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This is an oral history of my early life and Forest Service career. My name is James E. Webb. My nickname is Jim. My Forest Service career spanned from 1956 to 1989, plus the summer that I worked as a student in the summer of 1953.

Personal Background

I was born in Asheville, North Carolina on February 23, 1934. This area is the western part of North Carolina. It is a mountain area made up of the southern Appalachian Mountains. My mother was Nellie Creaseman of Azalia, North Carolina. She was of German and Scot-Irish descent. My father was James E. Webb, Sr. of Asheville, North Carolina. He was of English and German descent.

My father was born and raised on a mountain farm near Asheville. He did early electrical work and helped pioneer that occupation in the Asheville area. He talked all of his brothers into going into the electrical trade. He served as a National Guardsman on the Mexican border in 1914. In 1917 and 1918 he was in France in World War I. In the late 1920's when the Great Depression hit, the electrical trade—along with other business-oriented opportunities—fell flat. My father went into being a deputy sheriff in Buckham County. He was always interested in farming and many years through his life he was a part-time farmer.

My mother was always a homemaker and was at home looking after the household and four children. The four children consisted of a brother 10 years older, a sister 8 years older, and a sister 4 years younger.

My early schooling was all public school and started in 1940 when I enrolled in Hawk Creek Elementary School. I attended that school for 5 years and then in 1945 my folks bought a small farm and some acreage further out in the Swannanoa community. I attended the rest of elementary school and high school at Swannanoa. I graduated from Swannanoa High School in 1952 along with 42 graduates. As a pre-schooler I liked to do a lot of creative outdoor play alone or with neighbor kids. This involved playing soldiers, sandlot football and baseball. As a youngster I had a creative imagination and would build small-scale villages, roads, and other developments in our garden or in the woods.

World War II influenced me a lot. I would pore over the weekly copy of "Life" magazine and I'm sure this had a lot to do with developing my reading skills. My brother, who was 10 years older, was in the U.S. Navy; I had cousins and neighbors who were in the various services. A cousin and neighbor were killed in the war. I knew them and their families personally. I read and discussed current events of that time with my folks. I loved sports growing up. I played high school football all four years; I started as a freshman at 115 pounds and finished as a senior at 150 pounds. I played both ways in those days: Center on offense and linebacker on defense. We were playing in the day of leather headgear and no face masks. In my junior and senior years I played all 20 games without a substitution. One of my moments of glory was intercepting five passes in my senior year in one game.

I worked three summers in high school. I was paid in those three summers \$15, \$30, and \$35 a week. This work consisted of a small food market, a textile manufacturing plant and a public golf course as a groundskeeper. During the year in the my neighborhood and on our farm, I did part-time work mowing grass, putting up hay, cutting pulpwood and did all kinds of chores

on our small farm which dealt with livestock, fuel crops, family garden, yard upkeep, thinning and clearing trees.

Some special events that I still remember growing up are as follows: In 1938 when I was four years old I remember the birth of my younger sister. I remember the bombing of Pearl Harbor in 1941, the invasion of Normandy in 1944, the end of the European and the Pacific War in 1945. I also remember being told of my cousin and neighbor friend who were lost over Europe in the Army Air Corps in 1943 and 1944. Our moving day, when I was 11 years old, from Hawk Creek to Swannanoa was very eventful in 1945. Another event that is memorable and very important to me was when I met my future wife when she was 14 and I was 16 in 1951.

Many people were influential to me during my school years, but I particularly remember a young minister and his family who would commute from Tennessee to be the minister of our small church. I joined the church while he was our minister. My high school coach--Judd Walden, two of my high school teachers, in particular my science teacher—Miss White, and a social science teacher—Miss Wren, were very influential.

Some heroes that I can recall and account for were: Robert E. Lee, the Confederate General; Thomas Jefferson, Franklin Roosevelt, and Harry Truman. Being very interested in sports, Doc Blanchard of the great West Point football teams of the early 1940's, Charlie Justice, a local boy who became All-American at the University of North Carolina, Lou Gehrig of the New York Yankees, and one that might surprise some people, Richie Ashburn, center fielder in the late 1940's and early 1950's for the Philadelphia Phillies.

University Career or Other Educational Experiences

I attended North Carolina State College in Raleigh; it's now called North Carolina State University. I chose North Carolina State because it had a well-recognized and well-developed

forestry program; it had ROTC training, both Army and Air Force, and it was an in-state school. I think I chose forestry because the work in that field sounded interesting and needed throughout our country. Public service was very important to me. I never considered business or private enterprise. I was influenced by some people who really impressed me who were in the field of forestry. And last, but not least, I think the area of western North Carolina, where I grew up, had forests and parks and these were very important to this area and they played a key role from the standpoint of maintaining the beauty of the area, plus they were important from a tourist and recreation standpoint.

At North Carolina State College I felt that the program I was taking in forestry.....the overall college was strong in many departments. An example would be the math department, English and botany. My forestry curriculum allowed me to take electives and they were very strong in history, sociology, and geography. My first two years in ROTC were required and I elected the Air Force. After considering that at that time they were primarily looking for pilots, I decided to change to Army ROTC, the advanced program at the start of my junior year. It was a very strong program. It more than met the minimal government requirements. Leadership was an emphasis. The program was excellent in management, communication, and leading small units. Some of my favorite subjects in overall college curriculum were dendrology, geology, soils, ecology, history, silviculture, surveying, my Army ROTC courses, sociology, and world geography. Some of my dislikes were plant physiology, physics, and contemporary civilization.

I think my forestry education at North Carolina State well prepared me in many ways; but in looking back at it over time, it provided a strong, basic education. I mastered many field techniques. We had a requirement that we had to attend and receive college credit for 10 weeks of a sophomore summer camp that was held in the piedmont section of North Carolina for eight

weeks and in the mountain area for two weeks. Then, the last half of my senior semester we had an eight-week spring forestry camp in the coastal plain of North Carolina. We also had a required approved work assignment for one summer with a forestry organization.

Another area where I feel the program at NC State prepared me well was that I had a good, general knowledge of the field of forestry. By choosing ROTC as almost a minor, it was strong in developing my management leadership and people skills. Also the curriculum provided room for social science electives, which I have always had an interest in and still do. Probably one of the weaknesses in looking back was that the forestry part of my program was weak in multiple use forestry.

The Forestry School at North Carolina State was one of six schools in the college organization. We had about 200 students, both in undergraduate and graduate programs, at that time. The professors in forestry and the dean of the Forestry School knew all 200 students on a first-name basis. Some of the noted people in my field at that time at NC State were R. J. Preston, the Dean; Wally Mackey, Head of the Forest Management Department, and Ralph Bryant and Dr. Miller. Some of the most memorable professors and instructors I had were Charles Lewis of the Math Department, who was well-organized, knew his material, was fair, and had a real sense of humor; Walt E. Mackey of the Forest Management, who was brilliant, cared about his students. I would put Ralph Bryant, George Slocum, and our Dean of the School, Dick Preston, all in the same category. What I remember about them was that they cared about the students, got to know you and they followed you all through college and they were good counselors.

On one of my part-time jobs on campus I worked for a U.S. Department of Agriculture Soil Scientist named Luke Forest. I worked for him and then later when his funds on his project

ran out, I did a lot of work on his house to help him out in yard work and maintenance. He had a real personal impact on me and I considered him a very good friend. Another instructor whom I thought a lot of was in my freshman year in Air Force ROTC when I had a full year of world geography and Capt. Rollins was the instructor. He had an outstanding course which I really enjoyed and got a lot out of. Extra-curricular activities took up some of my time. I was in student government for two years. This was overall college student government. I was actively involved in the Forestry Club and did assignments as Vice President and President of that club. My junior year I was selected for a Service Honorary Fraternity in Agriculture and Forestry, Alpha Zeta. I participated in intramural sports with my dormitories. And, of course, my social development did not take a back seat. I was able to date Jeannie Bryan my senior year and we were engaged that spring of my senior year. We will talk more about that later.

I did part-time work during my college years. My first job was in the dining hall, where I primarily cleaned tables off as a busboy, as we were called. I wore a white, stiff coat and a lot of times I had an early-morning shift. I had one job of waiting tables in a private boarding house near the college campus. As I said earlier, I worked in the laboratory for the Soil Conservation Service for Mr. Forest, a soil scientist. I also did the odd jobs in his yard and home later when his funds ran out. Three of the four Christmas vacations I would immediately go home and work in our local Swannanoa post office as a postal assistant during the Christmas rush. My senior year the post office budget was cut and I didn't have a job there. I found a job at a local liquor store during the holidays. In my junior and senior years in those days the advanced Army ROTC paid me \$30 a month. During that period that almost helped me pay by board bill.

Summer work and activities during college after my freshman year, I worked my required employment summer with the U.S. Forest Service as a forestry aid on the Nantahala National

Forest in western North Carolina on the Tusquitee Ranger District in Murphy, North Carolina. After my sophomore year, I was required to attend a 10-week North Carolina State College forestry camp: Two weeks in the mountains and eight weeks in the piedmont area near Durham, North Carolina for a total of ten weeks. After my junior year, I attended the advanced Army ROTC summer camp at Ft. Benning, Georgia for six weeks. For the remaining six weeks of the summer break, I worked on the municipal golf course for the city of Asheville as a groundskeeper. In early June of 1956 I received my Bachelor of Science in Forestry from North Carolina State College and I was commissioned as Second Lieutenant, Corps of Engineers, in the U.S. Army.

My Forest Service career started in the summer of 1953 as a forestry aid on the Nantahala National Forest Tusquitee Ranger District in Murphy, North Carolina. Murphy was a town of about 2,000 and a county seat of Cherokee County. It was about 125 miles west of my home in the far western part of North Carolina on the Tennessee border. I was 19 years old, fresh out of the freshman year at NC State and the Dean had recommended me for this job. The Forest Service accepted me. This would also be approved for my summer requirement for employment in a Forestry organization. I left Asheville on a Trailway bus headed for Murphy in early June of 1953. When I arrived, I found the ranger district office, which was right in the town of Murphy, and I met the District Ranger, George Anderson. George was a colorful appearing guy with a moustache and smoked a crooked pipe, always wore a big hat of some type. He was about 6'2-3". He took me down the street to a boarding house called the Henry House. I met the three owners, who were three women sisters. They showed me a shared bedroom and shared bath. This was known as a working man's boarding house in those days. My room was on the second floor and my room and board would be \$15 a week. That included three meals a day. The noon

meal, of course, was a packed lunch for us field-going people, but the other two meals—breakfast and dinner—were big happenings. There was a lot of good, solid food.

The Ranger, George Anderson, and his Assistant District Ranger, Cliff Faulkner, were both good counselors. They portrayed a good Forest Service image and they really showed me a lot of Forest Service values. They made me feel welcome on the Tusquitee District that summer. They gave me full exposure to all the work on a very varied ranger district. One technician named Elbert Wilkey was an extraordinary person. He had a lot of skills and he really would share those with me. I was assigned to him on several jobs. He taught me to scale logs. We had to keep the scale by species. In the Appalachian that amounted to about 35 commercial species, both deciduous and softwood. I became quite competent with tree identification in log as well as in standing trees, the marking rules and systems and survey and boundary lines. All of my work was field work; I don't remember ever working in the office a day that summer. I was really impressed with the dedication, hard work, and the long hours that the people on the District put in to get their job done. As I said, Murphy was a small town. It was a good, well-rounded community and a lot of the young folks accepted me. They would introduce me in turn to other young people. My experience on the Tusquitee Ranger District that summer as a student was very positive. I knew after that summer that the way I was treated there, and I also enjoyed the work very much and was impressed with the variety of work that goes on on a District of that type. I knew I wanted to work for the U.S. Forest Service.

