

Appendices

Appendix A

POLICY AND DIRECTION MANAGEMENT
QUESTIONNAIRE

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The purpose of this study is to find ways of improving the usefulness of policies and directions for the field. We need your input through this questionnaire which is our major data source.

This questionnaire will help us understand how policies and directions presently get to you and to what extent they meet your needs. We also ask for your ideas on how to increase the effectiveness of policies and directions in the Forest Service.

You and other managers and staff specialists at all field levels in all branches of the Forest Service constitute a stratified sample for this study.

All data will be summarized and reported only by groupings. Your personal input will not be identified.

In the questionnaire we use the terms: policy, direction, and Directives System. Please use the following definitions:

A Policy is a guide to decision making. It is a general description of a course of action to be followed in dealing with recurring events. It is intended to provide for consistency of action throughout the organizational unit to which it applies (e.g. Service-wide, Region, Forest, Station, Area).

A Direction is a specific order which prescribes how a certain task is to be accomplished within the framework of the relevant policy.

The Directives System is composed of the official Forest Service Manual and Handbooks, and the Regional, Station, Area and National Forest supplements. It contains continuing authorities, policies, objectives, directions, standards and other information.

Please provide the following group identifiers:

Region/Station/Area: _____

Forest (if applicable): _____

Your Position Title: _____

PART 1

1. How promptly do you generally receive policies or directions from the levels that provide policy and direction to you:

	In reasonable time	A little late	Much too late
Chief's Office	☐	☐	☐
Regional Office	☐	☐	☐
Supervisor's Office	☐	☐	☐
Station	☐	☐	☐
Area Office	☐	☐	☐

2. Can you suggest ways of speeding up the policy and direction that reach you much too late?

3. For your present position, please check the formats in which you receive policy and directions from the applicable levels. Chief's office direction applies to all levels; Regional Office direction applies to the Regional line organization and some Station and Area personnel. The remaining three categories apply to their respective organizations only. For the printed materials check whether you read, skim over, or do not read them.

Estimate the % of those
received that you:

	Check the ones applicable to you	Read	Skim over	Do not read
A. Issued by Chief's Office				
Directives (FSM & FSH)	_____	_____	_____	_____
Letters or Memoranda	_____	_____	_____	_____
Oral instructions	_____	_____	_____	_____
Other _____	_____	_____	_____	_____
_____	_____	_____	_____	_____
B. Issued by Regional Office				
Directives (FSM & FSH)	_____	_____	_____	_____
Letters or Memoranda	_____	_____	_____	_____
Oral instructions	_____	_____	_____	_____
Other _____	_____	_____	_____	_____
_____	_____	_____	_____	_____
C. Issued by Supervisor's Office				
Directives (FSM & FSH)	_____	_____	_____	_____
Letters or Memoranda	_____	_____	_____	_____
Oral instructions	_____	_____	_____	_____
Supervisor's Orders	_____	_____	_____	_____
Other _____	_____	_____	_____	_____
_____	_____	_____	_____	_____
D. Issued by Station Director				
Directives (FSM & FSH)	_____	_____	_____	_____
Letters or Memoranda	_____	_____	_____	_____
Oral instructions	_____	_____	_____	_____
Other _____	_____	_____	_____	_____
_____	_____	_____	_____	_____
E. Issued by Area Director				
Directives (FSM & FSH)	_____	_____	_____	_____
Letters or Memoranda	_____	_____	_____	_____
Oral instructions	_____	_____	_____	_____
Other _____	_____	_____	_____	_____
_____	_____	_____	_____	_____

4. On what (if any) policy and direction topics do you try to remember details?

5. Rank the listed formats in which you hear about present or future policy and direction according to ease of understanding and overall usefulness to you (identify the most preferred format by 1, the next by 2, etc.):

	<u>Rankings</u>	
	Easiest to understand	Best overall for your needs
Directives (FSM)	_____	_____
Letters or Memoranda	_____	_____
Oral instructions	_____	_____
Friday Newsletter	_____	_____
Industry or Private Organization's News-letters or magazines	_____	_____
Newspapers, Radio, TV	_____	_____

6. Can you readily tell if a policy you receive is one you:

<u>Must</u> implement	Yes ☐	No ☐
Should know	Yes ☐	No ☐

7. Please estimate the percentage of directions relating to your major activities that you act on or implement:

	Percent
Immediately upon receipt	_____
Within 3 months of receipt	_____
When you have sufficient resources (manpower, funds, etc.)	_____
Not until you absolutely have to	_____

8. Please estimate the percentage of new policies and direction you receive in your area of responsibility from the indicated levels of the organization which you feel you study and implement as prescribed (answer only for the levels from which you receive policy and direction):

	Percent
Chief's Office	_____
Regional Office	_____
Station	_____
Area	_____
Supervisor's Office	_____

9. Please estimate the percentage of new policies and directions you receive in your area of responsibility which you do not fully implement as prescribed because you feel this is not possible or advisable. (Answer only for the levels from which you receive policy and direction):

	Percent
Chief's Office	_____
Regional Office	_____
Station	_____
Area	_____
Supervisor's Office	_____

10. In the Directive System is there a sufficient:

Index	Yes ☐	No ☐
Cross-reference File	Yes ☐	No ☐

11. In the directions you receive from the Chief's Office, is the breakdown into specific instructions:

Give examples
by code or function

Too detailed	☐	_____
Just about right	☐	_____
Too general for action	☐	_____

12. In your functional area, which sections of the Directives System (FSM & FSH), if any, are obsolete or poorly written? Please indicate by code and identify primary cause of complaint.

Sections (code)	Cause(s)			
	Obsolete	Poorly written	Unnecessary detail	Incomplete
_____	☐	☐	☐	☐
_____	☐	☐	☐	☐
_____	☐	☐	☐	☐
_____	☐	☐	☐	☐
_____	☐	☐	☐	☐

12a. In your functional area, which section of the Directives System (FSM & FSH), if any, could or should be omitted? Please identify by code and state the reasons.

Section	Reasons
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____

13. Please identify by code those sections of the Directives System (FSM or FSH) which you think are particularly well written (concise, clear, content meets needs, etc).

14. Please identify by function or code those sections of the Directives System (FSM or FSH) which you think are particularly poor (unnecessary content, poorly written, etc.)

15. Name the functional areas (e.g. timber, engineering, personnel) from which you receive the policies and directions that generally:

Functional Area

Help you most in doing your job

Are next most helpful

Make it most difficult
to accomplish your job

16. Name the levels of the organization (e.g. Chief's Office, Regional Office, etc.) from which you receive the policies and directions that generally:

Organization Level

Help you most in doing your job

Are next most helpful

Make it most difficult
to accomplish your job

17. Which policy statements and directions you now receive from any level of the Forest Service do you think should be eliminated and why? Please give a definite answer even if it is None or Don't know.

18. What policies and directions do you think are needed but do not now exist?

19. Have you come across conflicts between policies or directions issued under different codes?

Yes ☐

No ☐

20. OPTIONAL

If the answer to 19 is yes, do you remember which codes they were and at what organizational level they were issued?

Codes

Organizational Levels

21. What do you do when you get conflicting policies and directions?

22. In your experience, does the intent of a policy or direction, as you interpret it, clash with the corresponding specific instructions for implementation:

Never ☐

Sometimes ☐

Quite often ☐

23. If there remains a difference between intent and detail, which do you generally act on:

Your interpretation of intent ☐

The detail prescription ☐

24. From where and in what form do you receive most of your information about future Forest Service direction?

From where	Format

25. You may at times get to know about future policy and direction from reading a draft or an early release. Do you take action on future policies and direction before the effective date?

Sometimes ☐

Never ☐

26. If you have taken action in the past on policies and direction before the effective date, please indicate which kinds of policies you implemented early and why.

27. How do you usually communicate with higher levels about issues of policy and/or directions? (Answer for each higher level with which you communicate.)

