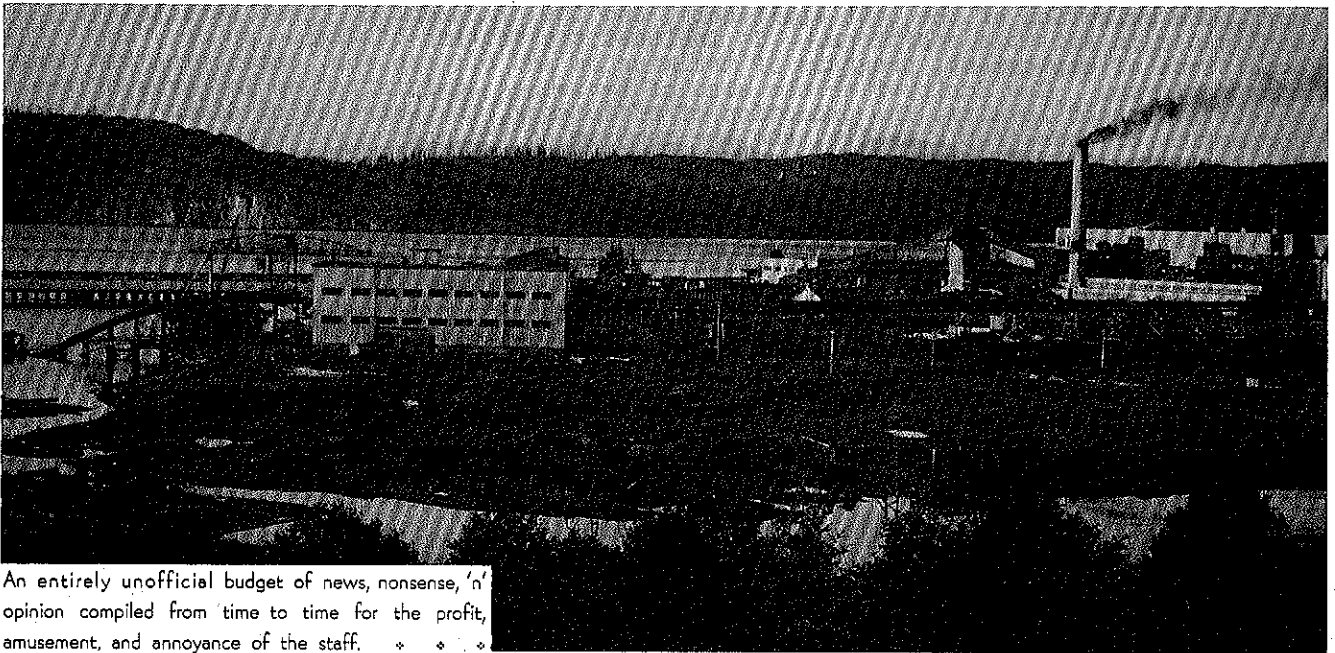


FOREST SERVICE NEWSLETTER



An entirely unofficial budget of news, nonsense, 'n' opinion compiled from time to time for the profit, amusement, and annoyance of the staff. * * *

No. 110

VICTORIA, B.C.

SEPTEMBER, 1952.

PRINCIPLES OF PERSONNEL ADMINISTRATION

by W.J. (Jim) Williams,
Personnel Officer.

Sometimes I wonder why I gave up ideas of going into Science in order to take up personnel work. In Science, you know that Hydrogen plus Oxygen gives water. But in Personnel Administration, a vacant position plus a body to fill it can give more different results than a Chinese puzzle. Why? Because none of us are merely "bodies" filling a position. And that is the whole basis of Personnel Administration.

Every book that has been written and every lecture delivered on the subject of Personnel Administration has been founded on the recognition of individual differences and a basic respect for the individual human personality. Most practical, personnel people of my acquaintance avoid the use of such terms as, "human motivations," "psychological approach," "personality deviations," and so forth. We are always a little suspicious of the character who claims he can understand everybody (including women) and explains them in complicated terms. The text-books and the clinical psychologists have a very real place in our world and have undoubtedly had a great deal to do with the resurgence of a respect for the individual worker in North American industrial circles. But, here, we are more interested in Personnel Administration as it affects us in the Forest Service.