The next step in my career was after I graduated in June of 1956. I reported to work about the 6th of June as a Junior Forester on the Croatan Ranger District of the North Carolina National Forests in New Bern, North Carolina. This was down on the coast of North Carolina in the far eastern end of the state, about 365 miles east of my home in Asheville. In the recruiting

process for this Junior Forester appointment, I had strong recommendations from my former District Ranger Anderson and Assistant District Ranger Faulkner to the Forest Supervisor to hire me if possible. I really appreciated their support and they were always checking with me. Late that winter and early spring the Forest Supervisor of North Carolina, Don Morris, came to Raleigh and interviewed the students in the senior class at North Carolina State. He interviewed me and later, as I said, offered me a Junior Forester job on the Croatan in eastern North Carolina. I had not passed the federal service entrance exam at that time, so they hired me on a temporary appointment until later in September when I passed the federal service entrance exam. Then my appointment was converted to permanent.

On the Croatan I was welcomed again by the District Ranger, H. O. Mills, and the Assistant District Ranger, Owen Jamison. I was very impressed with the technician crew and the crews on the forest. I did a lot of strong field work in fire control and prescribed burning, preparation and administration of timber sales, tree planting, timber stand improvement work and surveyed boundary lines.

I was married to Jean in July of 1956 in Asheville. After a very short honeymoon, we made our way back to New Bern. Jeannie was welcomed by the wives, not only of the Forest Service, but of other neighbors and wives of foresters working with private industry in the State of North Carolina in the area. We settled into a small upstairs garage apartment out on the Trent River and looked forward to at least a year in New Bern before I had to report to the Army.

The field work on the Croatan was in humid, hot, wet conditions. Your feet were wet in the summer and they were also wet in the winter. We had a lot of insects, both mosquitoes and yellow flies. We had several species of poisonous snakes to contend with: the cottonmouth moccasin, the rattlesnake, and the copperhead. I did some office work when needed. Our

Ranger District office was in town. The field work center was about 10 miles out of town. In those days we did not have a ranger clerk. It was my job to be general office help when drafted by the Ranger or the Assistant Ranger when some of the office work piled up. Our office was only open to the public one day a week. I would do everything from filing, preparation of timber sales, equipment use books, and other general paperwork and filing that needed to be done to catch us up. But, as I said earlier, most of my work was done in the field and we were very field-oriented.

We enjoyed the seafood. We also enjoyed the beach on the Atlantic shore, which was only about 40 miles away.

I had one trip away from the Ranger District that first year with the Forest Service. New professional employees were invited to Atlanta, Georgia in the regional office for a professional orientation of one week. I attended that the first week of February in 1957. Jeannie and I had had such a short honeymoon that we decided this was our second honeymoon, so she went along with me to Atlanta.

In Atlanta I was very impressed by the Regional Training Officer, Ray Brandt, who was in charge of this program. His training and his organization impressed me and what he was doing with the young professionals. He seemed to take a very personal regard for all of us and spent a lot of time with us. A point of interest on our pay: My beginning pay as a GS-5 Junior Forester on the Croatan in 1956 was \$3670. Net Jeannie and I had \$92 to live off of every two weeks. The interesting thing about the pay structure as this was considered one of the larger ranger districts in the Forest Service and our Ranger at that time, who had started in about 1932—two years before I was born—was only making \$6600 per annum.

In early June it was time to pack up and report to the U.S. Army, so the next period was June of 1957 to December of 1957. I was a second lieutenant in the Corps of Engineers with the U.S. Army. After leaving the Croatan, I reported to Fort Belvoir, Virginia to the Army Corps of Engineer School to take Engineer Officer Basic Course, which was a 13-week course. The first two weeks wives were not allowed to be on the base, or we did not have housing on the base. I knew I would be faced with private housing, so Jeannie stayed in North Carolina with her parents the first two weeks while I went through the Basic Officer Orientation, which was heavy to physical training and harassment in general. The last eleven weeks of the course was on Basic Engineer Officer Training. Jeannie joined me after the first two weeks and we found a small apartment in Alexandria, Virginia near Fort Belvoir.

The Engineer School was excellent. They provided good opportunity for leadership development. Many of the subjects that I took were useful to my Forest Service career. We had overall excellent instructors and instructor training, which I will refer to later, that the Army used was developed at Fort Belvoir. We also at that time had some of, if not THE toughest physical training given to engineer officers, than anything outside of the airborne units in the U.S. Army.

One day when I was off-duty, Jeannie and I went over into Washington, D.C. I had the idea that I wanted to call on the Chief of the U.S. Forest Service, Washington Office. I had never been there before; I didn't know anyone in the office at that time. I walked into the Chief of the Forest Service's outer office, introduced myself to his secretary and she proceeded to take me in to meet Chief McArdle. This was my first Chief and he spent probably 30 minutes with me discussing my Army assignment, where I worked with the Forest Service, what I was doing, what my interests were. I was very, very impressed with Chief McArdle and giving that kind of time.

After I finished and graduated in early September from the Engineer Officer Course, I was assigned to the 92nd Engineer Battalion at Ft. Bragg, North Carolina, which was a support unit to the 82nd Airborne Division. My experience there was primarily as an Engineer Company Executive Officer. I dealt with a lot of personnel issues, pay, project management of engineering projects, training of the company, in general. I was the Motor Officer, the Mess Officer. We had several ongoing construction projects that I helped supervise and manage on Ft. Bragg. The Engineer Battalion Commander and the Company Commander whom I was assigned to really tried to recruit me for the regular Army, but at that time in the mid-50's the Army was having a lot of cutbacks and I knew after working a summer plus a year as a junior forester with the Forest Service that I wanted to set my sights on a Forest Service career. I turned him down.

Jeannie and I liked the history, the sights, and the activity going on in the D.C. area, in Virginia, and Maryland, and other surrounding points around there. We really had a great time when I was off-duty doing those types of things. I was released from the Army from active duty at Ft. Bragg in December of 1957—this was early December. From December of 1957 to July of 1958 I was assigned back as a Forester on the Croatan Ranger District of the North Carolina National Forests in New Bern, North Carolina. Jeannie and I were both delighted to return to New Bern. Jeannie resumed her college work and commuted about 40 miles from New Bern to Eastern Carolina University.

My work on the Croatan consisted of compartment prescriptions, helping prescribe burn about 6,000 acres, timber stand improvement work, tree planting, fire control and surveys of boundary lines. I was in charge of a ten-man crew that did timber stand improvement work and tree planting and also helped out in fire control. This crew consisted of eight black men. These were the first that I knew of in the U.S. Forest Service, but we didn't think it was a big deal.

These people were simply the best workers available to do the job. Our former Assistant District Ranger, Owen Jamison, had replaced H. O. Mills, my old District Ranger. As I said, this District was about 365 miles from our Supervisor's Office, which was in Asheville. We were highly decentralized. We seldom saw a Forest Supervisor and his staff. We worked a lot cooperatively with the North Carolina State Forest Service, three counties in the area, the Cherry Pt. Marine Base, which was carved out of the Croatan National Forest in 1942. We worked with private landowners and other industrial foresters. So cooperation was early in my experience. The only way we could get the job done on a national forest ranger district in the south in those days was through a lot of cooperation.

Jeannie and I had an apartment in New Bern at that time in a very old historical house in the old part of New Bern. This town was settled in 1710 by Swiss settlers and it was named for Bern, Switzerland. We again enjoyed the historical nature of the town, being near the beach, the seafood, and we really hated to leave.

In July of 1958 until August of 1959 I was the Assistant Ranger on the Cheoah Ranger District on the North Carolina National Forests in Robbinsville, North Carolina. This is a small town of about 750 population, a county seat of Graham County, again in far western North Carolina adjoining the Tennessee border. It adjoined the old ranger district, the Tusquitee, where I worked as a student. Very few houses or apartments were for rent in Robbinsville. I should say, almost none. We rented a small house that was new and just came available. Our rent was \$65 a month.

This Ranger District was a smaller mountain District that had a variety of work. The Joyce Kilmer Memorial Forest of 3600 acres, which was set aside in 1936 as a memorial to the poet, Joyce Kilmer, was on this District. We had many miles of trails. I was involved in a large

road survey project, fire control, timber sales, and tree planting. At the time we had some recreation construction going on.

On this Ranger District we had a particular fire problem. We had a lot of incendiary sets. One particular time we suspected a young teenager boy of setting some of those fires, but we never could really catch him at it or prove it. The Ranger and I would take turns picking up little Eddie in his home community of Yellow Creek and putting him on the fire time slip as a fire control assistant to help us in fire prevention. We would put him in the pickup and ride him around to keep him out of trouble and possibly setting fires. After working with local authorities, he was finally admitted to a mental institution where he could get some help. That solved our incendiary problem of that nature.

This District was about 100 miles from our original home in Asheville. We only had one doctor in town and we elected to bring Jeannie in for her periodic exams because she was pregnant with our first child. Also, she would deliver in Asheville about 100 miles away. The Forest Supervisor really went to bat for us and arranged for me to come in and work on a detail in timber management just prior to Jeannie's delivery and the birth of Becky in January of 1959. This really made us very pleased with that attention they paid to us and helping us out on that.

In Robbinsville I was a member of the local Lions Club; we had about 18 members. We were very active. Everybody had to do their part to make a small club operate. On the Ranger District I did have my first experience with the idea that this is not the way I would do it. I really felt like, and I observed a lot of lack of welcome orientation on the part of the Ranger. Also we were not a team. The concept of teamwork was almost void and I think from that standpoint I learned some basic lessons from that assignment.

In the spring of 1959 the Forest Supervisor and my old Ranger on the Croatan had talked. The Croatan had an Assistant Ranger vacancy coming up and they asked me if I would be interested in going back to the Croatan as Assistant District Ranger. Jeannie and I were very excited and said we would; but before that could be materialized and approved on the local Forest, the Regional Office called and through regional promotion certificate offered me a job as Assistant District Ranger on the Apalachicola Ranger District on the Florida National Forest. After thinking about that and working with the Forest, it was decided that I should go to Florida instead of returning to the Croatan.

My next assignment was from August 1959 to June 1960 as Assistant Ranger on the Apalachicola Ranger District on the Florida National Forests in Wilma, Florida. Wilma, Florida consisted of six government houses along a main north-south route about 55 miles southwest of Tallahassee, Florida, the state capitol. This is the most isolated Ranger District in the Southern Region at that time. These six government houses (we were going to live in one) consisted of 1930's Civilian Conservation Corps construction. They were in poor condition; there were no telephones in any of the houses or in the office. We only had communication by radio to the forest dispatcher and he, in turn, would telephone or relay messages that we needed, both personal or official, to Tallahassee. On the Ranger District between the offices, warehouse, the fire lookout tower and the six dwellings we had the old crank-type telephone system.

Every other Saturday the Ranger and his wife and Jeannie and I would alternate who would go to Tallahassee to shop and to socialize. That was really the closest large supermarket. We would pack any perishables in ice and/or dry ice to get it home. We attended a small, rural church about 20 miles from the ranger station. About 25 miles away was the small town of Bristol, Florida, which was only about a population of 500. I again was active in the Lions Club

there. Our entire county of Liberty County was the smallest population of the 67 counties in Florida. Besides being busy with a small child, Jeannie became 4-H leader of a group of 4-H'ers in the community.