	By discussion	Through correspondence	By management reviews
Supervisor's Office	☐	☐	☐
Regional Office	☐	☐	☐
Area Office	☐	☐	☐
Station	☐	☐	☐
Chief's Office	☐	☐	☐

28. Do you communicate sufficiently with higher levels on policies and directions to meet your needs?

Yes ☐ No ☐

If not, why not?

29. Can you suggest how your communications with higher levels on policies and directions could be improved? Discuss all possible means regardless of present limitations.

30. Does the existing Forest Service Directives System (FSM & FSH) present the necessary policies and directions to your satisfaction?

Yes ☐

More or less ☐

No ☐

31. Could you suggest a better alternative?

32. As you know, copies of the Forest Service Manual can be found at most Forest Service offices, and consist of a set of hinged binder books that are currently updated through loose leaf amendments and supplements. You may know of alternatives for the technological management of this System (updating, printing, storing, distributing, etc.). Please describe and discuss them.

33. Are there any potential technological modifications in the management of the Directives System that you would object to?

34. We would appreciate any other comments, problem identification, or other suggestions you care to make on the topic of policy or direction.

Appendix B

PART 2

In this table we present in column (1) cues to a number of policies or directions issued by the Washington Office. Please indicate in column (2) whether you have seen the given policy or not (Many of these may not be relevant to your position). If you have seen it, please enter in column (3) the approximate date you saw it. In column (4) please write in any key words or elements of the direction that you may remember. Please do not consult any references.

(1) <u>Policy or Direction</u>	(2) Have you seen it? Yes No		(3) Date (week or month)	(4) Key words describing content
1. Host Program				
2. Use of Overtime				
3. Annual Leave policy in Foreign Travel				
4. Evaluation of F.S. positions under Fair Labor Standards Act				
5. Possessory Interest Taxes paid by employ- ees residing in Government quarters				
6. Use of PFT employees in the YACC Program Count				
7. Non-Declining Even- flow Timber Policy				
8. F.S. Management Model as relates to RPA				
9. Archeological Resources				
10. Natural History Resources				
11. Use of 2,4,5-T and Silvex				
12. Payment Procedures to States				
13. New Grazing Fee Regulations				

(1) Policy or Direction	(2) Have you seen it? Yes No		(3) Date (week or month)	(4) Key words describing content
14. Fees for Special use Permits				
15. Recording of Mining Claims				
16. GA assessment of ERF funds				
17. Livestock Impoundment				
18. TSI Stand Examina- tions				
19. GAO decision on Timber Sales Bidding				
20. Property damages & Liability Insurance for permittees				
21. New Weather Data Agreement				
22. Use of DC-3 Aircraft				
23. Reallocation of Fire Suppression Savings				
24. Deviations from Aviation Standards				
25. Inspection of Allison 250-C20 Engines				
26. Helitorch fix				
27. New Requirements for Air Tanker operations				

(1) Policy or Direction	(2) Have you seen it? Yes No		(3) Date (week or month)	(4) Key words describing content
28. Use of LiSO ₂ Batteries on Aircraft				
29. ATCO Certificates				
30. Small Business Road Option in Timber Sales				

Appendix C

PART 3

In this table we present in column (1) cues to a number of policies or directions issued by the Southwestern Region. Please indicate in column (2) whether you have seen the given policy or not (many of these may not be relevant to your position). In column (3) please write in any key words or elements of the direction that you may remember. Please do not consult any references.

(1) Policy or Direction	(2) Have you seen it? Yes No		(3) Key words describing content
1. Transportation System Handbook and RMAP			
2. Timber sale branding and painting requirements			
3. Optional removal of timber in "Multi-Product" sales			
4. Cooperative agreement between State of New Mexico, U.S.F.S, and B.L.M on range management			
5. Use of helicopters for fire management in wilderness			
6. Policy for monitoring quality of ski instruction and commercial guide activities			
7. Use of appropriate mode of dress when attending meetings of Federal, State, or local agencies or organizations			
8. Policy on inviting governors or congressmen to F.S. events			
9. Delegation of authority to sign IPA agreements			
10. Adjustment of work schedules for religious observance			



Appendix D

Sample Information

Total Number of Questionnaires Distributed: 450
Total Number of Questionnaires Returned: 370
Percentage of Questionnaires Returned: 82%

Demographic Breakdown of Sample:

By Hierarchical Level:

Region	129
Forest	103
District	67
Station	52
Area	19

By Position:

In Regions:

Deputy Regional Forester	11
Staff Director (Regional Level)	118
Forest Supervisor and Deputy	19
Administrative Officer (Forest Level)	12
Other Forest Staff	73
District Ranger	26
Senior Staff (District Level)	42

In Stations:

Deputy Director	5
Assistant Director (research, programs & planning)	12
Assistant Director (research support services)	2
Project Leaders & Project Scientists	27
Various Administrative Officers	4
Unidentified	2

In Areas:

Assistant Director	3
Staff Director	9
Field Representatives	7

By Function:

Fire	13	Watershed-soils	4
Engineering	20	State & Private Forestry	26
Land Mgmt. Planning	18	Research	52
Lands	5	Administration	31
Range	15	Information	10
Recreation	15	Personnel Management	9
Wildlife	6	Human Resources Planning	6
Minerals	2	Fiscal & Accounting	4
Timber	33	Resources	7
Forest Insect Disease	6	Other Functions	32
Line Officers (NFS)	56		

1. How promptly do you generally receive policies or directions from the levels that provide policy and direction to you:

FREQUENCIES

From the Washington Office:

	<u>Region</u>	<u>Forest</u>	<u>District</u>	<u>Station</u>	<u>Area</u>	<u>Totals</u>
In reasonable time	55	34	16	24	6	135
A little late	32	31	30	15	7	115
Much too late	36	28	13	6	4	87
blank	6	10	8	7	2	33

From the Regional Office:

	<u>Region</u>	<u>Forest</u>	<u>District</u>	<u>Station</u>	<u>Area</u>	<u>Totals</u>
In reasonable time	48	45	19	7	4	123
A little late	14	41	35	5	3	98
Much too late	4	14	7	1	0	26
blank	63	3	6	39	12	123

From the Forest Supervisor's Office:

	<u>Forest</u>	<u>District</u>	<u>Totals</u>
In reasonable time	36	45	81
A little late	10	15	25
Much too late	3	5	8
blank	54	2	56

From the Station:

	<u>Station</u>
In reasonable time	38
A little late	6
Much too late	1
blank	7

From the Area:

	<u>Area</u>
In reasonable time	6
A little late	9
Much too late	2
blank	2

2. Can you suggest ways of speeding up the policy and direction that reach you much too late?

(Question 2 did not specify any categories for responding. The categories of answers shown were derived from an analysis of the major recurrent themes given in the answers to this question.)

FREQUENCIES

<u>Suggested solution</u>	<u>Region</u>	<u>Forest</u>	<u>District</u>	<u>Station</u>	<u>Area</u>	<u>Totals</u>
Improve Distribution system	30	22	17	10	7	86
Less policy and direction	2	1	1	2	0	6
Improve policy & direction draft review process	10	9	2	0	1	22
Use More Interim Directives	5	0	0	1	0	6
P & D must be formulated faster at the W.O.	3	2	0	2	0	8
Need better communication/ coordination between organizational levels	4	1	0	0	0	5
Spend less time interpreting P & D at the R.O. and S.O.	0	3	2	0	0	5
Use electronic communications	3	3	2	0	0	8
Improve performance of clerical staff & mailrooms	2	1	2	1	1	7
W.O. must set better priorities as to which P & D is needed	6	3	1	0	0	10
Other response	14	10	11	5	2	42
Blank	50	47	29	31	3	165

3. For your present position, please check the formats in which you receive policy and directions from the applicable levels. Chief's office direction applies to all levels; Regional Office direction applies to the Regional line organization and some Station and Area personnel. The remaining three categories apply to their respective organizations only. For the printed materials check whether you read, skim over, or do not read them.