What is meant by Personnel Administration? What does it include? How can we tell if it is good or bad? What makes it good or bad? How does it affect me as a Forest Service employee? What can I do about it?

We all know that a company may boast of the highest wages in town but still not have a good personnel administration. On the other hand, the outfit with the best personnel administration can't keep its employees at half wages. An organization may have a selection-system that picks out only the very best of applicants for employment, yet, due to poor personnel administration, fail in its business. In some places, strict order and discipline may seem to be the signs of efficient, satisfying conditions, while in others, informal friendliness may give an even better picture of hardworking, co-operative teamwork. If none of these things alone describes what is involved in Personnel Administration, what does? Perhaps we may say that it is the sum total of EVERYTHING in our working life which affects our state of health, state of mind, and the state of our pocketbooks. Or it may be put in reverse - the sum total of everything in our individual life which affects our Work.

It seems, then, that there are two points-of-view, - the Employee's and the Employer's. As Employees, from a strictly selfish point of view, we feel that the personnel administration of the organization should help us obtain work for a livelihood, should place us in work best suited to our interests and capacities, enjoyable, and with at least acceptable conditions and salary. We feel it should help us get a chance to learn if we want to learn, to develop if we want to develop, to receive more pay (frankly we're not too concerned if we've really earned it or not), to receive promotions (ditto), and to have easier working conditions. We think good personnel administration should include granting us Security of employment, and giving us the assurance that our interests are always being considered, that our boss is honest with us, is always interested in us, and will look after us if things get tough. As employees, we feel we should know what's going on, we want to be "in" on things, we want our ideas used (if they work we want the credit, but if they don't work ----?). Our basic purpose is to earn a good living but, as Employees, we feel that somehow in his personnel administration, our Employer should also provide the opportunities for us to get all we might out of our working life.

Principles of Personnel Administration (continued)

Then, on the other hand, there is the Employer's point-of-view. To the Employer, Personnel Administration begins with the encouraging of people to apply for work, the selection of the best applicants, and the placement of these selected applicants in suitable positions. It includes the setting of wages, grades, and conditions of employment, programs of training on and off the job, developing the best in each employee. The Employer thinks also of Personnel Administration in terms of the encouragement of loyalty, the promotion of efficiency, the exercise of discipline, the correction of undesirable traits, and the removal of the most unsatisfactory employees. The Employing Organization's basic purpose is the economical accomplishment of work.

In my opinion, the whole object of personnel administration is to strive continually to bring these two points-of-view as close together as possible, - to promote good work through satisfactory employees. This is based on the simple logic that, since work is produced by people, it is important to concentrate on the welfare of the people who do the work. This is demonstrated by the increasing recognition by employers of the need for their concern for their employees' general welfare with regard to such things as safety, housing, sick-benefits, and pensions. Since there are two points-of-view, Personnel Administration must necessarily involve continual compromise. It is a matter of continual interpretation of the worker to the employer and of the employer to the worker. In some cases, or on some occasions, a decision is favourable to the Employee's point-of-view and at others to the Employer's point-of-view. Nevertheless, the two are very closely allied.

In practice, a great many employees are also representatives of the employer, because they supervise other employees. Here the two points-of-view are closely knit - an interest in personal welfare, together with the desire or necessity to get the job done. The "employer" is in fact a large group of employees organized into levels of responsibility. Even the man with only two other people working under him is interested in the results of Personnel Administration from both points-of-view. At one time he may wish for himself a higher salary or promotion over others even with better qualifications, and yet at the same time wishes for a careful, critical selection to be made of the men who are to work under him. He wants production from them. He wants only the best of workers, keen, intelligent, loyal, happy. He wants support from higher up in his efforts to train them, to reward them for their good points and to discipline or correct them for their bad points. To gain their loyalty, improve their efficiency, and have their confidence, he knows (or should know) that he must be just in his treatment. He must trade his desire for production with their desire for satisfaction in their work. In some cases he says, "Work well for me and I'll give you ---." In other cases he must say, "If you don't work better for me I will have to take away ---." In the next breath he himself may say, in effect, to his senior, "I'm doing a good job for you (in my own personal opinion). Why don't you do something about it? No matter what you may think, I have a good opinion of my worth." And he expects a satisfactory answer and should get one. One of the lessons that we must learn is that our welfare as employees depends finally on our ability to produce.