This Ranger District was large in acreage. It was heavy to timber management, fire control, and prescribed burning. Our prescribed burning program was 30,000 acres annually. We also, at that time, had a lot of road and bridge construction projects. The District had a large staff. The first TV was purchased by Jeannie and I while we were here. We had to do that for some diversion when I was not working. We had a medical emergency: Becky fell out of a little chair and broke her collarbone. We had to take her, after radioing the doctor in Tallahassee, for medical attention. We also had a seriously injured forestry aid. I had to get out of my flu bed one day and take him in for emergency treatment in Tallahassee.

This Ranger District also taught me a lot of lessons in how not to do things. We observed and learned a lot because our District Ranger was not people-oriented, both from the standpoint of our employees, or the public, or our Forest users. His wife couldn't deal with her role and her husband's. She thought there was some way of an extension where she was the District Ranger when he was gone. This attitude and approach carried over into personal relationships and they couldn't separate on-the-job and personal relationships.

I was very unhappy with the situation. I had applied and was selected by the State Forester of North Carolina for a State Forest Service job in Silva, North Carolina. I was so concerned that I went to the Forest Supervisor in Tallahassee, Joe Reibold, and had a long discussion with them and really told him what I saw and what I thought needed to be done. He listened to me for a long time. I didn't see a lot of action on his part, so I decided I wouldn't let this experience that was going on on this Ranger District drive me from the Forest Service. So I

turned the State of North Carolina Forest Service job down and was going to make the best of it on this Ranger District.

One day in the early spring of 1960 I was Acting Ranger and I had a sudden surprise visit from three gentlemen who were assistant regional foresters from the Regional Office in Atlanta, one of whom was Larry Mays, our Operation Chief in Atlanta. I had met Larry Mays a few years earlier in our professional orientation in Atlanta and was very impressed with him. He visited with me for a long time, asked me a lot of questions, and found out that I had some interest in personnel management. I didn't know at that time what he was leading up to, but a few weeks later—after Larry had left and talked to me—I got a call from the Supervisor's Office in Atlanta¹ that a delegate from Personnel Management in Atlanta wanted to interview me concerning a possible personnel career. I took that interview and was soon, thereafter offered a job in Atlanta in Personnel Management.

In June of 1960 we moved to Atlanta, Georgia and from that June until June of 1962 I served in the Division of Personnel Management in the Regional Office of the Southern Region headquartered in Atlanta. Several weeks before our move to Atlanta that spring Jeannie was declared pregnant, so we were looking for our second child. In June when we made our way to Atlanta, Jeannie was pregnant and, of course, we had Becky—our first child. When we arrived in Atlanta we were in cultural, as well as other types of shock. We looked for our first house and purchased our first house: \$14,000 house in the suburbs out in Decatur, Georgia. We were also faced with another first—that of commuting in a large, metropolitan area. Atlanta, at that time, had a population of about 1.25 million. So, again, this was part of our social and cultural shock that we went through. We were active in a local Presbyterian Church. I played softball in a

¹ Ed. note: Since there is no S.O. in Atlanta, I assume he means Tallahassee.

recreation league. Jeannie joined and worked with the Grey Ladies of the American Red Cross. We liked our neighborhood and we felt well accepted.

My primary job in the Division of Personnel Management was to work in the classification and pay administration area. My Branch Chief was Roman Pfeffer, who had just arrived from the Washington office. He took a lot of personal interest in my development. Later, about the first of December, our baby, Julie, came about a month early. That was a surprise. After we recovered financially from that shocker, everything was fine. So our family at that time, after about Christmas of 1960, included two daughters and we gave the daughters a little dachshund puppy named Frieda for their Christmas gift. Some of the training that I received that I think was very important to me while I was based in Atlanta—and this training was across the board in many aspects of personnel. The Personnel Director or Division Chief at that time was Sid McLaughlin. Jack McElroy in training took a lot of personal interest. There was Neil Opsal in recruitment and placement, Bob Irwin in safety. They arranged many varied assignments and details for me.

One experience I had was immediately after we moved into our house in Decatur. I was sent on a fire detail to the California Region for about three weeks in July of 1960. This assignment was on the Los Padres National Forest in southern California. That was really interesting. I saw things that I had never seen before and this was my first work outside of the Southern Region. I was sent to Instructor Training, which was based on and taken from a lot of the basic course in Instructor Training at Fort Belvoir, Virginia at the Army Engineer School. Later, in turn, I would instruct other people in Instructor Training. Another course of the same nature was Conference Leadership. I received the training and in turn taught the course. I participated in teaching Professional Orientation for the new recruits who were brought to

Atlanta for this particular training. I was given recruiting trips to various universities and colleges, and particularly recruited foresters, business national people, and accountants.

One very gratifying area that I was given in classification was we had new classification standards published for forestry aids and technicians and fire control aids and technicians. This had a big impact on the Southern Region. We had about 700 people who were classified in jobs in those areas. When a new standard is published, you have to implement that standard and get all jobs that are in this field included into the new standard. I was given that as a specific assignment. This was very important to me. I thought of it as important for several reasons: A lot of the technicians that I had worked with on various ranger districts, i.e. on the Croatan the Vic Hollandsworths, J. D. Dudley, Roy Dennis. These people are impacted and it was very important to know their jobs. I also respected and admired them. Roland Phillips, a Forestry Technician on the Apalachicola Ranger District. I admired and was impressed with his professionalism and his work and how he could do a variety of tasks. The early experience with Elbert Wilkey as a student on the Tusquitee District was important. And then, secondly, it was important that I had learned a lot of those jobs on the ground with those people and was very confident in a lot of the duties and responsibilities that those jobs had. So I went to implementing those 600-700 jobs in the Region. I was real pleased to be able to accomplish and get them all under the new standards. In a lot of cases it meant immediate promotions for some people, who had worked many, many years. Also, it meant that they could look forward to other career steps in the future in their careers.

Another training that I had in classification specifically was when I was sent to the Air University in Montgomery, Alabama for three weeks for a classification and pay course. I was sent to the Washington office on a 6-week detail where I got on-the-job experience in the

Division of Personnel Management. I was also sent to a formal training course in classification with the Civil Service Commission in Atlanta.

Later that spring I was thinking and talking to Sid McLaughlin and Roman Pfeffer about the idea of maybe going back to a Ranger District. I wasn't sure and I was torn whether to do that or stay in Personnel Management. It was a big decision

This decision to stay in Personnel Management or go back to a Ranger District in the field was almost answered for me in a few weeks that spring. One afternoon I was called into Sid McLaughlin's office. He had received a call from Alaska and they were offering me an Employee Development Officer job in the Regional Office in Juneau. Needless to say, this put me in shock and I couldn't wait to get home that evening to discuss this with Jeannie. This was a long way from where we grew up, our relatives, and what we knew. After a lot of deliberation we decided that it was important to stay in Personnel and also to take the job in Alaska.

From June of 1962 to March of 1966 I served as the Employee Development Officer in Personnel Management in the Regional Office of the Alaska Region in Juneau, Alaska. Now, before we could leave for Alaska, we had to sell our small, three-bedroom house. As I said earlier, this was our first home that we owned. We had only been in it a short time—about two years—and after we had the closing when it sold, we walked away with about \$325 in our pocket. Our household goods had to be packed up into a sea pack in our yard, transported across country to Seattle and placed on a steamship to go to Juneau. After that was done, we visited with our folks, said goodbye, and set out for Alaska with two children, our dachshund, Frieda, and Jeannie and I driving our 1957 Chevrolet station wagon. We went across the country to the plains of Canada, started on the Alaska Highway at Milepost 0 in Dawson Creek. After about 100 miles of pavement, we started on the journey of 1100 miles of gravel to Haines Junction.

From there we went into Haines. At Haines, before we got on the small ferry for Juneau, Doty Minig, who was an employee in the Regional Office whom I would work with in Personnel Management and her husband, Smokey, met us and welcomed us to Alaska. We proceeded on a small ferry to Juneau. We docked at Auk Bay in the late afternoon and John Sandor, my supervisor, the Regional Personnel Officer, met me and took us home with him. We spent two or three nights with John and his family until we could find some temporary quarters in order to be able to look for some more permanent quarters in Juneau. Housing was very difficult in Juneau at that time. We didn't have enough money for a down payment, so we were confined to rentals. In the four years we were in Juneau, we rented two very small houses with a growing family right in Juneau proper. I walked to and from work and would walk home to lunch every day. The trip up was primarily on the gravel portion and it was very dusty. A lot of times people would hit it in a rainy spell and it would be just the opposite. Their vehicles would be covered with mud. It was quite a while before we got our household goods and other personal property. We only had what we were able to carry in the station wagon. Needless to say, we underestimated how cool it would be in the southeast Alaska climate. We were glad to get our warmer clothing when those personal belongings and household goods did arrive.

At that time the Forest Service in Alaska consisted of about 375 permanent employees in the Region. We would just about double that during the summer months when the field season was in full scale. The Regional Office was in Juneau. In Juneau we had a Forest and a Ranger District and it was also headquarters for the Northern Forest Experiment Station, our research facility.

Our Region was broken down into three forests: the Chugach in Anchorage with three ranger districts, the huge Tongass in southeast Alaska was broken into two forests—one

headquartered, as I said, in Juneau, the other in Ketchikan and they both had four ranger districts each. The ranger districts were huge in acreage. Field conditions were extremely rough. The terrain dealing with water, poor weather, low visibility, snow in the winter, clouds and using aircraft and helicopters for transportation, as well as boats, increased the risks for our employees and really called for some good, sharp planning on the part of everyone. Insects were pretty heavy in the thick, wet brush. Also we had the brown bear situation and all of our field crews carried large rifles for protection from an attack from a brown bear.

In Juneau, as I said, the Forest Service family was quite involved. We were all away from home. We worked together on many social activities. We even had a Halloween party for both adults and children. It was one of the highlights of the year and was well attended. We just really looked forward to that in October of every year. Jeannie and I both became very involved in the Juneau community. We were members of the Juneau Methodist Church where we held several offices. I was in the Lions Club. Jeannie, as I mentioned earlier in Atlanta was a Grey Lady in the American Red Cross. She found out at the local hospital that they did not have a group, so she personally organized that group, worked with the Red Cross officials in Seattle, which covered our area, and was responsible for setting that organization up, i.e. doing the training, follow through and supervision. I was involved in the Southeast Alaska Federal Safety Council where I worked with state and other federal officials and municipal governments in formulating a broad network of safety dealing with our conditions in Alaska.

Back to the Forest Service family, it was a situation where we were all from someplace else. We got together on holidays, we did things socially together, we had picnics at Auk Bay. We worked hard to welcome newcomers to Alaska and that was really an example set for us by people like John Emerson, Wayne Sword, John Sandor, and many, many other people who

welcomed us. We were together in cases of emergencies, problems with our family, health situations, or emergency trips to the lower 48 in the case of having to visit with immediate family.

Alaska was granted statehood in 1959 and it was just three years later in 1962 when we arrived. This made for a very pioneer feeling in Alaska. There was a lot of ground to be plowed that was new and it was very exciting just being a citizen of this State. The Alaska ferry system was not in existence when we arrived in 1962, but early in the winter of 1963 the Marine Ferry System of the State made its maiden voyages throughout Southeast Alaska. This really changed the way things were done. It improved transportation, communities were much closer together and it really opened the southeastern part of the state up.

Juneau at that time was about 6,000 population in the greater area. It had always been the state capitol. A lot of the people who lived there were involved with state government. It had many federal offices, of which the Forest Service was one. It also had district headquarters for the Coast Guard. And these three areas were primarily the basis for employment in the community.