Estimate the % of those
received that you:

Region Level Responses:	Number of usable responses*	Read	Skim Over	Do Not Read
A. Issued by Chief's Office				
Directives (FSM & FSH)	86	50%	32%	16%
Letters or Memoranda	85	77%	18%	4%
Oral instructions	129	97 responded "applicable"		
B. Issued by Regional Office				
Directives (FSM & FSH)	68	54%	33%	11%
Letters or Memoranda	67	74%	21%	5%
Oral instructions	129	78 responded "applicable"		

Estimate the % of those
received that you:

Forest Level Responses:	Number of usable responses*	Read	Skim over	Do not read
A. Issued by Chief's Office				
Directives (FSM & FSH)	74	42%	36%	22%
Letters or Memoranda	71	65%	29%	4%
Oral instructions	103	20 responded "applicable"		
B. Issued by Regional Office				
Directives (FSM & FSH)	73	57%	32%	11%
Letters or Memoranda	72	81%	15%	4%
Oral instructions	103	68 responded "applicable"		
C. Issued by Supervisor's Office				
Directives (FSM & FSH)	52	89%	9%	2%
Letters or Memoranda	52	89%	9%	2%
Oral instructions	103	55 responded "applicable"		
Supervisor's Orders	36	96%	1%	0%

* Responses which did not specify explicit percentages were deleted from the sample (exception: Oral instructions).

3. (continued)

Estimate the % of those
received that you:

District Level Responses:	Number of usable responses*	Read	Skim over	Do not read
A. Issued by Chief's Office				
Directives (FSM & FSH)	43	30%	46%	24%
Letters or Memoranda	37	59%	31%	8%
Oral instructions	67	5 responded "applicable"		
B. Issued by Regional Office				
Directives (FSM & FSH)	42	46%	38%	15%
Letters or Memoranda	37	69%	25%	6%
Oral instructions	67	17 responded "applicable"		
C. Issued by Supervisor's Office				
Directives (FSM & FSH)	41	80%	18%	2%
Letters or Memoranda	42	86%	12%	2%
Oral instructions	67	55 responded "applicable"		
Supervisor's Orders	35	85%	5%	1%

Estimate the % of those
received that you:

Station Level Responses:	Number of usable responses*	Read	Skim over	Do not read
A. Issued by Chief's Office				
Directives (FSM & FSH)	31	36%	47%	17%
Letters or Memoranda	30	63%	34%	3%
Oral instructions	52	25 responded "applicable"		
B. Issued by Regional Office				
Directives (FSM & FSH)	10	23%	44%	33%
Letters or Memoranda	11	51%	24%	26%
Oral instructions	52	3 responded "applicable"		
C. Issued by Station Director				
Directives (FSM & FSH)	26	79%	19%	2%
Letters or Memoranda	27	88%	8%	0%
Oral instructions	52	39 responded "applicable"		

* Responses which did not specify explicit percentages were deleted from the sample (exception: Oral instructions).

3. (continued)

Estimate the % of those
received that you:

Area Level Responses:	Number of usable responses*	Read	Skim over	Do not read
A. Issued by Chief's Office				
Directives (FSM & FSH)	15	33%	41%	26%
Letters or Memoranda	13	61%	27%	12%
Oral instructions	19	7 responded "applicable"		
B. Issued by Regional Office				
Directives (FSM & FSH)	8	31%	56%	14%
Letters or Memoranda	8	41%	52%	7%
Oral instructions	19	7 responded "applicable"		
C. Issued by Area Director				
Directives (FSM & FSH)	14	76%	21%	3%
Letters or Memoranda	14	86%	13%	1%
Oral instructions	19	14 responded "applicable"		

* Responses which did not specify explicit percentages were deleted from the sample (exception: Oral instructions).

4. On what (if any) policy and direction topics do you try to remember details?

(Question 4 did not specify any categories for responding. The categories of answers shown were derived from an analysis of the major recurrent themes given in the answers to this question.)

	<u>FREQUENCIES</u>	
	<u>Natural Resources*</u>	<u>Administration*</u>
Own function	90%	87%
Sensitive/current topics	7%	13%
Personnel	17%	17%
Fiscal/administrative	10%	18%
Other responses	6%	5%
None	1%	2%
Blank	1%	3%
(sample size)	(144)	(60)

* Each category consists of those respondents whose primary duties are concerned with natural resources or administration within the NFS.

5. Rank the listed formats in which you hear about present or future policy and direction according to ease of understanding and overall usefulness to you (identify the most preferred format by 1, the next by 2, etc.):

NORMALIZED SCORES*

Easiest to Understand:

	<u>Region</u>	<u>Forest</u>	<u>District</u>	<u>Station</u>	<u>Area</u>
Directives (FSM)	84	88	65	72	62
Letters or Memos	100	100	100	100	76
Oral Instructions	94	89	95	98	100
Friday Newsletter	62	68	69	75	83
Private Newsletters	41	35	46	42	44
Newspapers, etc.	33	34	47	27	27

Best Overall:

	<u>Region</u>	<u>Forest</u>	<u>District</u>	<u>Station</u>	<u>Area</u>
Directives	100	98	89	78	99
Letters or Memos	98	100	100	100	100
Oral Instructions	80	77	78	84	90
Friday Newsletter	44	52	53	52	54
Private Newsletters	32	26	35	31	35
Newspapers, etc.	19	22	29	20	22

* Each score was computed by assigning point values to the rankings as follows:

- 6 points for each 1st place ranking.
- 5 points for each 2nd place ranking.
- 4 points for each 3rd place ranking.
- 3 points for each 4th place ranking.
- 2 points for each 5th place ranking.
- 1 point for each 6th place ranking.

Once the total scores were determined, the scores were then normalized by taking the highest score for each column, setting it as 100 and then adjusting the smaller scores in the column proportionally to that base of 100.

6. Can you readily tell if a policy you receive is one you:

Must implement
Should know

FREQUENCIES

		Yes	No	Blank
<u>Regions</u>				
	<u>Must Implement</u>	101	26	2
	<u>Should Know</u>	104	22	3
<u>Forests</u>				
	<u>Must Implement</u>	76	25	2
	<u>Should Know</u>	82	18	3
<u>Districts</u>				
	<u>Must Implement</u>	39	27	1
	<u>Should Know</u>	51	15	1
<u>Stations</u>				
	<u>Must Implement</u>	37	14	1
	<u>Should Know</u>	35	16	1
<u>Area</u>				
	<u>Must Implement</u>	11	8	0
	<u>Should Know</u>	11	8	0
<u>All</u>				
	<u>Must Implement</u>	264	100	6
	<u>Should Know</u>	283	79	8

7. Please estimate the percentage of directions relating to your major activities that you act on or implement:

Region Level Responses (averages):

	<u>Line</u>	<u>Staff</u>
Immediately upon receipt	24%	43%
Within 3 months of receipt	54%	38%
When sufficient resources are available	17%	16%
Not until absolutely necessary	4%	6%
(Sample size)	(11)	(114)

Forest Level Responses (averages):

	<u>Line</u>	<u>Administrative Officers</u>	<u>Staff</u>
Immediately upon receipt	42%	35%	55%
Within 3 months of receipt	30%	36%	28%
When sufficient resources are available	19%	24%	11%
Not until absolutely necessary	14%	10%	3%
(Sample size)	(18)	(12)	(68)

District Level Responses (averages):

	<u>Line</u>	<u>Staff</u>
Immediately upon receipt	31%	46%
Within 3 months of receipt	35%	27%
When sufficient resources are available	27%	22%
Not until absolutely necessary	13%	7%
(Sample size)	(25)	(42)

7. (continued)

Station Level Responses: (averages)

	<u>Deputy Directors</u>	<u>Assistant Directors CR & P.A.</u>	<u>Assistant Directors, RSS</u>
Immediately upon receipt	29%	48%	43%
Within 3 months of receipt	32%	39%	43%
When sufficient resources are available	22%	14%	11%
Not until absolutely necessary	17%	5%	4%
(Sample size)	(5)	(10)	(4)

Station Level Responses: (averages)

	<u>Project Leaders</u>	<u>Administrative Officers</u>
Immediately upon receipt	47%	49%
Within 3 months of receipt	35%	19%
When sufficient resources are available	13%	8%
Not until absolutely necessary	7%	23%
(Sample size)	(22)	(4)