The success of a program of Personnel Administration is measured by examining two things: Firstly, that intangible thing called employee morale and, Secondly, that hard reality called work-production. This is not a slave state. Employment and production are not forced. We believe in high production as a result of high employee morale. High employee morale depends on the confidence of the staff in the Personnel Administration of their organization.

Confidence is only developed over a period of time, as the employee forms a general picture and opinion of the organization in which he works. What mental picture do you have of the Forest Service's concern for good Personnel Administration? Some errors will be made; something may be over-looked. It is inevitable that we will not like some actions and will agree with others, and no doubt every action with which we do not agree tends to break down, to some extent, our growing confidence and appreciation of our organization. The important thing is the picture which develops over a period of time. Neither "wishy-washy" sentimentality, nor sheer, hardheaded, stubborn toughness can have any place in the personnel administration of a good outfit. That applies from the middle of an organization both ways.

That brings us to the most important point, at least from a Personnel Officer's point-of-view: - that any one along the line can make or break both employee morale and work-output in his section by his own attitude. The sour-grape type, the guy that can never forget that once he got a tough break or raw deal (and possibly takes pleasure in giving raw deals in turn); the fellow who decides he's caught the bus and doesn't need to run anymore (just get by and draw a cheque); and the unfortunate soul who's had a rough time in life and feels it owes him a living; these, and others, are found in any organization and must be dealt with adequately. Some respond to special attention and understanding. Unfortunately, however, as with any business, the Forest Service is not a philanthropic organization. It can't spend the time or the money a University might devote to a truly adequate study and attempt to make a good every employee. We have a job to do and a service to perform. There is no room for those few with only one point-of-view - either "all employer" or "all employee."

We want an organization of which we can continue to be proud - proud of the work we do for the Province and proud of the kind of outfit we belong to. We know it's a good outfit and the public knows it's a good outfit. This effect has only come from the healthy, red-blooded optimism, the good humour, the patience, the square-shooting and the continual striving for improvement of all our "good Forest Service Types." If we keep it that way, Personnel Administration continues to be a pleasure for us all and will never become a problem. Are you and I "good Forest Service Types?"

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PARKS & RECREATION DIVISION

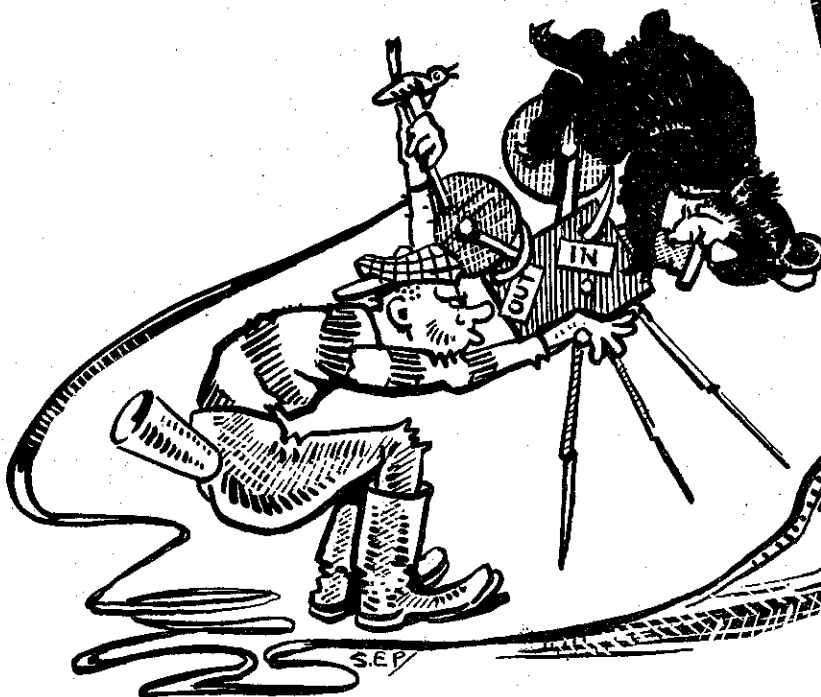
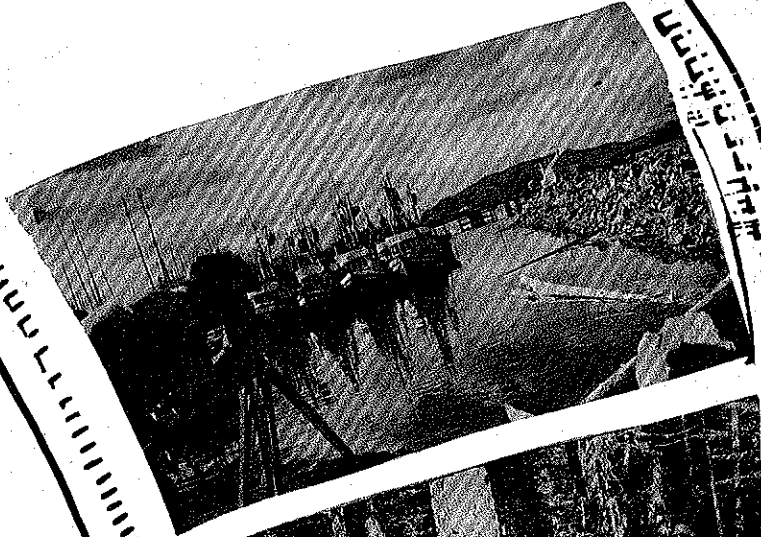
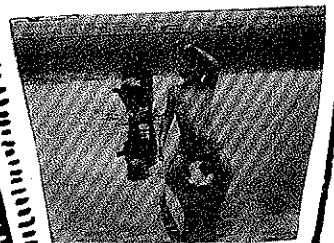
MOVIE PREVIEW OF "ISLAND PARKS"