The people in the Forest Service I've mentioned several times, but I feel like even though we were a very small Region with about 375 permanent employees, they were some of the best people in the Forest Service. They were highly qualified. They usually had experience until we started bringing entry-level professionals in. They had experience in other Regions, other agencies and were experts in their field. Some examples were Sig Olson, our Wildlife Biologist; Ed Stone, our Landscape Architect. We had some fine engineers, like Harry Gillette. We brought in experienced people from all over the service to fill higher-level jobs; for example, Ben Carson in Timber Sale Administration who had experience in Region 8 and Region 9.

Many of these people have remained friends and, later on, associates in other areas of the Forest Service with me. I still consider a lot of them very personal friends after all these years.

The Northern Forest Experiment Station, as I said, was a research facility that was headquartered in Juneau. At that time it was a full research facility. It had a small staff, but it enjoyed station status on the level with the Regional Forester. They had a very small administrative support group and we would work together on a lot of mutual issues and problems. In the area of safety and training it was a ripe field for that type of work with the Experiment Station. Dick Hurd was the Director and several of the staff who worked closely with me were John Mosier, the Administrative Officer, Austin Helmers, Don Schmiege, and Jim LaBau, research personnel.

Juneau was a fun place to live. We enjoyed people who were not associated with the Forest Service equally as we did our Forest Service family and employees. We got to know people very quickly and we enjoyed it tremendously. John Emerson was our Assistant Regional Forester, of which Personnel was a part. He was outstanding. John Sandor was my boss for about two months. He was selected for a job in the Washington office and left shortly after I arrived. He was replaced by Bob Lake, who was in turn then the Personnel Officer. Bob was very open-minded, energetic, and felt very strongly about an opportunity to work in Alaska.

We had some opportunities in training personnel and safety and welfare that really deserved some special attention and energy. Safety gear, as an example an inflatable life vest, with our use of aircraft—both fixed wing and helicopter—and also something that would provide adequate protection around water with our use of boats and scows or barges. This was approved and our employees had a very adequate inflatable life vest that could be worn at all times around and near water, regardless of the activity. First level supervisory training was a high priority.

Our first level supervisors had a challenging job with some of the factors that I have mentioned. I developed a supervisory training course and, in turn, personally provided that training to our first level supervisors throughout the region.

Earlier, I had mentioned Instructor Training that was developed at Fort Belvoir, then adapted and developed further for Forest Service use in the Southern Region. I had received that training in the south and had the opportunity to put on several sessions. I requested training materials from the Southern Region, which they sent. I then trained a small cadre of five other people who would help me, in turn, train our first large group of 24 in Instructor Training. After that, that was a regular part of our training program. That had an important part to play in improving first level supervision, instructions in how to do the job properly, how to do it efficiently, and how to do it safely above all else.

Another area that we pioneered at that time in the Alaska Region was that for the first time we started to recruit professionals—foresters, engineers, landscape architects, business people—at the entry level for the first time. In the past, they were recruited by other regions in the lower 48, and then they would transfer after several years' experience to the Alaska Region. But we were at the point in our organization that it was time for us to bring new, entry-level professionals into the organization in the Alaska Region. I was involved in the selection, and in some cases, recruiting visits to help recruit initially these people. I then was given the job of developing a formal, professional orientation session that was held periodically to orient these new professionals to the Forest Service. I was also involved in their placement at the field level. Bob Lake was like Roman Pfeffer in the Southern Region. In our small personnel unit he gave me the opportunity to work on many jobs in placement, recruitment, early employment, across

the board. This, again, gave me an opportunity to broaden my experience throughout many personnel aspects.

The Alaska Region at that time had a special incentive and has had for years. After a person served two years on an assignment, they were given the opportunity to sign up for two more years, which entitled them to what we referred to as “home leave” where they and their spouses were entitled to a government paid round trip to a point of origin where they were recruited from, or its equivalent. This was very important to our employees and we made our trip to the south—North Carolina, Atlanta, and Florida—to see our relatives after two years in 1964 on this benefit that we had. Just before we took Home Leave in June of 1964, our third child was born. We had the two girls, as I said earlier, and Paul was born in Juneau in 1964. When he was about four weeks old, we departed for our Home Leave to the southeast.

The people in Alaska were wonderful. This included not only Forest Service employees whom we had met and worked with, but also people outside the Forest Service. In both categories we made many, many lifetime friends at our various activities and functions in Alaska. One thing that was so impressive to us was the way we were welcomed and brought into the Forest Service family as well as into our community. I mentioned how people met us, even at the ferry docks. We made a practice, and a lot of other people did, that anytime new people were transferring in to Alaska with the Forest Service, we would either meet them at the ferry docks or at the plane terminal and either bring them home with us for dinner, give them a “show me trip” or meet any need that we could help them on in their early arrivals and early activities that they needed to do at their new home.

One thing that was a lot of fun involving the Forest Service family that I was involved in, was that I helped form and develop a softball league in the Juneau area. This consisted of

government agencies, state agencies, businesses, and other organizations into a men's fast-pitch softball league. Well, the Forest Service needed a team in the league, so I helped organize that. We had a great time playing. Sometimes in the spring the weather would be ideal; other times it would overcast and drizzle, or we have played in snow flurries. They were so heavy sometimes that a high fly ball would be lost in the heavy flakes.

Another thing that happened while we were in Alaska was the Good Friday Earthquake. The primary sources of damage were in the Anchorage area, up in the large part of Alaska to the westward, as we called it, where isolated villages and Anchorage, itself, took a lot of damage. Another community that was hit hard was a Forest Service community of Seward, which was actually on the water and south of Anchorage. The earthquake, as I said, occurred on Good Friday. It was after dark when it actually happened in Juneau time. Kay Metcalf, a Forest Service employee, and I had been involved in some renovation work at our Juneau Methodist Church. He and I were painting in the basement of that church until early evening. After we finished, I went home and Jeannie was listening to the news about an earthquake, extensive damage, and communication being out in the westward part of Alaska that I referred to. We listened to the news and I was a little bit, not totally endorsing that we needed to do anything here in Juneau. Then they started talking about how we could have some effects in southeast Alaska with tidal waves and that there were tidal waves as far south as Oregon and the State of Washington and down the British Columbia coast. I dozed off and was sleeping. I think Jeannie was doing her traditional emergency type of treatment of standing at the ironing board ironing. She woke me up to a Juneau police loudspeaker from a police car announcing, "Please evacuate. Evacuate at this level to higher ground." Well, needless to say, this got my attention. We packed the family up and made contact with Max and Vervian Hayes. Max was our Budget

Officer in the Alaska Region and Vervian was the secretary to one of the Assistant Regional Foresters. They asked us if we wanted to come up about three levels up on the side of the hill to their house and spend the night until this danger was over and we found out what was going to happen. So, Jeannie and the two girls at that time and I spent the night with the Hayes' in their attic listening to the radio. The children finally went to sleep. That was our personal experience with the Good Friday Earthquake in Alaska.

The next day we were real concerned about Forest Service employees, primarily on the Chugach National Forest. We didn't know or have communication with them, or anyone else for that matter, other than we could hear on the radio from Anchorage some pretty important news and personal requests for people to contact next of kin, relatives, friends in the lower 48. So, Max and I went up to the Regional Office and there we met the Regional Forester and several other members of the regional staff. We went into our communication room and our communication technician was able to raise some people through the Forest Service radio in the far westward part of Alaska. In that way we maintained some radio contact in the first efforts at trying to contact our employees and also to find out the status of them as well as their families. Shortly afterward I was given an assignment to go to the westward and check with our people in Anchorage and in the field and see if anything needed to be done for them or they had needs that we needed to work on together. It was really a wonderful feeling to find out that we had no fatalities or injuries among our employees and/or any of their families. We were greatly relieved.

Another area that was interesting to work on was in 1964. The national Job Corps was getting ready to start up throughout the Forest Service and other agencies. In late 1963 and early 1964, we were requested to put in a proposal for a Job Corps Center in the Juneau area. Those

were about the only parameters, other than the planning guidelines that were sent to us, that we had. Bob Lake and I personally did most of the work on the proposal for a Job Corps Center. We would locate it out in the valley, north of Juneau, near the Mendenhall Glacier on National Forest land. I was, personally, very excited about what I had learned about Job Corps and had made up my mind that if the proposal was approved, I was going to apply for a job in the that Job Corps Center. The program was exciting to me and I really wanted to be a part of the pioneer effort in this capacity. After several months when the proposal was being reviewed and looked at, we finally received word that our proposal was not approved. Of course, they couldn't approve all of the locations and sites because they only had a limited amount of dollars and ours was turned down.

Alaska Region was unable to do very much training and development of their employees internally prior to my arriving on the scene as the first training officer. Of course, our first priority was to help ourselves and do what we could within the Forest Service and I've already addressed some of those activities. I had heard that the Civil Service Commission, which was the forerunner to the Office of Personnel Management, had a Regional Office in Seattle which covered Alaska.

With the Seattle Region of the Civil Service Commission offering training in some locations in Alaska, like Anchorage and Fairbanks, I thought the thing to do would be to try to get some training that they offered that we needed into Juneau. Other locations in southeast Alaska would also be acceptable. The Civil Service Commission accepted this idea and suggestion and really responded to us. As a result, they offered courses in Juneau, Sitka, and Ketchikan—all good Forest Service locations. And many times they would tailor the training opportunity to meet specific Forest Service needs. This was a wonderful opportunity and

cooperation between two agencies to get a job done and it really supplemented our training and employee development program in Alaska.

Another part of my job, particularly from the standpoint of learning field conditions, learning the needs for training, safety and welfare of our employees was to get to know the field locations, the work that they did and the things they faced on a day-to-day basis. I was able to spend a lot of the time in the field and actually work with crews on the ranger districts in field locations. Some of them involved helicopter operations, water operations, cruising timber on Admiralty Island, and many, many other opportunities. This really gave me a good insight of what some of the needs were and I really never forgot this opportunity that I had. At this time it's about where we should settle up with the Alaska Region. In closing before we move on, the thing that Jeannie and I both have said many times after our experiences in Alaska, that this was probably the most important decision we ever made—both professionally and personally—to have decided to go to Alaska, to work, enjoy it, to learn from it. We look back very fondly on all our friends, our associates there, and the work that we were able to do and take part in and to spend time in that wonderful location.

In the spring of 1966 I received a job offer to go to Upper Darby near Philadelphia, Pennsylvania, as Personnel Officer for the Forest Service at that location. I accepted that offer and it was time to move on. From March 1966 until April 1967 I was assigned as Personnel Officer in Personnel in the headquarters of the Northeastern Station and Northeastern Area State and Private offices in Upper Darby, Pennsylvania—a western suburb of Philadelphia. It was March and still winter in Alaska when we were ready to move to Pennsylvania. We had about three feet of snow on the ground. We had to get our household goods packed, secured, and ready for the trip by boat and by land to Pennsylvania. Once that was done, we said goodbye to friends

and associates and we started off with our three children, Frieda the dachshund, and our station wagon. We put it on the Alaska State Ferry early one March morning and headed for Prince Rupert, British Columbia. As I said, it was wintertime and I didn't want to take the risk of driving with my family on the 1100 miles of gravel and backcountry of the Alaska Highway, so we were taking an alternate route and we were headed for Vancouver, British Columbia. From Prince Rupert, British Columbia, we took a combination freighter/passenger combination where they put our car in the hold of the boat and we had two staterooms to accommodate our family. We arrived in British Columbia and headed east towards Pennsylvania.