Area Level Responses: (averages)

	<u>Assistant Directors</u>	<u>Area Staff</u>	<u>Field Personnel</u>
Immediately upon receipt	43%	44%	52%
Within 3 months of receipt	33%	23%	26%
When sufficient resources are available	18%	23%	4%
Not until absolutely necessary	5%	10%	17%
(Sample size)	(3)	(9)	(7)

7. (continued)

b. by function across all organizational levels

- A: Immediately upon receipt
 B: Within 3 months of receipt
 C: When sufficient resources are available
 D: Not until absolutely necessary

<u>Function</u> (# respondents)	A	B	C	D
Fire (13)	48%	35%	19%	4%
Engineering (20)	29%	39%	34%	7%
Land Mgmt. Planning (18)	32%	44%	21%	6%
Lands (5)	53%	40%	15%	6%
Range (15)	28%	43%	24%	8%
Recreation (15)	24%	35%	19%	13%
Wildlife (6)	58%	26%	11%	4%
Minerals (2)	43%	28%	20%	10%
Timber (33)	41%	30%	25%	10%
Forest Insect Disease (6)	63%	27%	8%	3%
Watershed-soils (4)	63%	8%	28%	0%
State & Private For. (26)	47%	26%	15%	12%
Research (52)	44%	34%	14%	9%
Administration (31)	48%	32%	14%	9%
Information (10)	51%	32%	13%	4%
Personnel Mgmt. (9)	50%	41%	4%	5%
Human Resources (6)	63%	23%	6%	4%
Fiscal & Accounting (4)	73%	25%	2%	1%
Resources (7)	30%	44%	17%	9%
Line Officers (56)	33%	37%	22%	11%
Unidentified (32)	44%	35%	17%	5%
All (370)	41%	35%	19%	8%

9. Please estimate the percentage of new policies and directions you receive in your area of responsibility which you do not fully implement as prescribed because you feel this is not possible or advisable. (Answer only for the levels from which you receive policy and direction):

AVERAGE PERCENTAGES

a. by position

Responses from Region:

<u>Originating Source</u>	<u>Line</u>	<u>Staff</u>	<u>Region Total</u>
W.O.	16% (10)*	14% (108)*	15% (118)*
R.O.	5% (2)*	14% (69)*	14% (71)*

Responses from Forest:

<u>Originating Source</u>	<u>Line</u>	<u>Administrative Officers</u>	<u>Staff</u>	<u>Forest Total</u>
W.O.	13% (18)*	12% (10)*	20% (51)*	18% (79)*
R.O.	11% (18)*	7% (10)*	15% (62)*	13% (90)*
S.O.	5% (2)*	6% (5)*	11% (35)*	10% (42)*

Responses from District:

<u>Originating Source</u>	<u>Line</u>	<u>Staff</u>	<u>District Total</u>
W.O.	32% (23)*	29% (28)*	31% (51)*
R.O.	27% (23)*	23% (35)*	25% (58)*
S.O.	13% (24)*	13% (33)*	13% (57)*

Responses from Station:

<u>Originating Source</u>	<u>Deputy Directors</u>	<u>Asst. Directors CR & PA</u>	<u>Asst. Directors RSS</u>
W.O.	11% (5)*	26% (8)*	38% (3)*
R.O.	no data	52% (3)*	48% (2)*
Station	0% (1)*	12% (7)*	28% (2)*

Responses from Station:

<u>Originating Source</u>	<u>Project Leaders</u>	<u>Administrative Officers</u>	<u>Station Total</u>
W.O.	19% (15)*	48% (4)*	24% (35)*
R.O.	0% (1)*	53% (2)*	44% (8)*
Station	6% (19)*	15% (4)*	9% (34)*

*Number in parenthesis is the sample size.

9. (continued)

Responses from Area:

<u>Originating Source</u>	<u>Assistant Directors</u>	<u>Area Staff</u>	<u>Field Personnel</u>	<u>Area Total</u>
W.O.	33% (3)*	31% (8)*	81% (4)*	45% (15)*
R.O.	no data	38% (4)*	45% (2)*	40% (6)*
A.O.	0% (1)*	13% (9)*	24% (7)*	17% (17)*

*Number in parenthesis is the sample size.

9. (continued)

b. by function across all organizational levels

<u>Function</u> (respondents)	<u>Level of Organization</u>			STATION	AREA
	W.O.	R.O.	S.O.		
Fire (13)	15%	14%	7%	--	--
Engineering (20)	13%	15%	10%	--	--
Land Mgmt. Planning (18)	16%	15%	4%	--	--
Lands (5)	19%	5%	10%	--	--
Range (15)	19%	14%	7%	--	--
Recreation (15)	19%	18%	16%	--	--
Wildlife (6)	39%	29%	37%	--	--
Minerals (2)	0%	0%	--	--	--
Timber (33)	30%	23%	15%	--	--
Forest Insect Disease (6)	16%	5%	--	--	--
Watershed-soils (4)	13%	10%	--	--	--
State & Private For. (26)	45%	40%	--	--	17%
Research (52)	24%	44%	--	9%	--
Administration (31)	21%	19%	6%	--	--
Information (10)	13%	11%	10%	--	--
Personnel Mgmt. (9)	6%	15%	--	--	--
Human Resources (6)	7%	2%	--	--	--
Fiscal & Accounting (4)	8%	5%	--	--	--
Resources (7)	16%	19%	14%	--	--
Line Officers (56)	23%	19%	12%	--	--
Unidentified (32)	12%	5%	4%	--	--
All (370)	21%	18%	9%	9%	17%

10. In the Directive System is there a sufficient:

	<u>yes</u>	<u>no</u>	<u>blank</u>
Index?	213	99	58
Cross-reference file?	124	177	69

11. In the directions you receive from the Chief's Office, is the breakdown into specific instructions:

Too detailed
Just about right
Too general for action

<u>Region level responses:</u>			Sections of FSM <u>cited at least 3 times</u>
	<u>yes</u>	<u>no</u>	
Too detailed	29	100	1900,6100
Just about right	92	37	1600,1800,2200,2300,2400,3500
Too general for action	17	112	1900
<u>Forest level responses:</u>			Sections of FSM <u>cited at least 3 times</u>
	<u>yes</u>	<u>no</u>	
Too detailed	18	85	1900,6500
Just about right	61	42	1900,2400
Too general for action	29	74	1900,2400
<u>District level responses:</u>			Sections of FSM <u>cited at least 3 times</u>
	<u>yes</u>	<u>no</u>	
Too detailed	18	49	2400
Just about right	35	32	2200,2400
Too general for action	19	48	2400
<u>Station level responses:</u>			Sections of FSM <u>cited at least 3 times</u>
	<u>yes</u>	<u>no</u>	
Too detailed	2	50	none
Just about right	36	16	4000
Too general for action	8	44	none
<u>Area level responses:</u>			Sections of FSM <u>cited at least once</u>
	<u>yes</u>	<u>no</u>	
Too detailed	3	16	3500
Just about right	8	11	2100,2800
Too general for action	5	14	1300,3000,3100

12. In your functional area, which sections of the Directives System (FSM & FSH), if any, are obsolete or poorly written? Please indicate by code and identify primary cause or complaint.

FREQUENCIES

<u>Section</u>	<u>Obsolete</u>	<u>Poorly Written</u>	<u>Unnecessary Detail</u>	<u>Incomplete</u>
1000	1	0	0	0
1200	3	2	0	2
1300	6	1	0	0
1600	6	1	0	2
1700	0	4	0	4
1800	3	2	0	6
1900	3	2	2	9
2100	2	0	0	0
2200	5	1	1	1
2300	13	4	3	3
2400	7	4	2	5
2500	7	0	2	0
2600	3	2	0	3
2700	9	4	2	4
2800	13	4	2	7
2900	1	0	0	0
3100	2	0	0	0
3400	1	0	0	0
3500	6	0	0	0
3600	2	0	0	0
3700	1	0	0	0
4000	7	1	0	0
4700	1	0	0	0
5100	7	4	3	5
5300	1	1	0	1
5400	6	4	2	2
5500	0	0	0	1
5700	2	0	0	0
6100	16	6	3	8
6200	6	1	1	3
6300	5	2	2	3
6400	3	2	1	2
6500	12	5	1	6
6600	2	0	1	1
6700	2	0	0	0
7100	2	2	0	1
7200	1	0	0	0
7300	5	3	0	2
7400	0	0	0	1
7700	7	1	0	1
TOTALS:	179	63	28	81

12a. In your functional area, which sections of the Directives System (FSM & FSH), if any, could or should be omitted? Please identify by code and state the reasons.