AT LAST THE MOVIE HOLLYWOOD SHUDDERED TO MAKE HAS BEEN CAPTURED IN THE SCINTILLATING BRILLIANCE OF GORGEOUS COLOR. A FEARLESS PARKS FILMING CREW, RISKING LIFE, LIMB, DIGNITY AND DIVORCE, HAS DARED TO PROBE THE DEPTHS OF PASSION OF THE ELUSIVE ZEL, THE MAD FANCIES OF A PARK ATTENDANT, THE THRILLING ADVENTURE OF A HUNGRY TOURIST FIGHTING FOR A PICNIC SEAT.

STUPENDOUSLY COLOSSAL AND MIGHTILY MAGNIFICENT IN EVERY WAY, THIS SCREEN EPIC IS BOUND TO THRILL, CHILL AND NO DOUBT KILL THE NERVOUS.

WATCH FOR IT! WAIT FOR IT!

ADULT ENTERTAINMENT ONLY



NEWSLETTER

4.

THIS LOOPER BUSINESS

The following report by the Dominion Insect Survey, addressed to the Chief Forester under date of August 12th, should be of more than common interest to the entire field staff:

"During the month of July several economic forest insects have been found in greater numbers than in the last several years. No severe defoliation has yet been reported with the exception of the tent caterpillar in aspen stands throughout many parts of the interior of the province.

"In the interior of the province there appears a general increase in the numbers of western hemlock looper, false hemlock looper, and black-headed budworm. The western hemlock looper has not yet increased significantly in population in the coastal region but the black-headed budworm has occurred much more prevalently on the coast this year, particularly in the Prince Rupert District both on the coastal mainland and on the Queen Charlotte Islands. The false hemlock looper occurs mainly on Douglas fir stands in the interior. None of these insects is causing any appreciable damage at present but since all three were somewhat associated at the time of the last outbreaks their increased occurrence in widespread parts of the province is of considerable interest.

"One forest looper (*Melanolophia imitata* (Wlk.)) is extremely plentiful this year both on the coast and in the interior in hemlock stands but it has never before been known to cause serious damage and its prevalence is not yet considered particularly hazardous.

"The two-year cycle budworm has been dealt with in a separate report covering the northern interior and other high altitude spruce-balsam stands. The one-year cycle spruce budworm in Douglas fir stands is remaining in very low population and there is no indication, this year, of the beginning of any outbreak.