We arrived in the Philadelphia area in late March of 1966 and we had to find some temporary housing while we looked for a house. We had decided that we had saved enough money for a down payment on a house that we could afford and we just had to find it. So we took temporary quarters in an old duplex in Wayne, Pennsylvania, which is another western suburb of Philadelphia and near the area we thought we'd probably want to settle in. We found out that, even though we were finding houses in our price range, we were in a particular market that involved mortgage money that wasn't readily available to a lot of us. It was a real slowdown with mortgage money. We did find a house in about late May or early June in a suburb called Berwin. We put money down; it was accepted and we applied for an FHA loan. I was surprised to find out several weeks later that FHA turned me down because we moved around too much. My Director of the Northeastern Station was irate about this, as well as myself. He asked me to write a letter to the Regional Director of FHA and you should have seen the letter. After we had lost our proposal to buy that house because of the slowness of FHA to approve the loan, it was too late. They did approve it, but I was able to use it on the next house. As a result of losing this house, Jeannie packed up the kids when they got out of school in mid-

June and headed to Florida where she spent over a month with her parents until I could find the possibility of another house to buy.

Well, to make a long story short, in mid-July I was able to find that house in Devon, Pennsylvania—another western suburb of Philadelphia. I made a proposal on it and it was accepted. By late July we could look forward to Jeannie and the kids joining me in our new home, and so they did. This turned out to be a great neighborhood. We had wonderful neighbors, a lot of children; it was a nice area to live in. I had good transportation through a rail system that terminated right across the street from my office.

The following is some background on the work of the Forest Service in that area. I was going into a new job as a Personnel Officer for two line organizations: the Northeast Forest Experiment Station under a Director, the new Northeastern Area of State and Private Forestry under an Area Director. These were two equal line officers on the same level as a Regional Forester in the organization. I was to be their joint personnel officer. This was a real challenge because one research station at Columbus, Ohio had been eliminated and was being phased out. A Region 7 of the national forest system of the Forest Service in Upper Darby was phased out and absorbed by other Regions. So we had that as well as two new organizations to develop, support and service. I could see that we had a challenge ahead of us. We had to win the confidence of both of these organizations, but I also saw it as an opportunity for a personnel unit and the people in it to really grow with the opportunity that was before us.

When I arrived there, we only had four clerical people and two staff. With my job I immediately asked for and received approval to set up another staff job and one other clerical technical job. That gave us a total, including myself, of three staff and five clerical and technicians to do the personnel job of that area of responsibility. We had all of the delegated

authority that a large Region in the Forest Service had as far as personnel management goes. We were expected, and I expected to do this job.

One of the most pressing problems that we faced in this new organization was to establish organizations at varying sub-unit levels, set up new jobs, and fill and recruit those jobs. I think for decades the Forest Service had limited opportunity to do this and with the elimination of an Experiment Station and a Region and in the consolidation into a new organization, this was new to a lot of Forest Service philosophy and new to a lot of us on necessarily how to proceed.

One of the most enjoyable things that this entailed was using vacancy announcements, which were almost unheard of in announcing jobs to fill our vacancies. Particularly, it was very heavy in the new area of State and Private Forestry for the northeast. Now as we developed these jobs and sent out these vacancy announcements, we would get numerous calls: Are you really serious? Is this eyewash? Is this just to cover our tracks and cover up the procedure that has to be done? Are you really going to select people from this? Is this for real? These were all interesting questions and the main answer that I gave and had my staff give was that this was for real; this is not a drill. If you're interested in this job, you'd better apply. This was also the only way that we could let people compete for jobs on a promotion basis. You could always fill a job laterally on a reassignment, but to go through promotion policy you had to announce it. If you announced it service-wide, which is the way we did to cover both people within the area and the station, but also go throughout the service, this was the procedure. It was fun to fill those jobs. I met people and dealt with people whom I dealt with for another 25 years in my career. A lot of them brought this up to me as the years went by: How important in answering that vacancy announcement was to them.

Another area that took a lot of my time and energy and I felt like I had a lot to learn was in the area of employee welfare, employee grievances, employee problem areas. I really hate to see employee problem areas, but they were joint management-employee problems that needed resolution and facing up to. They ran the full spectrum and I was involved in doing some things that I'd never been called on to do before. Like, I had always heard of being able to use an examination process for the physical ability to do a job that you could use the Civil Service Commission Approval and have someone checked from a physical standpoint to see if they were able to do the job. I got involved in one particular case that I didn't have any tracks at all, but I felt—based on what I could see—that a mental examination was important to know where we stood on a particular situation. That was approved by the Civil Service Commission. We proceeded, had the examination, and it gave us a firm foundation on which to operate.

In the early spring of 1967 I was shocked and received an offer to go to Missoula, Montana on a promotion into their Division of Personnel Management as a GS-13 as a Branch Chief. I was shocked because I had pretty well decided that we would be in the Pennsylvania office of the Forest Service for several years and we had just made the move the year before. Jeannie and I really did a lot of thinking on this. It was a flip-flop affair. I actually went to work one morning and we had decided I was going to decline this offer. I called Jeannie on the phone that morning; we discussed it a little more. We changed our mind again and I went in to my supervisor and said that we were going to accept the job. So, we were faced with another move again across the country to Missoula, Montana.

After that decision was made, Jeannie and I had a house to sell. We had owned this home in Devon, Pennsylvania for nine months. We listed it with a realtor. The next morning the first party who came to look at it made us an offer. It was very acceptable and we had our house sold.

Our two young daughters were in the 1st grade and kindergarten in Devon. Jeannie and I decided instead of making another abrupt change for them that she would stay on in Pennsylvania with the idea that Becky could finish 1st grade and Julie could finish kindergarten. This is what we did. I went on to Missoula to go to work in late April. Then I returned the first of June when we packed up and headed for Missoula together as a family.

I served in Missoula, Montana in the Division of Personnel Management in the Northern Region from April 1967 to April 1973. I was in two different jobs in Missoula. The first one, for about a year, was Branch Chief of Employment and Employee Relations in Personnel Management in the Regional Office. My second job was the Regional Personnel Officer Division Chief of that Personnel Division in Missoula for about five years.

In those days we only had one automobile, so I flew to Missoula. I had to find some temporary quarters for myself that was within walking distance of the office and shopping and other things that I might need in downtown Missoula. Wally Otterson, the Division Chief of Personnel Management and the Regional Personnel Officer, who was my work supervisor, welcomed me with open arms. I really appreciated Wally's enthusiasm for orienting me to the Region and to my staff. I found a small apartment that I had near work; I could also walk to shopping and downtown Missoula. As a point of interest, this is one of the few salaries that I remember, but with a promotion going to Missoula from Pennsylvania, I would be make as a start \$13000 per annum as a Branch Chief. I was very impressed with what I found. Also Jeannie and I learned to appreciate as the years went by in Missoula and the type of community it was. It was the home of the University of Montana; it was a regional commercial center for western Montana. We had good neighbors. We were very involved in our community. I started

looking for a house immediately in Missoula after arrival and bought a house without Jeannie's personal approval. That was a real gamble on my part, but we worked that out.

Some of the activities that we were involved in in Missoula: Jeannie was a Girl Scout leader, our daughters were involved and I even ended up being on one of the boards of the Girl Scouts. We were in the University Congregational Church and were very active throughout our tenure there. I joined the Kiwanis Club. We took up skiing and before it was over in Missoula all five members of our family skied. We enjoyed that as a family. We got into camping. We bought our first tent with all the camping equipment and we spent many, many pleasurable days and nights camping. With that we did a lot of day hiking.

As I had said, the first job that I had for a year was Branch Chief in Personnel Management. It entailed employment, recruitment, employee relations, grievances, appeals, promotion, and selection and placement. I felt like I had an excellent staff. I had Wally's support. He delegated to the maximum to me and I felt like I had real good support. One of my fondest memories of the Northern Region in Missoula was the strong association and support I had from several members of the Regional Forester's Staff, of which I was a member, not to mention the strong delegation and support from the Regional Forester, Neil Rahm. Of course, while I worked for Wally, he was outstanding. There were others as well, such as Cliff Miller, the Regional Engineer; Bob Cron, Timber Management; Bill Worf, Recreation and Lands; Ray Karr, both as Deer Lodge Supervisor and Information Education Chief; Johnny Trotter, Watershed and Soils; Jeff Sirmon, who replaced Cliff Miller as Regional Engineer; John Milodragovich when I first came was Forest Supervisor of the Lolo, but later Division Chief of State and Private Forestry and Timber Management. Some of the Supervisors that were outstanding in support and involvement with me through the years were Bill Evans, George

Engler, George Mahrt, Joe Pamajevich, Harold Andersen, Chan St. John, Bob Rehfeld, and the list could go on and on. We had strong supportive administrative officers on the forest. Some examples were Bill Booth on the Deer Lodge and John Destito on the Flathead. Throughout the years in Missoula I felt like we were able to obtain and retain a strong personnel management staff. Some examples were Lou Volk, Lois Nelson, Vi Tracer, Jim Freeman, Charles Fischer, and again the list could go on and on.

After I had been in Missoula for about a year working for Wally, Wally was selected for the Deputy Director of Personnel Management job in the Washington office. With his leaving, we had a vacancy for the Regional Personnel Officer. I was fortunate to be selected, needless to say surprised, after just moving into the Branch Chief job for about a year. One of highlights throughout my time in Region 1 was having maximum delegation for the selection and promotion of people at the GS-12 and below level throughout the Region. This was completely delegated to me working with the appropriate Division Chiefs and Forest Supervisors. This even included all of our Ranger selections. The Northern Region had about 2500 permanent employees in those days, but we would mushroom up in the seasonal work, particularly in the summertime to 5-6,000 more employees to get our field work done and particularly, helping in fire control. At that time, as far as employment, budget, and workload, Region 1 was considered about a tie for the third largest Region in the Forest Service with the Southern Region. We developed a sound training and development program. We did the conventional and traditional-type training, but we were also in organizational development and we used Managerial Grid, which was an evaluation of one's management style carried on through to team development and inner team development throughout the region on an applied basis. It did a lot of good for the

Region and I think the proof was in the way a lot of our people responded to teamwork and inner teamwork.

We had a tough fire season in 1967 just as I arrived with my family back in Missoula after we moved our household goods and family from Pennsylvania. Until early fall most of us were occupied with the fire situation. That winter we had a strong critique of the fire season. One of the things that came out of that was that we pretty well put to rest the pick-up fire fighter from the street and from then on we were in organized, trained crews in an emergency. We did an unusual thing as far as I was concerned. We were the only one that did it. Once a year the Regional Forester and the Regional Forester's staff, with input from the Forest Supervisors, would sit down and do people planning for the coming year and go over the appraisals, the needs of all of our people, GS-9 and above, in the Region. That was our blueprint that we could use and it was also a working tool where this maximum delegation of selection and promotion that I talked about could be implemented. Our Region got involved early in concerns for employees and their overall fitness—their mental health, their physical health, and any particular problems that might come up, such as special problems in regard to placement needs, alcohol or drug addiction. We formulated the basis for what I called an “Overall Health or Fitness Program” in Missoula and we carried a lot of the philosophy and policy throughout the Regions.

One day I had a visit from a young lady who was a Vista volunteer in the late 1960's. She wanted to talk to me about why women couldn't be fire fighters. I'm talking again about the casual fire fighter or the emergency fire fighter as need dictated. We had a long discussion and she made a formal request to me that we explore why women shouldn't be organized and trained and placed into our fire organization. I worked with Bud Moore, the Chief of Fire Control at that time. And we decided we'd do it. Women were to report for training and organization in crews

just like we required that of men. The next spring when we had our training and organizational sessions, we had women on our organized crews and they were called in when needed during the coming fire season.