(Question 12a did not specify any categories for responding. The categories of answers shown were derived from an analysis of the major recurrent themes given in the answers to this question.)

<u>Reason</u>	<u>Sections</u>
Too much detail/too restrictive	1200, 2300, 2700, 4500, 5300, 6600, 7200
Conflicts with other sections	1900, 2300
Respondent did not agree with content of directive	2700, 5100, 5400, 7100
Section seldom or never used	2400, 3000, 4000
Section contains redundant direction covered elsewhere	1000, 2200, 6100, 6500
No reason given	1800

13. Please identify by code those sections of the Directives System (FSM or FSH) which you think are particularly well written (concise, clear, content meets needs, etc).

Sections cited at least 5 times:

<u>section</u>	<u>number of times cited</u>
1200	8
1400	5
1900	8
2200	9
2300	9
2400	27
2600	5
2700	6
4000	7
5100	8
6100	6
6500	6

15. Name the functional areas (e.g. timber, engineering, personnel) from which you receive the policies and directions that generally: help you most in doing your job; Are next most helpful; make it most difficult to accomplish your job.

Responses to this question have been arrayed by each section of the FSM. After each section are listed the number of times this section was identified as helping most (A), next most helpful (B), and making job accomplishment most difficult (C).

Region level responses:

<u>FSM</u> <u>Section</u>	<u># Responses</u> <u>A B C</u>	<u>Description</u>
1000	6-4-4	Administrative Mgmt. (laws, regulations, policies)
1100	3-0-0	Administrative Mgmt. (directives)
1200	4-0-0	Administrative Mgmt. (organization)
1300	2-1-0	Administrative Mgmt. (miscellaneous)
1400	11-12-18	Fiscal & Accounting
1600	5-3-0	Information
1700	3-1-3	Civil Rights, FEO
1800	7-0-2	Human Resources Program
1900	9-9-10	Land Management or Resources, <u>Planning</u>
2100	0-2-1	Environmental Management
2200	5-0-0	Range
2300	7-3-2	Recreation, Wilderness, Landscape
2400	8-8-3	Timber Management
2500	7-1-1	Watershed, Soils
2600	1-0-1	Wildlife
2700	3-3-2	Land uses
2800	3-1-1	Mineral and Geology
3000	3-2-5	State and Private Forestry-not otherwise identified
3100	1-0-0	COOP Fire
3200	1-0-1	COOP Forestry
3500	1-1-0	COOP Watershed
3600	1-0-0	COOP Area Planning & Development
4000	0-0-1	Research (not otherwise identified)
4500	1-0-0	Insect Research
4800	0-1-0	Economics or Market Research
5100	4-2-4	Fire Management
5200	5-0-0	Insect & Disease Control
5300	2-1-0	Law Enforcement
5700	2-3-1	Aviation Management
6100	9-19-23	Personnel Management
6200	6-5-8	Office Procedures (A.S)
6400	0-0-1	Property Management(A.S)
6500	4-8-13	Finance & Accounting
6600	3-1-5	Systems Management
6700	0-1-0	Safety & Health
71,73,74		
75,7600	7-7-4	All Engineering except:Communications & Electronics
7200	0-1-0	Communications & Electronics

Forest level responses:

FSM Section	# Responses A B C	Description
1000	0-1-1	Administrative Mgmt. (laws, regulations, policies)
1200	0-1-0	Administrative Mgmt. (organization)
1300	0-1-1	Administrative Mgmt. (miscellaneous)
1400	2-3-3	Fiscal & Accounting
1600	4-1-1	Information
1700	0-0-1	Civil Rights, Fed. Employment Opport.
1800	1-0-0	Human Resources Program
1900	12-3-12	Land Management or Resources, <u>Planning</u>
2100	1-0-0	Environmental Management
2200	5-0-0	Range
2300	3-6-5	Recreation, Wilderness, Landscape
2400	19-19-4	Timber Management
2500	2-1-1	Watershed, Soils
2600	3-2-2	Wildlife
2700	9-3-5	Land uses
2800	0-3-1	Mineral and Geology
5100	5-3-0	Fire Management
5300	3-1-1	Law Enforcement
5400	0-0-1	Landownership
5500	2-0-1	Land Classification
6100	4-5-27	Personnel Management
6200	0-3-5	Office Procedures (A.S)
6400	1-3-6	Property Management (A.S)
6500	6-3-14	Finance & Accounting
6600	0-0-1	Systems Management
6700	0-1-0	Safety & Health
71,73,74		
75,7600	12-7-2	All Engineering except: Communications & Electronics

District level responses:

FSM Section	# Responses			Description
	A	B	C	
1000	0	1	1	Administrative Mgmt. (laws, regulations, policies)
1300	0	0	1	Administrative Mgmt. (miscellaneous)
1400	0	0	2	Fiscal & Accounting
1800	0	0	1	Human Resources Program
1900	0	0	3	Land Management or Resources, <u>Planning</u>
2100	0	0	1	Environmental Management
2200	11	2	1	Range
2300	7	6	4	Recreation, Wilderness, Landscape
2400	26	9	3	Timber Management
2500	0	1	0	Watershed, Soils
2600	3	3	2	Wildlife
2700	5	4	2	Land uses
2800	2	2	1	Mineral and Geology
3000	0	0	2	State and Private Forestry-not otherwise identified
5100	3	3	2	Fire Management
5300	0	1	0	Law Enforcement
5500	0	0	2	Land Classification
6100	6	11	25	Personnel Management
6300	1	2	4	Procurement (A.S.)
6500	1	3	9	Finance & Accounting
71,73,74				
75,7600	4	5	4	All Engineering except:Communications & Electronics

Station level responses:

FSM Section	# Responses			Description
	A	B	C	
1000	1	0	0	Administrative Mgmt. (laws, regulations, policies)
1400	2	1	3	Fiscal & Accounting
1900	1	1	1	Land Management or Resources, <u>Planning</u>
2300	1	0	0	Recreation, Wilderness, Landscape
2400	2	4	0	Timber Management
3100	1	0	0	COOP Fire
4000	9	3	1	Research (not otherwise identified)
4100	2	0	0	Timber Research
4500	2	1	0	Insect Research
4600	1	0	0	Disease Research
4700	1	0	0	Forest Products or Engr. Research
5200	1	0	0	Insect & Disease Control
6100	12	5	16	Personnel Management
6200	1	1	2	Office Procedures (A.S.)
6300	1	2	0	Procurement (A.S.)
6500	4	4	1	Finance & Accounting
6600	0	0	3	Systems Management
71,73,74				
75,7600	4	5	4	All Engineering except:Communications & Electronics

Area level responses:

FSM Section	# Responses			<u>Description</u>
	A	B	C	
1200	0	1	0	Administrative Mgmt. (organization)
1300	1	1	0	Administrative Mgmt. (miscellaneous)
1400	2	0	1	Fiscal & Accounting
1600	1	1	0	Information
1800	1	0	0	Human Resources Program
1900	0	0	1	Land Management or Resources, <u>Planning</u>
2100	2	0	0	Environmental Management
2400	1	1	0	Timber Management
2500	0	0	1	Watershed, Soils
2600	1	0	1	Wildlife
3000	2	3	0	State and Private Forestry-not otherwise identified
3100	1	0	0	COOP Fire
3200	2	0	0	COOP Forestry
3400	2	0	0	COOP Insect & Disease
3500	0	1	1	COOP Watershed
4000	0	0	1	Research (not otherwise identified)
6100	6	4	3	Personnel Management
6300	0	0	1	Procurement (A.S)