"Dendroctonus bark beetle damage appears to be about the same as last year. It occurs in many small patches throughout stands of Douglas fir particularly near Quesnel, Clinton and north of Merritt. In white pine stands D. monticolae Hopk. is still prevalent around Shuswap, Arrow and Trout lakes. A small area of ponderosa pine is being attacked by Dendroctonus brevicornis Hopk. in the vicinity of Aspen Grove."

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UPSIDE DOWN AND BACKWARDS?

There are more ways of killing a cat than choking
that suggests Christian Phyl and butter with it
there are more ways of printing the Queen's English
right to left of succession conventional the than
lines. If we could educate stenographers and printers
left to right and right to left alternately print to
reading time could be cut by at least 10 per cent. Phyl says
nights sleepless untold her cost has invention the
and that it was prompted by an uncontrollable urge to
our on burden the relieve to practical something do
staff of armchair foresters swamped under stacks of
#reading, reading, reading, reading, reading, reading#
The newly invented punctuation marks (#) mean "You may
ended really That) ".end. either from line this read
this effort but we felt we should explain that Phyl
when go should period the where decided yet hasn't
a sentence ends on a reverse line. Hence the two
periods.

... ..

NEW PUBLICATIONS

The following publications have been published by Public Relations since the last list of New Publications was carried in the June, 1952, edition of the Newsletter:

Research Note #21	"An Analysis of the Difference in Gross Merchantable Cubic-foot Volumes of the Upper Fraser Uneven-aged Spruce-Balsam Type When Computed by 2-, 4-, 6-, and 8-inch D.B.H. Classes;" Part I by R.M. Malcolm; Part II by J.L. Alexander.
Technical Publication T.24	"Nursery Practice at the Green Timbers Forest Nursery", by T. Wells. A revised edition of the original T.24 issued in 1940.

Multiple, Site-Class Volume Tables in Board Feet for the Vancouver Forest District.

Folder - Roadside Campsite and Picnic Sites in British Columbia.

Copies of these and all other technical and lay publications of the Service are available from Public Relations, Victoria.

August Housekeeping

Seems like several of the boys from the District Forester down have been keeping house lately. Every year at this time the ladies' side get an urge to go somewhere. Maybe it's the large Department stores in the big city, the salt water, the hard pavement or an unnatural desire to completely wreck the household economy or perhaps a last-minute fling before the family returns to school. Some of the more fortunate, like Cy Phillips, the District Forester, never go home except to muss up the house a bit more and maybe hunt up the better chinaware as all the ordinary stuff is either in the sink or hidden away. Next year we propose to put on several housecleaning bees just before our ladies get homesick or run short of funds.

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Pursuing the case of the deserted husbands, we find they have no legal status. The law will recover a missing breadwinner who flies the coop but if the Queen Bee leaves the hive you make up your own safari, or put new bait in the trap. In the meantime, get rid of all the empties or other evidence of parties or late nights and, if possible, make the bed.