I'd mentioned earlier in the Alaska section about Job Corps being formed in 1964 and my involvement in the planning for a Job Corps Center in Alaska which was disapproved. When I came to the Northern Region in 1967, I was delighted to see that the Region had six 225-man centers. In those days they were all young men because the co-eding didn't occur until about 20 years later. These centers stretched from the Dakotas into northern Idaho and eastern Washington. We had two in Montana. These 225-man centers were isolated; they were out on the National Forests in field locations. They had a staff usually of about 45-50 employees. The personnel support job, which was my responsibility along with my staff, to those centers was an interesting challenge and very different. The Forest Service hadn't faced in decades the influx of the types of skills, the variety of skills that were required to manage the Job Corps Program. At a Center you had teachers who dealt with basic education knowledge and skills; you had vocational instructors of various types who covered everything from carpentry to auto mechanics to bricklaying. You had counselors, you had dormitory aids, you had recreation specialists, you had cooks, you had various technicians and support, you had clerical and support people. So the recruitment and development of that staff, of course, was a heavy responsibility on the personnel function. The recruiting for these skills, their development, their development into a team at the Center, their orientation to the Forest Service and to their jobs, the classification of the jobs—totally different knowledge and skills and requirements. This was a new program to the staff as well as it was to the Forest Service, so a lot of effort had to be put into the integration of the Job

Corps Program into the Forest Service Program and into the Forest Service philosophy. It was a two-way street and took constant communication.

In 1969 the Nixon Administration proposed to close a lot of Job Corps Centers and the Centers in the Forest Service were no exception. We had two of our centers proposed for closure in 1969 and it happened; they were closed. That left a staff of about 50 at each Center, about 100 people, from the Director of the Center to the lowest level worker in the Center without jobs. We made a policy decision in this Region, in the Northern Region, that we would outpace at the employee's desire before we would go into a reduction in force and have that effect throughout the organization. We worked hard with other Job Corps Centers, both within the Region and other Regions. We worked with other Regions and jobs outside of Job Corps, and we worked extremely hard at jobs within our Region. When we finished our people plan on the closure of those two Centers, every person had been offered a job and most of them accepted the assignments that were offered.

An application of team development or the Managerial Grid that I'd mentioned earlier... The Managerial Grid was the personal evaluation/development of a person who would be working in a work team on the job, or between his/her team and other teams. We had an excellent example in the management of the Region where the Region National Forest Supervisors were broken into three teams: an eastern team, a mid-team, and a western team. Each team consisted of five or six Forest Supervisors. Depending on the issue that needed attention—it could be a regional-wide issue or it could only affect, say the eastern Forest Supervisor team—we various Division Chiefs in the Regional Office or on the Regional staff were assigned to various teams to work with Forest Supervisors on certain issues. This really developed strong commitment to the resolution of the problem or the issue; it also developed

good understanding and very good communication among the people who were dealing with this. It was an excellent application of the managerial grid techniques and team development.

In the fall of 1972 I received notice from Orlo Jackson, Director of Personnel in our Chief's office in Washington, that I had been selected as a management support member for the United States Delegation that would attend the World Forestry Congress in Buenos Aires, Argentina in October of 1972. Tom Coston, Forest Supervisor of the Bridger-Teton in the Intermountain Region was also selected with me. Jeannie and I decided that with this opportunity we would rob our personal piggy bank and that she would attend with me. She was able to attend two of the three weeks that we were at the Congress in Buenos Aires. This was opportunity of a lifetime and we certainly got a lot out of it and enjoyed it tremendously.

In 1971 the Forest Service started evaluating some of the regional personnel officer jobs to see if they had possible potential to go from a GS-14 level to a GS-15 level. At that time we did not have any GS-15 regional personnel officers. My job in Missoula in the Northern Region was selected. The Forest Service worked with the Civil Service Commission in the Seattle Region—this was our Civil Service Region—and the Department of Agriculture Office of Personnel. We also had to provide a lot of information to them and it was finally decided that with our positively oriented program of some of the things we had been talking about here—the heavy involvement and support from management at the regional level as well as management in the field, the development of many creative and innovative programs, and that personnel in the Northern Region was heavily involved and integrated with ongoing full operational work of the Region, that this job was a GS-15. It was an honor to me to be able to be the incumbent of that job and it did have one string attached: It was limited to my incumbency. When I was

reassigned from this job in 1973, several years passed before the Forest Service had GS-15 regional personnel officers in the California Region and the Pacific Northwest Region.

One very stressful situation started happening in 1972 and 1973 in Missoula. The Nixon Administration was proposing some closures of regional offices and station headquarter offices throughout the Forest Service. Missoula was one of them. This was in the preliminary stage for a long time and the stress kept building. Finally, we reached a point where we were told that any job vacant would not be filled--everything was frozen². We started having to make plans to be able to outpace people and also offer retirement to people who were eligible. We placed dozens and dozens of people. People made decisions to either retire early or go ahead and take their optional retirement, to take jobs out of the Region, to move across country, to take voluntary demotions and go to Forest assignments that they desired. This was going on for almost 8-9 months. It was very stressful. I have never seen anything in the Forest Service that had such a dampening affect on us in Missoula, plus with all the work involved.

In the spring of 1973 I was offered on a lateral reassignment the Operations Chief, or as they call it, Management Services Director in the Southern Region in Atlanta. Jeannie and I really hated to leave Missoula. It was our home. We enjoyed it; we enjoyed the people, our activities. I liked my work and associates, but we reluctantly decided that we had to have a job also, that I had to be placed with the closure of the Region coming, that I was faced with the same thing as dozens of employees I was working with. So, we accepted the job in Atlanta.

The ironic thing about this decision to take this job in Atlanta that affected me and my family (and, of course, it affected many other employees' decisions) was that almost a year later it was decided, particularly after the Watergate incident where the President lost a lot of his clout

² Ed. note: A freeze nationwide was instituted in late September or early October of 1971. I believe this freeze was a later one specific to R-1.

to make this happen and then with the rising Congressional opposition, it was decided that the Missoula Regional Office—as well as the other proposed regional offices and station headquarters—would not be closed.

From April of 1973 until May of 1984 I was assigned to the Regional Office of the Southern Region in Atlanta, Georgia. I held two jobs during that period. From April of 1973 to June of 1974 I was the Operations Chief, or Management Services Director, for the Region in the Regional Office. In June of 1974 I was reassigned to the Deputy Regional Forester job in charge of administration. I held that job until May of 1984.

With the move to Atlanta, Jeannie and I and our three children (our oldest daughter, Becky, was in the 8th grade; Julia, our daughter, was in the 7th grade, and Paul, our youngest, was in the 3rd grade). We had been in Missoula for six years and as I said earlier, it was home. We all shed tears and were upset about the move, but in our family discussions I came up with the statement that I think has stuck with us for quite a while: Anytime you make a move and have to leave friends and areas that you love, that if you aren't hurt by it, you probably really haven't lived while you were there. That was something that I think in every community and assignment we were in, we tried to adhere to that. You really had to live for the moment and live while you were there. Even though it might have been a short time, you still had to go 100%. We sold our house in Missoula--again with a great deal of luck. After we listed it with the realtor, the first party who looked at it made an offer. It was very acceptable and that house was sold. Two in a row. Almost unheard of and such good luck

We drove across country again with a family of five. We still had Frieda, the little dachshund, and we also picked up, or he joined our family, a mutt named Barney in Missoula and we headed for Atlanta. We found a house in Atlanta that we were pleased with; we moved

in that late spring and got all three children enrolled in school. In the Regional Office in Atlanta there had been some reorganization. The Chief of the Forest Service had given Max Peterson, the Regional Forester, approval to cut down to five directors, or division chiefs. They reported to the Regional Forester. Where you had 10-12 division chiefs, or directors, in other Regions in various jobs, these directors operated at the same level and reported to the Regional Forester and the Deputy Regional Forester, but they were much more consolidated and had many more functions and activities to be responsible for. As an example, I had ten branches. Those branches consisted of everything from fiscal management, to budget, to human resource programs, to a transportation group, to contracting and procurement. A lot of variety. I was in that job, as I said, for about a year and was heavily involved in many activities in the Region, one of which was the Washington office, or the Chief got involved heavily into reorganizing the regional offices in all of the Regions. Just after we had reorganized in Atlanta, the guidelines and criteria came out for each Regional Forester or regional office reorganization. That's when we reorganized into a Regional Forester with two Deputy Regional Foresters, one of whom handled all of the resource, protection, and development areas of the Region's work. Another Deputy Regional Forester handled all the other areas, which consisted of the different administration functions. Each one of them had appropriate directors reporting to them. The Administration Deputy in Atlanta also had dual responsibilities for the Area Director and his program, which was on the same level as the Regional Forester. So that job would work and share all of its support activities and services with the Area Director for State and Private Forestry. It was housed in the same building as we were in the Regional Office in Atlanta. Over my ten-plus-year assignment in Atlanta it was kind of an interesting challenge that I found

myself into. I was getting quite a bit of tenure in that job, but I worked for four different Regional Foresters and four different Area Directors in my tenure in Atlanta.

About the first year that I was in Atlanta, Max Peterson gave me a letter one day that had been signed by Chief McGuire moving the Caribbean National Forest out from under research, specifically the Institute of Tropical Forestry, which reported to the Chief, as did the other research station directors, to the Regional Forester of the Southern Region. This entailed the Caribbean National Forest of 28,000 acres. It also said in the letter that you would provide support for the research program as well as the state and private program in Puerto Rico and the Virgin Islands. So this was a specific assignment that I was given. Through the years that I was in Atlanta, it was a real unique opportunity to be able to see this change grow and have a hand in it. We did such things as really make the Caribbean's National Forest. The Forest Supervisor who headed up the national forest activities also was in charge of state and private activities in Puerto Rico and the Virgin Islands, but there had never been a District Ranger on the Caribbean National Forest itself out on the ground. It was always done out of San Juan from a central location. Some of the activities that I was real pleased to be a part of was the decision to set up a Ranger and ranger staff out on the ground. We developed a ranger station with facilities, work center, offices. We developed support out of San Juan in the headquarters for the Forest Supervisor for the research function, or the Institute of Tropical Forestry, which was the research function and maintained that through the years. We helped develop strong human resource programs to meet the needs of Puerto Rico, the Virgin Islands, and also the needs of the Forest Service. The recreation load in the Caribbean was a large, large complex load and we met it with new facilities and new support.

This is probably a good time to talk about Atlanta and the community that we lived in and some of our involvement of both myself and Jeannie and the family. Atlanta had grown tremendously since we had lived there in 1960-1962. People were living out in the suburbs that we considered almost totally out of the question, or they would be out of the question in 1960-1962. I didn't have public transportation available to me in Atlanta, but we had a lot of Forest Service people in the area and throughout the time we were there, I commuted with various Forest Service folks. When the children were old enough and Paul, the youngest, particularly was in upper middle school, Jeannie went back to college. She worked very hard and graduated from Georgia State University with her education degree magna cum laude in 1977. She immediately started working with the Gwinnett County school system, another suburban county of the Atlanta area, teaching the 5th grade. Jeannie and I were both involved, along with the kids, in different aspects of church work and school work. Jeannie and I were active in the PTA; we were very active parent supporters of the girls' track and field and cross country teams. They both ran and participated in those sports. Our son played Pop Warner League football all the years in elementary school until he entered the 8th grade, which had an 8th grade public school program that he participated in. Then he stayed with football for the four years in high school and we were very active in the booster part of that from a parent-involvement standpoint every year. I coached all four years that he played youth football; I coached in that league and was involved with the board. We were very fortunate with this assignment. All three of our children graduated from the same high school in suburban Atlanta. The high school was only a 1 ½ to 2 blocks from our house.