16. Name the levels of the organization (e.g. Chief's Office, Regional Office, etc.) from which you receive the policies and directions that generally:

- Help most in doing your job
- Are next most helpful
- Make it most difficult to accomplish your job

Frequencies

Region level responses:

	<u>W.O.</u>	<u>Organizational Levels</u>		
		<u>R.O.</u>	<u>other</u>	<u>blank</u>
Help most in doing your job	86	27	3	13
Are next most helpful	26	43	4	56
Make it most difficult to accomplish your job	23	11	15	80

Forest level responses:

	<u>W.O.</u>	<u>Organizational Levels</u>			
		<u>R.O.</u>	<u>S.O.</u>	<u>other</u>	<u>blank</u>
Help most in doing your job	25	48	16	2	12
Are next most helpful	37	23	12	0	31
Make it most difficult to accomplish your job	20	23	5	1	54

District level responses:

	<u>W.O.</u>	<u>Organizational Levels</u>			
		<u>R.O.</u>	<u>S.O.</u>	<u>other</u>	<u>blank</u>
Help most in doing your job	5	12	43	2	5
Are next most helpful	10	38	13	1	5
Make it most difficult to accomplish your job	28	13	6	3	17

Station level responses:

	<u>W.O.</u>	<u>Organizational Levels</u>			
		<u>R.O.</u>	<u>Sta.</u>	<u>other</u>	<u>blank</u>
Help most in doing your job	12	0	34	0	6
Are next most helpful	20	1	5	0	26
Make it most difficult to accomplish your job	14	2	3	2	31

16. (continued)

Frequencies

Area level responses:

	<u>W.O.</u>	<u>Organizational Levels</u>			<u>blank</u>
		<u>R.O.</u>	<u>Area</u>	<u>other</u>	
Help most in doing your job	5	2	10	2	0
Are next most helpful	5	2	5	1	6
Make it most difficult to accomplish your job	4	2	1	1	11

17. Which policy statements and directions you now receive from any level of the Forest Service do you think should be eliminated and why? Please give a definite answer even if it is None or Don't know.

(Question 17 did not specify any categories for responding. The categories of answers shown were derived from an analysis of the major recurrent themes given in the answers to this question.)

Region Level Responses:

Those with too much detail	9
Those that conflict with other policy	2
Policy that is obsolete	2
Direction given orally or by memo	2
Direction for which no extra funding is provided	4
Policy which is duplicated at other organizational levels	3
Respondent did not agree with content of policy	5
None	52
Don't know	31
Other	7
Blank	14
Total	131*

*1 respondent gave three citations rather than the usual one.

Forest Level Responses:

Those with too much detail	2
Those that conflict with other policy	0
Policy that is obsolete	3
Direction given orally or by memo	4
Direction for which no extra funding is provided	1
Policy which is duplicated at other organizational levels	6
Respondent did not agree with content of policy	5
None	31
Don't know	27
Other	10
Blank	12
Total	103

17. (continued)

District Level Responses:

Those with too much detail	4
Those that conflict with other policy	2
Policy that is obsolete	0
Direction given orally or by memo	2
Direction for which no extra funding is provided	0
Policy which is duplicated at other organizational levels	2
Respondent did not agree with content of policy	4
None	15
Don't know	25
Other	9
Blank	4
Total	67

Station Level Responses:

Those with too much detail	0
Those that conflict with other policy	1
Policy that is obsolete	1
Direction given orally or by memo	1
Direction for which no extra funding is provided	0
Policy which is duplicated at other organizational levels	0
Respondent did not agree with content of policy	3
None	13
Don't know	21
Other	4
Blank	8
Total	52

17. (continued)

Area Level Responses:

Those with too much detail	0
Those that conflict with other policy	0
Policy that is obsolete	0
Direction given orally or by memo	0
Direction for which no extra funding is provided	0
Policy which is duplicated at other organizational levels	0
Respondent did not agree with content of policy	0
None	8
Don't know	9
Other	1
Blank	1
Total	19

The following sections of the FSM were specifically referred to by the respondents in their answers:

<u>FSM Sections</u>	<u>Reasons</u>
1900, 5300, 6100 (cited 4 times) 6300, 6600, 6700	Section contains too much detail
1900	Conflicts with other policy
1700, 2400, 6600	Section contains obsolete material
1400, 1800, 5300, 6100, 6500, 7400	Respondent did not agree with content of policy

18. Which kinds of policy and directions do you think are needed but do not now exist?

The following policy topics were cited by respondents at least three times:

<u>Topic</u>	<u>no. of citations</u>
Personnel Management	10
Workforce Management	8
Land Management Planning	8
Computer Systems Management	5
Energy Conservation	5
Priority Setting	3
Program Planning & Budgeting	3

19. Have you come across conflicts between policies or directions issued under different codes?

<u>Function</u> (respondents)	<u>FREQUENCIES</u>		
	<u>Yes</u>	<u>No</u>	<u>Blank</u>
Fire (13)	9	4	0
Engineering (20)	12	6	2
Land Mgmt. Planning (18)	15	1	2
Lands (5)	4	1	0
Range (15)	11	4	0
Recreation (15)	11	2	2
Wildlife (6)	4	2	0
Minerals (2)	1	1	0
Timber (33)	19	13	1
Forest Insect Disease (6)	3	2	1
Watershed-soils (4)	2	2	0
State & Private For. (26)	14	10	2
Research (52)	14	30	8
Administration (31)	18	11	2
Information (10)	7	3	0
Personnel Mgmt. (9)	6	1	2
Human Resources (6)	4	2	0
Fiscal & Accounting (4)	3	1	0
Resources (7)	6	1	0
Line Officers (56)	40	11	5
Unidentified (32)	20	7	5
All (370)	223	115	32

20. OPTIONAL

If the answer to question 19 is yes, do you remember which codes they were and at what organizational level they were issued?

<u>FSM Sections</u>	<u>Issuing Levels</u>					<u>None Cited</u>	<u>Totals</u>
	<u>W.O.</u>	<u>R.O.</u>	<u>S.O.</u>	<u>Station</u>	<u>Other</u>		
1900	11	2	0	0	0	6	19
2300	12	3	0	0	1	3	19
2400	25	14	2	0	0	6	47
2600	4	7	0	1	0	1	13
2700	9	2	0	0	0	5	16
2800	5	1	0	0	0	3	9
5100	5	2	0	0	1	4	12
5400	4	3	0	0	1	0	8
6100	9	0	0	0	0	3	12
6500	7	1	0	0	1	2	10
6700	5	1	0	0	0	0	6
7100	7	4	1	0	0	2	14
7700	7	3	0	0	1	0	11

Note: 242 of the respondents did not answer this question.

21. What do you do when you get conflicting policies and directions?

(Question 21 did not specify any categories for responding. The categories of answers shown were derived from an analysis of the major recurrent themes given in the answers to this question.)