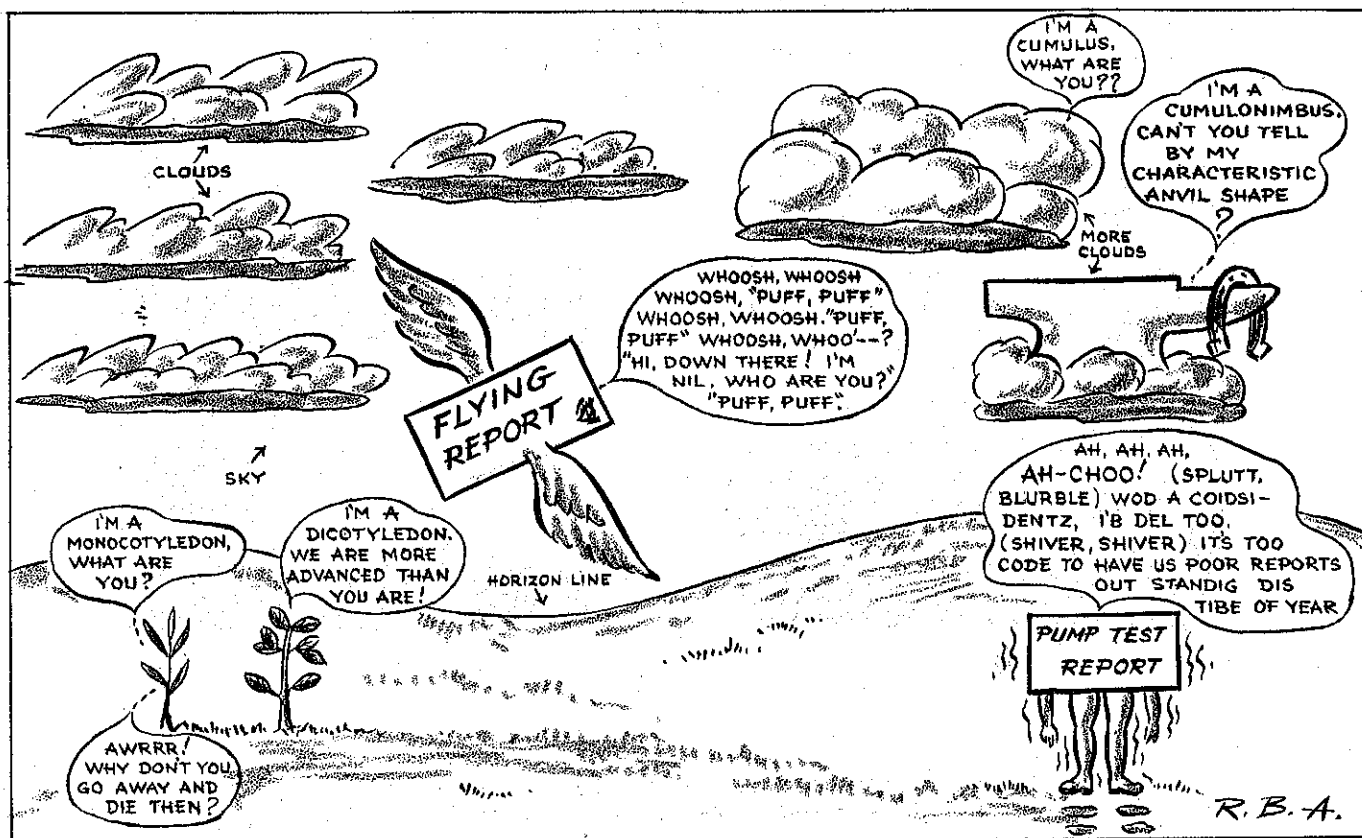
Walter Henning is expected to follow his family to Victoria in September where he will be in Protection. We will miss Walter but can quote many other instances of Victoria's gain in the past 30-odd years. In exchange we hope to get Gordon Abernethy as our new Assistant District Forester. All Gordon needs is a country estate with three or four bedrooms and the latest thing in oil heat and a cozy fireplace for long winter evenings.

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Our sympathy goes out to Miss Roberta McInnes of the clerical staff who was called to Vancouver on the death of her brother.

This summer will long be remembered for the dry July and August and the big Burns Lake fire. We had better luck in Fort George but at that we had several mill-losses by fire and some anxious moments. See the statistics for full details. According to Indian lore it will be a long hard winter, as the berries are few and the white man is buying lots of wood.

RALPH ANGLY'S FLYING REPORT



6.

Prince George District (continued)

Staff Stuff

Miss Marion Laferre has announced her intention of leaving for Calgary. We will miss her in the Operations office after two years of conscientious effort behind a typewriter.

Miss Anne Mathews is our new Junior Draughtsman, or should it be draughtslady? Although a qualified stenographer, she prefers drawing straight lines, good on curves too.

Mrs. Ethel Manton is back on the job after being on the sick list and is catching up on silviculture and land examination reports.

Morale was at a low ebb last month when everyone changed offices. All the files were concentrated and we had the general public rather mixed up for a few days. Now it all seems for the best and everyone is happier in a new location. It also gave us a chance to get a broom into a few odd corners. We still hope to get a new building someday!

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People!

Fire Boss to firefighter, "Here you, carry this lantern so that these men can couple up the hose."

Next day at noon. Fire Boss to firefighter, "What are you doing?"
Fighter, "Still carrying that lantern, Boss."

Over the Counter:

Tourist to Flora Wood (Reception Desk)

"Is this where we get a forest fire permit? We are planning on a trip to Tweedsmuir Park."

(Prince Rupert District please assign a patrolman to this party).