One thing that was very strong in the Southern Region and the whole time that I was there, I was very involved in these programs and pushed them very hard to meet the needs of our

society in general, but also the needs of the Forest Service. Those were the human resource programs. I've talked about Job Corps. In the Southern Region we had eight Job Corps Centers that had been operational since the beginning. We also had a large residential and non-residential Youth Conservation Corps. The two years with the Young Adult Conservation Corps was in existence we had two residential programs and then dozens of non-residential programs. We did some of the early work with the senior citizens, or Older American Program, in Region 8. Some of the earliest work that we did in the use of volunteers in the national forests was in campgrounds and serving as campground hosts. Needless, to say the use of volunteers grew steadily from there. When you put all of our programs together in the Southern Region, we by far had the largest human resource program in the Forest Service. I was fortunate to be able to have good support from Forest Supervisors, Directors in Atlanta, good staff at the Centers, and good support from the Forest and the Regional Office. Our whole philosophy was how to integrate the needs of those programs from the social employment economic standpoint into the Forest Service program and make it meaningful for everyone concerned. It required constant attention, but it could be done. Mike Lannan, who I first met when he was Center Director in the Northern Region of the Forest Service, came to Atlanta shortly after my assignment there. I selected him to head up the Human Resource Program and he always had an excellent small staff that gave regional leadership to these programs. Our Personnel Management Program was blessed with an outstanding staff. My old boss, Roman Pfeffer, was the Director of Personnel and he had some excellent people who made this program a joy to watch and be a part of. They had good skills; they had good respect of management officials, and they worked hard at really delivering a positive program.

One area that got a lot of my attention: I would work with my Budget Officer, Bill Booth, and he happened to be in most of the time I was in Atlanta. I first met him when he was the Administrative Officer of the Deer Lodge in the Northern Region in Montana. We worked with our personnel ceilings. We always had ceilings limiting the number of people that we could have on board at any one time. We would work on attrition. When we could reassign, or change ceiling allocations and get to the field or into the proper place in the field, we used those to continue having a professional recruiting program with a mix of skills that was allocated Region-wide to our Forests. Even though we were continually trying and having to cut our overall organization, we were putting the emphasis on keeping our ranger districts on the ground viable and at the same time, giving them the mix of skills that they needed. We had some of the early wildlife biologists and wildlife technicians on the Ranger Districts. Our Forests had the skills they needed across the board in soils, engineering, landscape architecture, archeologists, and other skills that we needed.

One area that received early attention in the Southern Region was back in 1960-1962. We recruited two or three professional law enforcement, or special agent, people to start to work on particularly arsenous, incendiary fires and thefts on the national forests. This was particularly strong in certain parts of the south with man-caused and set fires. Soon each National Forest in the Southern Region had a law enforcement officer at the Forest level who worked across the Forest on incidents at the District level. In the late 1960's and early 1970's it became evident that we needed more of a law enforcement presence at the District level on the ground as many, many changes occurred with the users on our National Forests. This involved our visitors as well as some unwelcome guests that were willing to break laws and regulations, as well as cause property damage. It even involved the growing of marijuana, or cannabis, on the National

Forest, as well as assault, battery, and larceny of our forest guests. We called these District level law enforcement officers Level 4 Officers. They were designated. A lot of them came from within the ranks within the Forest Service who had interest in this area. They were sent to Glenco, Georgia for intensive law enforcement training at the Federal Law Enforcement Training Center. Then they were equipped and armed and placed at the District level. We had a leading regional program in this area within the service. At the time, particularly in the mid- to late 1970's, there was a lot of variation between Regions on how they saw law enforcement. It almost depended on the District Ranger, Forest Supervisor, or the Regional Forester as they saw their problem or situation. I think out of this controversy came a pretty solid approach to law enforcement, particularly at the District level and utilization of the Level 4 Officer. The Southern Region was a leader in helping to develop this.

Professional recruiting was a critical need during the 1970's and early 1980's in the Southern Region. Most Regions had practically stopped recruiting in professional recruiting entry levels. We had tremendous needs for these skills during that period and we had to find a way to be able to use the budget that we had and the ceiling allocation to do this. As I mentioned earlier, the recurring look at our ceiling, or numbers of people utilization, utilizing attrition in areas where we didn't need to fill with certain skills and converting these to the recruitment of professional skills through a Regional plan and delegation to the Forests and with accountability through their program of work was the way we accomplished this. We also pushed hard on a professional development and training program, which included a Regional orientation of a week in Atlanta. It was supplemented with strong Forest level training and on-the-job and on-the-ground training.

I think one function of management in the Forest Service in the 1960's and 1970's that needed attention was the evaluation, or review function, of management. Typically I thought we were very strong in the planning function and the execution function; but the area of review, critique, seeing what quality our work was being done at, needed improvement. We took the broad policy guidelines in the Southern Region and devised what we called a Management Review of each of our National Forests done on a periodic, or as needed basis. The Deputy Regional Forester for resources, or the Deputy for Administration (and that was the job that I was in), would be the team leader of those review teams and they would consist of a mix of Division Chiefs and always the Forest Supervisor of the reviewed National Forest would be on the team. We would work hard to identify issues that had a lot of futuristic and visionary-type items. We also looked at quality control. Out of that would come an action plan on how we would approach action and how to make changes, improvements and revisions in the issues that we had agreed on. The other Deputy and I did all of our Forests at least two or three times during the 10 years that I was a Deputy Regional Forester in the Southern Region.

After the Regional Office reorganization in 1974, we needed to develop an operating procedure, or an approach to our management, that would set the direction for how we would be operating together. Just the mere fact of putting people in organizational jobs isn't sufficient in accomplishing what needed to be done. The concept of placing the Regional Forester and the two deputies in a single organizational box, if you will, was the underlying philosophy in the Southern Region. In other words, an example of this: If I, as Administration Deputy Regional Forester made a decision, that was a Regional Forester decision—the same as the Resource Deputy. Our Regional Foresters—starting with Max Peterson followed by Roy Bond, Larry Whitfield, and Jack Alcock—all adopted these approaches without any change. In my tenure as

Deputy Regional Forester in Atlanta, I worked with two Deputy Regional Foresters for resources. For about two years the first one was Norm Gould, whom I had known in the Northern Region in Missoula. He came to us from an assignment in the Washington office. For about eight years I worked with Jim Sabin, the Deputy for Resources. Both Jim and Norm were pleasures to work for and I don't think we ever had a disagreement on an approach that either one of us would propose or do while the other one was out of the office and we were taking appropriate action.

I had mentioned earlier that the south was organized into a Region for National Forest Administration and an Area for State and Private Forestry work. That organization was under an Area Director, who was equivalent to the Regional Forester. I had dual responsibilities in administration as a deputy and I was considered an equal partner with the Area just like I was with the Region in my areas. I would attend staff meetings or do dual activities for the Area Director, just as I would for the Regional Forester. My staff in administration—the staff directors and their units—all were held accountable through the work planning process, performance rating, and accountability to serve as support to the Area Director, just like they would the Regional Forester. Sometimes entirely different policies, or policy decisions, were made that would be different for the Area than from the Region or vice versa. We always had to develop and follow-up the approach proposed policy that would fit the Area as well as the Region, but they could be different.

In 1980 I applied for the Department of Agriculture's Senior Executive Service Development Program. This was a training and development program where, if you were selected, for about 1 ½ years you were given intensive training and work assignments to prepare you for a qualified Senior Executive Service candidate for senior executive service jobs as they

came open. This program was developed in the mid-1970's. The idea was that they were developing people who would go into these senior executive jobs across the board in government. This was theory. It worked to some degree, but in the Forest Service primarily, we stayed within the Forest Service. Personally, I had that objective that this was the "game", if you will, that we had to play to be candidates for the Forest Service Chief to make selections, or recommendations to the Secretary in this case, to fill our senior executive jobs, such as in the Chief's office and the Chief and Staff, or for Regional Foresters and Directors in the field.

This program consisted of seminars, workshops and special assignments, but one of the keystones of the program was a four-month assignment that you personally had to negotiate with a prospective host to let you work for four months to get a very different type of experience and training. Larry Whitfield, who was the Regional Forester in the Southern Region at that time, was very supportive of me going into this program. My selection in that was with the State of Georgia in the Governor's office, but specifically assigned to the Division of Recreation and State Parks in Atlanta. As I said, this was for four months. I worked on numerous situations and issues for the Georgia State Parks. I made proposals, but one of the most interesting things that I was given to do that took most of my time and effort, was working in north Georgia on potential ways to expand the State Park system in north Georgia. A lot of this involved looking at lands adjoining the existing State Parks and proposing them for exchange with the Forest Service. In some cases, they were some small parcels of land that posed problems for the Forest Service as well as the State of Georgia and the Park involved. In one case I proposed a swap of appropriate equal-valued Forest Service land to become a Georgia State Park. I made field trips, met with Park Superintendents and Park staff, I worked with the people in the headquarters in Atlanta. I became very familiar with the operations of the State Park system. Also, I would counsel with

Park Superintendents in the field and pass on suggestions and observations in their overall management that I had observed and thought needed attention. This was a very important assignment for me. It did a lot for my confidence to see that a person with my background could make some contribution to a totally different agency outside of the federal government.

From May of 1984 until December of 1989 I served as Associate Deputy Chief for Administration in our Washington office national headquarters for the Forest Service in Washington, D.C. In Atlanta Jeannie was still teaching school with the Gwinnett County School System as a 5th grade teacher. By that time Becky, our oldest, was a college graduate and teaching school. Julie had graduated from Clemson University in 1982 and was working. Paul, our son, had entered Appalachian State University in North Carolina in the fall of 1982. Because of the National Administrative Review Team duties I didn't physically move to the Washington office until July of 1984. I was totally tied up in the leadership of this review team during that period.

We put our house up for sale in the Atlanta suburbs and as of July it hadn't been sold, so I proceeded on to Washington and Jeannie stayed with the house in Atlanta. I found a temporary housing situation in Arlington to get by and I ended up batching in the Washington area until the end of 1984. I came home for Christmas. We had the house sold; we had the closing. In late December and early January Jeannie and I physically moved to Virginia and established our new home.

My first six months on my assignment in the Washington Office I was heavy at work on the National Review Team duties and also as my Associate Deputy Chief job of just trying to get into a new job and adjust to a new location. I was back in commuting distance and I commuted about 26 miles one way from out in western Fairfax County into the District to the Chief's office.

As I said, this was a challenging time because Jeannie and I were physically separated for about 6 months in the first part of this assignment and it was good to get her to Virginia and get established in our new home.

I'll run over some of the items that I thought showed where a lot of my energy and effort went in my assignment in the Washington Office. One that comes to mind right away is our national Job Corps leadership. I've mentioned that previously and how important I felt that was to the Forest Service and to the field unit or the Region that I worked in. At that time we had 18 Civilian Conservation Centers in the Forest Service. We had been busy in the earlier 1980's and through the 1980's getting those co-ed. We had young women in a majority of our centers by the late 1980's. Also getting them certified from an educational standpoint in the local accrediting associations of the states where the centers were located. My last year of service in 1989 we celebrated throughout the government and the Forest Service the 25th anniversary of Job Corps. In 1987 we were thrilled to be able to follow-up with some authorities in Scotland on our exchange of information and experiences with Job Corps in hopes that people in Scotland could adapt a similar modified program that would meet their needs in Scotland and help on their youth unemployment, lack of training, and education. One of the times where a lot of my energy went was working with the Department of Labor. The funding for Job Corps came through the Department of Labor. Then we were delegated the responsibility for the program through the Forest Service for the 18 Centers. This was an ongoing job to maintain effective working relationships and also resolve issues that would come up at the national level.