FREQUENCIES

<u>Response Category</u>	<u>Region</u>	<u>Forest</u>	<u>District</u>	<u>Station</u>	<u>Area</u>	<u>Totals</u>
Use own judgement	35	39	19	13	5	111
Consult with higher level	27	41	30	18	9	125
Consult originating source	24	3	0	3	1	31
Consult line or staff at own level	4	5	7	4	0	20
Consult, source not identified	19	9	2	6	3	39
other response	6	0	3	0	0	9
blank	14	6	6	8	1	35

22. In your experience, does the intent of a policy or direction, as you interpret it, clash with the corresponding specific instructions for implementation:

a. by function across all organizational levels:

<u>Function</u> (# of respondents)	<u>FREQUENCIES</u>			
	<u>Never</u>	<u>Sometimes</u>	<u>Quite Often</u>	<u>Did Not Answer</u>
Fire (13)	0	13	0	0
Engineering (20)	4	11	5	0
Land Mgmt. Planning (18)	1	16	1	0
Lands (5)	0	4	1	0
Range (15)	0	13	2	0
Recreation (15)	0	12	2	1
Wildlife (6)	2	2	2	0
Minerals (2)	0	1	1	0
Timber (33)	1	30	2	0
Forest Insect Disease (6)	0	4	1	1
Watershed-soils (4)	1	3	0	0
State & Private For. (26)	3	20	2	1
Research (52)	8	34	4	6
Administration (31)	3	23	5	0
Information (10)	0	9	0	1
Personnel Mgmt. (9)	1	6	2	0
Human Resources (6)	0	6	0	0
Fiscal & Accounting (4)	0	4	0	0
Resources (7)	1	5	1	0
Line Officers (56)	2	47	6	1
Unidentified (32)	1	26	2	3
All (370)	28	289	39	14

22. (continued)

b. by organizational levels:

<u>Organizational level</u>	<u>Never</u>	<u>Sometimes</u>	<u>Often</u>	<u>Did Not Answer</u>
Region	4	107	14	4
Forest	9	78	13	3
District	4	55	7	1
Station	8	36	4	4
Area	3	15	1	0
All Levels	28	291	39	12

23. If there remains a difference between intent and detail, which do you generally act on:

a. by function across all organizational levels:

<u>Function</u> (respondents)	<u>FREQUENCIES</u>		
	<u>Your Interpretation of Intent</u>	<u>The Detail Prescription</u>	<u>Other</u>
Fire (13)	11	2	0
Engineering (20)	15	4	1
Land Mgmt. Planning (18)	12	4	2
Lands (5)	3	1	1
Range (15)	11	3	1
Recreation (15)	10	3	2
Wildlife (6)	4	2	0
Minerals (2)	2	0	0
Timber (33)	22	9	2
Forest Insect Disease (6)	5	0	1
Watershed-soils (4)	4	0	0
State & Private For. (26)	20	4	2
Research (52)	41	5	6
Administration (31)	28	2	1
Information (10)	8	1	1
Personnel Mgmt. (9)	5	2	2
Human Resources (6)	5	0	1
Fiscal & Accounting (4)	2	1	1
Resources (7)	5	1	1
Line Officers (56)	44	8	4
Unidentified (32)	22	4	6
All (370)	279	56	35

23. (continued)

b. by organizational levels:

<u>Organizational level</u>	<u>Your Interpretation of Intent</u>	<u>The Detail Prescription</u>	<u>Other</u>
Region	101	12	16
Forest	79	19	5
District	43	16	8
Station	43	5	4
Area	15	4	0
All Levels	281	56	33

24. From where and in what form do you receive most of your information about future Forest Service direction?

Frequencies

Region Level Responses

		#
From the W.O.	meetings	18
	oral	41
	FSM directives	12
	Friday Newsletter, digest	22
	letters	17
	draft policy	8
	Speeches	3
	memos	25
	other written	15
From the R.O.	meetings	18
	oral	26
	manual directives	3
	newsletter, digest	1
	letters	5
	draft policy	0
	memos	12
	other written	16
Other Sources:	news media	7
	other government	8
	industry/conservation groups	5

Forest Level Responses

		#
From the W.O.	meetings	0
	oral	3
	FSM directives	8
	Friday Newsletter, digest	34
	letters	1
	draft policy	7
	Speeches	7
	memos	9
	other written	6
From the R.O.	meetings	8
	oral	33
	manual directives	9
	newsletter, digest	1
	letters	6
	draft policy	7
	memos	25
	other written	10
From the S.O.	meetings	9
	oral	22
	manual directives	1
	newsletter, digest	0
	letters	0
	draft policy	1
	memos	2
	other written	4
Other Sources:	news media	11
	other government	11
	industry/conservation groups	5

District Level Responses

		#
From the W.O.	meetings	0
	oral	1
	FSM directives	5
	Friday Newsletter, digest	16
	letters	2
	draft policy	3
	Speeches	1
	memos	4
	other written	0
From the R.O.	meetings	3
	oral	3
	manual directives	8
	newsletter, digest	2
	letters	4
	draft policy	2
	memos	9
	other written	0
From the S.O.	meetings	5
	oral	22
	manual directives	2
	newsletter, digest	0
	letters	5
	draft policy	1
	memos	7
	other written	3
From the D.R.	oral	3
Other Sources:	news media	8
	other government	3
	industry/conservation groups	4

Station Level Responses

		#
From the W.O.	meetings	1
	oral	7
	FSM directives	8
	Friday Newsletter, digest	10
	letters	9
	draft policy	1
	Speeches	4
	memos	6
	other written	0
From the Station	meetings	7
	oral	18
	manual directives	3
	newsletter, digest	0
	letters	1
	draft policy	0
	memos	8
	other written	1
Other Sources:	news media	2
	other government	2
	industry/conservation groups	2

Area Level Responses

		#
From the W.O.	meetings	1
	oral	6
	FSM directives	2
	Friday Newsletter, digest	4
	letters	0
	draft policy	1
	Speeches	0
	memos	3
	other written	2
From the Station	meetings	5
	oral	5
	manual directives	1
	newsletter, digest	0
	letters	1
	draft policy	0
	memos	0
	other written	0
Other Sources:	news media	1
	other government	1
	industry/conservation	
	groups	2

25. You may at times get to know about future policy and direction from reading a draft or an early release. Do you take action on future policies and direction before the effective date?

a. by function across all organizational levels:

<u>Function</u> (respondents)	<u>FREQUENCIES</u>		
	<u>Sometimes</u>	<u>Never</u>	<u>Blank</u>
Fire (13)	11	2	0
Engineering (20)	9	9	2
Land Mgmt. Planning (18)	14	3	1
Lands (5)	2	3	0
Range (15)	11	4	0
Recreation (15)	8	6	1
Wildlife (6)	5	1	0
Minerals (2)	0	2	0
Timber (33)	21	12	0
Forest Insect Disease (6)	4	1	1
Watershed-soils (4)	1	3	0
State & Private For. (26)	14	11	1
Research (52)	25	22	5
Administration (31)	18	10	3
Information (10)	8	1	1
Personnel Mgmt. (9)	5	4	0
Human Resources (6)	5	1	0
Fiscal & Accounting (4)	3	1	0
Resources (7)	4	2	1
Line Officers (56)	45	10	1
Unidentified (32)	22	8	2
All (370)	235	116	19

25. (continued)

b. by organizational levels:

<u>Organizational level</u>	<u>Sometimes</u>	<u>Never</u>	<u>Blank</u>
Region	98	26	5
Forest	66	32	5
District	38	25	4
Station	26	23	3
Area	8	10	1
All Levels	236	116	18

26. If you have taken action in the past on policies and direction before the effective date, please indicate which kinds of policies you implemented early and why.

(Question 26 did not specify any categories for responding. The categories of answers shown were derived from an analysis of the major recurrent themes given in the answers to this question.)

Region Level Responses:

Preparation for Implementation Only	12
In Response to Public Pressure	2
To Shorten Delay in Implementation	14
Have Never Implemented Policy Early	9
Did Not Answer	34
Other Response	45
Policy Implemented Before Effective Date (Cited at least three times):	
Personnel Policy	8
Travel Limitations	5
Energy Conservation	3

Forest Level Responses:

Preparation for Implementation Only	8
In Response to Public Pressure	3
To Shorten Delay in Implementation	4
Have Never Implemented Policy Early	7
Did Not Answer	41
Other Response	31
Policy Implemented Before Effective Date (Cited at least three times):	
Personnel Policy	7
NFMA Direction	4
Timber Policy	4
Travel Limitations	3

District Level Responses:

Preparation for Implementation Only	5
In Response to Public Pressure	1
To Shorten Delay in Implementation	4
Have Never Implemented Policy Early	3
Did Not Answer	26
Other Response	9
Policy Implemented Before Effective Date (Cited at least three times):	
Timber Policy	7
Recreation Policy	3

Station Level Responses:

Preparation for Implementation Only	2
In Response to Public Pressure	0
To Shorten Delay in Implementation	4
Have Never Implemented Policy Early	5
Did Not Answer	22
Other Response	3
Policy Implemented Before Effective Date	
(Cited at least three times):	
Personnel Policy	7
Travel Limitations	4

Area Level Responses:

Preparation for Implementation Only	1
In Response to Public Pressure	0
To Shorten Delay in Implementation	0
Have Never Implemented Policy Early	5
Did Not Answer	11
Other Response	2
Policy Implemented Before Effective Date	
(Cited at least three times):	
none	

27. How do you usually communicate with higher levels about issues of policy and/or directions? (Answer for each higher level with which you communicate.)