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Welcome, Bill

Last, but not least, we welcome "Bill" Churchman on accounts. At one time we were annoyed with Bill when he married our popular file clerk, Helen, but now all is forgiven.

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PRINCE RUPERT DISTRICT

Fire!

There hasn't been such a bumper crop in years, and let's not talk about setting precedents. Burns Lake, Southbank, Pendleton Bay, Terrace, and Ocean Falls Districts all had their hands full. Lightning was the villain who marred the nice, sunny weather by starting runaway blazes in the most outlandish localities.

Luckily, the outlook is cooler and soon everyone can lay off the toughest job in the Service for another winter.

Operations would like to thank the men who battled the huge Tintagel fire and helped keep it within a couple of reference maps, and especially to Bill Cooper of B.C. Central Airways who flew many weary hours to help them keep track of things.

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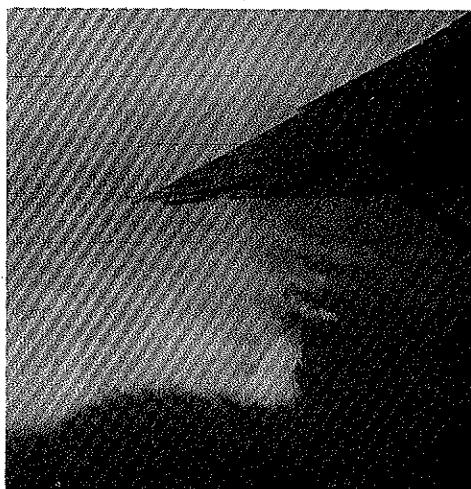
Tragedy

The sincere condolences of the Forest Service go out to Mrs. Harold Gordon whose husband lost his life on the Tintagel fire-line. Also to the relatives of Mr. H. Hunter who, at time of writing, was still missing from the ranks of the Tintagel fire-fighters.

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Tintagel blows up



.... and jumps fire line

::: :::

Other District News

"Indestructible" Jack Mould, after surviving numerous incidents involving bear-traps, car-chains, and other weapons, is now laid up with illness. Get well

Prince Rupert District (continued)

Other District News (cont'd)



Ranger Jack Mould and his beartrap.

quick, Jack, please, or you'll have us over helping you out by writing your 297's.

And we hear Marvin Kullander is adding insult to injury by prosecuting 'em and slapping 'em back on the fireline.

MacMillan's at it again! A nice letter was received from Lands thanking us for the job the "Lillian D" did getting the "B.C. Surveyor" off the rocks in Dean Channel and over to Bella Bella for repairs.

Rupert Office

Fires up-country and rain in Rupert cancelled the office picnic scheduled for the middle of the month. Oh well, September might surprise us with a sunny weekend complete with advance notice from the weatherman.

Much moving around:-

We would welcome Mrs. Percy Young, now arrived, and we hope, fairly well settled. Oh! moving.

Mrs. Axford's husband was transferred to Vancouver, so naturally she's gone too, leaving Operations short an efficient clerk. (Note for Mr. Fox).

Miss Anne Dumas, long a popular member of the Rupert family, is now in Protection, Victoria.

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Eric Moyes, the new slash disposal officer, is expected shortly. We gather he must join the flock of foresters with families currently flitting from branch to branch looking for a roost out of the rain. Cheer up, fellows, we'll put up tents!

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And Jack Scott now reports he's receiving applications for scaling permits on floral stationery. (He has absolutely nothing to do with stumpage rates).

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In Harness Again

We read with interest of the swearing in of a new police magistrate for Richmond District earlier this month. The new magistrate? - Charlie Haddon, long-time Forest Service officer and ex-District Forester, Vancouver.

Good luck to Magistrate Haddon! Heaven have mercy on those who might burn without a permit!

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A small item in the Omineca Herald, Terrace, B.C. caught our eye.

CARD OF THANKS

Flowers for the living ...
To the gracious folks of Terrace
who befriended us.
To the business owners who attended
us.
To the store clerks who tolerated
us.
We say Thank You ...

B.C. Forest Service
Boys' Camp, Lakelse Lake.

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THE MASTHEAD STORY

The picture on this issue's masthead is a view of part of the new \$40,000,000 paper mill at Duncan Bay, Vancouver Island. Those mountains in the far background are just behind Powell River on the Mainland.

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