Other human resource programs that I had been involved with in the field that I found very satisfying to be in on some of the planning and policy of national volunteers—the use of

volunteers in our many functions at the field level. At that time we probably had 60-70,000³ volunteers throughout the Forest Service. The Older Americans, our senior employment program, for citizens over 55 had very, very strong points and was well established in the Forest Service. Without those folks and their experience and wisdom, a lot of our jobs in the field would go wanting. The Youth Conservation Corps had diminished in size, but was still a critical program with working with young people and orienting them to natural resource conservation activities, but also giving them a chance to have some work in the summer but maybe have some influence on where their lives might take them.

Since 1960 I had worked in many capacities in the area of personnel management in the Forest Service. Personnel management was still one of my responsibilities at the Washington office. Right after I came into the Washington office, we had some huge cuts primarily in the western Regions where we had cuts in the timber management program and this affected many foresters and engineers who were in support of this timber program. We had what we called a Must Placement List of those employees who were declared surplus to our needs in the field. We again had a policy before we would go through a reduction in force and indiscriminately bump people throughout the Forest Service who were affected, we would place all individuals. This took months and months to accomplish, but with our support and effort it was accomplished.

After I went into the Washington office, one thing at that level that I felt needed to be done was to make strides in civil rights. Civil rights at that level needed to be integrated with our personnel management program to be the most effective approach to do this. This was accomplished and, I think as a result of that organizational marriage, we were able to break down

³ Ed. note: Total employees in the Forest Service was somewhere between 25,000 and 40,000 employees. It is doubtful that we had two volunteers for every employee. Therefore, it is probable that Jim misspoke and really meant 6-7,000 volunteers.

barriers and do many things in the area of developing area policy, programs and procedures that would facilitate equal opportunity for everyone in the Forest Service.

The Senior Service Candidate Development Program at the Washington level needed guidance and leadership and I felt very personally fortunate to have gone through this program. I had a lot of ideas and I knew others did on how to strengthen and improve that program. I personally worked with that and we had several classes that were outstanding. We obviously improved the approach and the quality of that.

Our national Civil Rights Committee needed attention and support. I decided to do this personally. From the time I was in my assignment in Washington until I retired I attended every Civil Rights Committee twice a year that convened. I personally followed up on the action items that came out of these committee meetings, and we were able to develop a lot of commitment, understanding and action as a result of those. Out of the Civil Rights Committee we had a recommendation to develop some goals and objectives that would deal with a vision for our work force ten years out in the future. We called it Vision for Work Force 1995⁴. This directional effort had a significant impact on the Forest Service work force and its diversity from 1995 on to the present day.

I had never supervised an information or information education function or, as we called the unit in the Washington office in those days, the Office of Information. I was the immediate Supervisor of the Director of the Office of Information. This got me into a totally different area that I had very little experience in. One of my functions was to attend and work in what we called the Chief and Staff. This consisted of the Chief of the Forest Service, the Associate Chief, the Deputy Chiefs, and then the Deputy Chiefs' Associate Deputy Chiefs. We would meet, if we were in the office, for a brief information exchange meeting every morning, as well as we would

⁴ Ed. note: This was actually issued sometime between 1985-87, probably 1985.

meet on decision-making sessions on a call basis. We would also extend the Forest Service Management Team when we would meet at least twice a year with the Regional Foresters and Directors. We would combine into an overall management team. I mentioned this daily staff meeting of Chief and Staff. I got a real personal pleasure out of greeting field visitors who would come in on work assignments, detailers, or for training, for whatever reason they found themselves in the Washington office and they would be brought to Chief and Staff in the mornings for introductions to the Chief and Staff. I particularly enjoyed taking and giving some personal attention to these folks and spending some time with them after the meeting was over.

One thing that my Washington assignment and working on a national basis really made an impression on me was how important it was, and a lot of times you didn't articulate it, but how important a lot of us were to each other, and to mentoring people from all over the Service in many ways through the years. I felt like my Washington assignment gave me a lot of opportunity to review old relationships and acquaintances and work with people in special assignments or on different issues that I had had some hand to play in their development. I felt that one of the most important services I was able to render throughout my Forest Service career, as well as the last few years in the Washington office, was in the mentoring of people at all levels of the Forest Service that I had known.

Some of the trips and travel that we were able to do with each other took us to Scotland on the Job Corps assignment, Alaska, Montana, Pennsylvania, and New York. One thing I failed to mention that was in 1985, early in my Washington office assignment, when I attended the Federal Executive Institute in Charlottesville, Virginia for six weeks. This was an outstanding training opportunity. You worked with federal executives from many agencies in the federal government. In 1987 I was able to attend a one-week refresher course at the Federal Executive

Institute in Charlottesville also. This was a good follow-up session and you attended it with a lot of your Institute classmates that you attended with in 1985.

In late October of 1989 I notified my Deputy Chief and the Chief of the Forest Service that I planned to retire at the end of that year. It was announced internally in the Forest Service about the last day of October of 1989. I worked during the Christmas to New Year's week in December of 1989. Generally that week throughout the Forest Service and particularly in the Washington office is very quiet. A lot of folks are on annual leave, traveling, or out of town. It's a real slowdown. This was a nice, quiet, reflective way to end my career with the Forest Service. On Friday, December 30, 1989 I retired from the U.S. Forest Service. It was kind of humorous, but on the last day, due to the skeleton staff in the Washington office, I had been designated as Acting Chief of the Forest Service on my last day of official work.

This concludes my organized thoughts on my early life, my education, my early training and my chronological order of my Forest Service career with some highlights. As I did this, I thought of many people, of many things that I could continue to add, but somewhere you just have to call a halt to it and assume that you've hit some of the highlights that might be of some interest some day if anyone ever listens to this tape. I plan to make copies of this tape when I receive it back from Missoula and give a copy to each of my three children.

As I close, I want to take this segment of the tapes and talk briefly about some things that are still on my mind that might not be as well organized as parts of the tape previously. A lot of these experiences and things that a person goes through in 30-plus years of working for an organization and gaining your livelihood from it and being committed to its goals and objectives there are certain traits or values that you hold dear and you know other people in the organization

adhere to those values. They influence you tremendously in what you do or don't do in your career. If they are of some value to people in the future, so be it.

Looking back on my career people influenced me heavily in many, many aspects. My experiences and my values told me that our people, our human resource in the Forest Service, is our most valuable resource and that they had to be treated with respect and dignity and have a say in where the organization is going. I guess some of my early background working with Forest Service crews, with the people on the ground and face-to-face tasks, my training throughout my Army experience, my early work with the Marines as a private reservist, even early childhood examples, even lessons that I learned working in my first jobs, whether I got paid for them or whether they were on our farm or for neighbors. These all influenced you. My high school football: I still look back, it was an early example of some of the values—particularly teamwork—that I still hold in high esteem. You look to people who are setting the example. I think all of these things that I'm saying helped set a basis for many of the personnel programs at the various field locations that I worked on and was a part of. They became a foundation for the things that I pushed for in policy, systems, and programs.

Underlying all of this was that our people in the Forest Service are, indeed, our most valuable resource. This set into motion many personnel policies and practices and programs that I had a part in, and/or believed in. It also laid a foundation of our broader goals and objectives in the Forest Service dealing with the various human resource programs, which had a rich history, even in the 1930's with the early Civilian Conservation Corps and in my career in Job Corps, Older Americans, Youth Conservation Corps, Young Adult Conservation Corps and our volunteers. The importance that a natural resource agency in the federal government at the ground level could make a difference and really play a role in our society dealing with

unemployment, lack of training, lack of caring. I think they did make a difference. Leadership was important to me and not just from the opportunity to provide leadership, that's one way, but the idea to encourage people to be leaders, to provide leadership, to mentor people, to care for people and to care for the organization.

Several items come to mind that through the years I think we might coin as being Forest Service values or Forest Service organizational values. Probably some things I've already mentioned have gotten into this, but the importance of the Forest Service family. Time and time again I was impressed that we were a family. It was demonstrated to me in many places through words of encouragement, acts of kindness, and acts of concern. Jeannie and I both felt we were equal partners in passing this value on and demonstrating it. Honesty and ethical conduct were important values that always were important. You not only saw it demonstrated, but you had the opportunity many times to demonstrate that. Open communications: I always felt in the Forest Service that I had the opportunity to express my opinions, I could disagree with people in authority, I could push my opinions and I never felt that anyone held those against me. The use of the term "esprit de corps", the old Marine value: We did have that esprit de corps in my career in the Forest Service. It was important to be a part of that and you looked after your buddy, just like they did in the Marine Corps. The mission that we did: In my opinion, the mission was almost noble. It's work that we could relate to; we believed in it and with that common spark a can-do attitude and all of these other values that I'm talking about led us to some high performance levels of getting the job done. I think we felt we could always do the job. It was almost to a fault, but I think it was our greatest strength. We had a can-do attitude—again almost to a fault—but if we had a job to do, we did it. Leadership: People could lead from any place in the organization if they desired to and you had something to deliver and people

believed in you. I was a firm believer that you didn't have to be in the line organization to demonstrate and exhibit leadership. This is not left to the District Ranger, the Forest Supervisor, the Regional Forester, the Station Director, the Deputy Chief, or the Chief of the Forest Service. Leadership comes from people in all levels of the organization and all types of staff jobs, specialist jobs, program development jobs. They can be experts, but they were leaders in their field. The key to this was a thing that I firmly believed: Regardless of whether you had line leadership or you were in staff or a specialist, you earned the respect. Earned respect was the key to leadership.

This concludes my tape on my career as well as some observations in ending with the U.S. Forest Service from 1956 to 1989. I dedicate this tape to Jean Bryan Webb, my wife of 45 years. Without Jeannie's love, support and understanding, a lot of this would not have happened the way it did.

In listening to the recording and looking over my notes, I must add some footnotes. These footnotes deal with my tour of duty in the Alaska Region from June 1962 to March 1966. In the fall of 1962 the Cuban Missile Crisis reared its head. While that confrontation went on, we became very concerned in the Alaska Region for our Forest Service employees and their families. Seattle was our port where most of our goods and services came from. Most of them came by steamship and some by air. Our mail service was daily by air from Seattle, so we thought that with the missile crisis and the concern for total destruction and war we had to deal with what would happen if Seattle was destroyed and our supply hub was lost. We really expanded into the total Forest Service family with first aid and medical care training. This was always available to the employees, but we encouraged and invited Forest Service spouses and family members to attend and receive the training. We provided all the information on supplies

that needed to be stored at home in the form of food, water and other needs that a family would have. This information was widely distributed and a lot of us did this and stocked that at our homes.

Another area that was very important to the Alaska Region was in 1963 the Region established a new job in the Regional Office that would be in charge of Air Safety, Aviation Management, and National Forest Fire Control. Jim Moore was recruited from the Rocky Mountain Region. He was a former Air Force officer and a qualified pilot as well as a forester. He and I worked together on many mutual projects. I supported him in safety dealing with helicopters and fixed-wing aircraft and he, likewise, had a real interest in personnel safety and welfare.

Another area that was important to the Alaska Region, particularly the southeastern part where most of our people were concentrated, was water safety dealing with watercraft. We had three large boats that we called ranger boats. They were about 50-60 feet long with diesel engines and they required real expertise to navigate and skipper them. The skippers were highly qualified and they were in charge of those boats, but we had dozens of small boats that we called work boats that would run from the ranger boats to shore, or from scows, which were barge-like living quarters that were on the water. These work boats were very critical to our employees' safety. We required any employee operating a small boat to take and pass the Coast Guard Water Safety and Boat Course as a minimum. Of course, our policy and our Forest Service internal training focused on small boat operators and the safety around water.

These recordings were made in January of 2001.