 29 - NOVEMBER 2, 1962  
 Room 206 Bentley Hotel - Alexandria, Louisiana

<u>Time</u>	<u>Topic</u>	<u>Speaker</u>	<u>Introducer</u>	<u>Chairman-Discussion Leader</u>
<u>October 29</u> P.M.				
1:00 - 1:30	Introduction and Arrangements	J. B. Earle		
1:30 - 2:15	Management Needs & Program Objectives	H. B. Martin	Harold L. Thurman	Neil Bullock
2:15 - 3:00	Discussion			
3:00 - 3:15	BREAK			
3:15 - 4:15	<u>Managing Yourself</u>	George S. Montgomery	Raymond C. Pesnell	Jesse Goss
4:15 - 5:00	Discussion			
<u>October 30</u> A.M.				
8:00 - 9:00	<u>Working With People</u>	Clyde Johnston	Don Spencer	James G. Guillary
9:00 - 10:00	Discussion			
10:00 - 10:15	BREAK			
10:15 - 11:15	SCS-SCD Relations	Paul H. Walser Assistant State Conservationist SCS, Temple, Texas	Ellis Dawson	Leroy Willie
11:15 - 12:00	Discussion			
12:00 - 1:00 P.M.	LUNCH			

*WAB - P. f*

<u>Time</u>	<u>Topic</u>	<u>Speaker</u>	<u>Introducer</u>	<u>Chairman-Discussion Leader</u>
-------------	--------------	----------------	-------------------	-----------------------------------

October 30 (cont'd)  
P.M.

1:00 - 2:00	Public Speaking	Dr. Charles A. Parker Chairman, Department of Speech, Louisiana College, Pineville, Louisiana	Jimmie P. Maxwell	S. R. Aycock
2:00 - 2:45	Discussion			
2:45 - 3:00	BREAK			
3:00 - 3:30	<u>Self-Improvement</u>		James P. Barbre	Ryan J. Jeansonne
3:30 - 4:00	Discussion			
4:00 - 4:30	<u>Working With Groups</u>		Leon F. Blankenship	Alvin J. Currole
4:30 - 5:00	Discussion			

October 31  
A.M.

8:00 - 10:00	Managing an Information Program	J. B. Earle	Charles Borel	Otho L. LeBlanc
10:00 - 10:15	BREAK			
10:15 - 11:30	Public Relations	Charles G. Arps Speakers Bureau Public Relations Department Allis-Chalmers Manufacturing Co. P. O. Box 512 Milwaukee, Wisconsin	H. P. Fleniken, Jr.	Fermont Hofmeister
11:30 - 12:00	Discussion			
12:00 - 1:00 P.M.	LUNCH			

Chairman-Discussion Leader

Introducer

Speaker

Topic

October 31 (cont'd)  
P.M.

1:00 - 3:00	<u>Communications</u>	Wendell Bray District Plant Manager Southern Bell Telephone & Telegraph Company Lafayette, Louisiana	Pat Strother
-------------	-----------------------	--	--------------

C. K. Elkins, Jr.  
Division Plant Manager  
Southern Bell Telephone  
& Telegraph Company  
Baton Rouge, Louisiana

3:00 - 3:15	BREAK		
3:15 - 4:15	<u>Principles of Organization</u>	O. T. Seely ✓	Clifton Smith
4:15 - 5:00	<u>Discussion</u>	Obie L. Masingale	

November 1  
A.M.

8:00 - 9:00	<u>Principles of Planning and Scheduling</u>	Chester Bellard ✓	Eloi Primeaux
9:00 - 9:45	<u>Discussion</u>		
9:45 - 10:00	BREAK		
10:00 - 11:00	<u>The Supervisor's Job and Supervisor-Employee Relations</u>	E. H. Greene	Fermont Hofmeister
11:00 - 12:00	<u>Discussion</u>		John H. Hogan
12:00 - 1:00 P.M.	LUNCH		

Chairman-Discussion Leader

Introducer

Speaker

Topic

November 1 (cont'd)

P.M.

1:00 - 2:00 Norman A. Berg Rollie H. Spinks S. A. Thibodeaux

Supervision and Staff  
Operations

2:00 - 2:45

Discussion

2:45 - 3:00

BREAK

3:00 - 4:00

How to Train Employees

Wayne Fallin Pat Strother Francis Ezernack

4:00 - 5:00

Discussion

November 2

A.M.

8:00 - 9:00

Controlling: (Audits,  
Examinations, Inspections,  
and Administrative Reviews)

D. L. Richardson Harold L. Thurman Joe C. Colvin

9:00 - 9:45

Discussion

9:45 - 10:00

BREAK

10:00 - 11:00

Films

John Cross

"The Eye of the Beholder"  
"Our Land - Its Many Faces"  
"We Share This Land"

11:00 - 11:30

Summary

H. B. Martin