With the Washington Office:

	<u>Region</u>	<u>Forest</u>	<u>District</u>	<u>Station</u>	<u>Area</u>	<u>Totals</u>
By discussion	9	8	1	5	2	25
Through correspondence	12	15	12	10	2	51
By management reviews	0	8	3	2	0	13
Both discussion & correspondence	64	1	1	10	3	79
Both discussion & reviews	0	0	1	2	0	3
Both correspondence & reviews	1	2	2	1	0	6
All three methods	33	3	0	6	4	46
Blank	10	66	47	16	8	147

With the Regional Office:

	<u>Region</u>	<u>Forest</u>	<u>District</u>	<u>Station</u>	<u>Area</u>	<u>Totals</u>
By discussion	16	11	2	1	1	31
Through correspondence	2	13	14	2	1	32
By management reviews	0	2	4	1	0	7
Both discussion & correspondence	16	43	10	2	6	77
Both discussion & reviews	1	2	0	0	0	3
Both correspondence & reviews	0	1	7	0	0	8
All three methods	5	27	5	0	0	37
Blank	89	4	25	46	11	175

27. (continued)

With the Forest Supervisor's Office:

	<u>Forest</u>	<u>District</u>	<u>Totals</u>
By discussion	29	12	41
Through correspondence	1	3	4
By management reviews	0	0	0
Both discussion & correspondence	8	21	29
Both discussion & reviews	1	2	3
Both correspondence & reviews	0	0	0
All three methods	7	24	31
Blank	57	5	62

With the Station:

With the Area:

	<u>Station</u>	<u>Area</u>
By discussion	19	8
Through correspondence	0	0
By management reviews	0	0
Both discussion & correspondence	9	6
Both discussion & reviews	3	0
Both correspondence & reviews	1	0
All three methods	10	2
Blank	10	3

28. Do you communicate sufficiently with higher levels on policies and directions to meet your needs?

Region Level Responses

yes	97
no	29

Summary of Additional Comments:

yes (5)*--generally had cautious complaints of non-responsiveness from higher levels.

no (29)--many speak of having requests and recommendations ignored and that the W.O. staff seems preoccupied with other matters. Some say that to bring problems to W.O. attention earns them a bad reputation. The responses to their inquiries are often late.

Forest Level Responses

yes	81
no	20

Summary of Additional Comments:

yes (3)--Comments were not very positive in tone. Speak more of potential and limitations on communication than its being satisfactory.

no (19)--Comments refer to the lack of attention given to lower level concerns and an unwillingness of higher levels to listen. Also, sometimes the staff at the R.O. simply doesn't have the required expertise to be of service.

District Level Responses

yes	44
no	12

Summary of Additional Comments:

yes (1)--The single comment received remarked that it " seems that they are not always listening."

no (11)--Communication with the R.O. at this level is discouraged or difficult. S.O. communications are better. Some remarked on the lack of an opportunity to give inputs on policy while it's being formulated. Four respondents said the pressure of day to day activities didn't permit time for good communications.

* The number in parenthesis indicates how many respondents amplified their answer with additional comments.

28. (continued)

Station Level Responses

yes	43
no	2

Summary of Additional Comments:

yes--(no comments given)

no (1)--One respondent spoke of physical isolation from the W.O., which inhibits informal communication on sensitive issues.

Area Level Responses

yes	17
no	2

Summary of Additional Comments:

yes--(no comments given)

no (2)--One respondent said that communication only leads to "...added restrictions and red tape." The other said his boss doesn't want to listen.

29. Can you suggest how your communications with higher levels on policies and directions could be improved? Discuss all possible means regardless of present limitations.

(Question 29 did not specify any categories for responding. The categories of answers shown were derived from an analysis of the major recurrent themes given in the answers to this question.)

<u>FREQUENCIES</u>						
	<u>Region</u>	<u>Forest</u>	<u>District</u>	<u>Station</u>	<u>Area</u>	<u>Totals</u>
Good communication already exists	9	12	4	7	4	36
More frequent contact	16	16	5	3	3	43
Better quality contacts	18	17	20	7	3	65
More timely response to contacts	9	0	3	0	0	12
Both more frequent & better quality contacts	4	6	3	1	0	14
More time to respond to contacts	2	1	0	2	0	5
Electronic Communications	10	1	0	0	0	11
Allow for an adequate review of draft P & D	2	5	2	1	0	10
Better coordination among policy makers at issuing level	2	1	0	1	0	4
Better accessibility to staff at W.O. & R.O.	0	5	0	1	0	6
Other	13	5	6	5	0	29
Blank	44	34	24	24	9	135

30. Does the existing Forest Service Directives System (FSM & FSH) present the necessary policies and directions to your satisfaction?

a. by function across all organizational levels:

<u>Function</u> (respondents)	<u>FREQUENCIES</u>			
	<u>Yes</u>	<u>More or Less</u>	<u>No</u>	<u>Did Not Answer</u>
Fire (13)	5	7	1	0
Engineering (20)	10	10	0	0
Land Mgmt. Planning (18)	3	12	3	0
Lands (5)	2	3	0	0
Range (15)	2	12	1	0
Recreation (15)	3	10	1	1
Wildlife (6)	2	2	2	0
Minerals (2)	1	1	0	0
Timber (33)	7	21	4	1
Forest Insect Disease (6)	2	4	0	0
Watershed-soils (4)	0	4	0	0
State & Private For. (26)	8	13	4	1
Research (52)	18	27	4	3
Administration (31)	9	16	5	1
Information (10)	1	9	0	0
Personnel Mgmt. (9)	4	3	2	0
Human Resources (6)	1	3	2	0
Fiscal & Accounting (4)	2	1	1	0
Resources (7)	0	6	1	0
Line Officers (56)	10	40	4	2
Unidentified (32)	6	16	8	2
All (370)	96	220	43	11

30. (continued)

b. by organizational levels:

<u>Organizational level</u>	<u>FREQUENCIES</u>			
	<u>Yes</u>	<u>More or Less</u>	<u>No</u>	<u>Did Not Answer</u>
Region	35	74	17	3
Forest	25	62	15	1
District	12	48	3	4
Station	19	28	4	1
Area	6	9	4	0
All Levels	97	221	43	9

31. Could you suggest a better alternative to the existing F.S. Directives System (FSM & FSH)?

Major Topics Addressed by the Respondents Were:

Timeliness of Policy:

The management of the FSM system is poor, causing much policy and direction to arrive late. A more conscientious effort is needed to make sure that direction gets to those who need it before the effective date. Many respondents also felt that most policy and direction takes too long to work its way through official channels. When this happens, they are forced to act on various current issues without any clear guidelines at what the official Forest Service policy is. New policy and revisions of previous policy need to be gotten through the formulation and review process faster.

Level of Detail in Policy and Direction:

There is too much "how to" instruction in FSM directives. Many respondents would like to see such material placed exclusively (with appropriate exceptions) in the FSH. Major reasons for desiring less detail were:

1. less volume to wade through when new directives are received;
2. leaves greater flexibility to the field in how they execute their responsibilities;
3. leaves the Forest Service less liable to be charged by the public with a breach of accountability.

Conciseness of Policy and Direction:

The length of each policy or directive should be pared down to the minimum required to clearly state its intent. Significant passages should be highlighted or given some other special treatment as an aid to memory and for quick reference. A brief summary of each new direction would assist those at the lower levels (and personnel just transferred to a new function) to quickly assimilate the essentials of each new policy as it comes down.

Mediums of Distribution for New Policy and Direction:

Changes in policy and direction should be distributed in one format-- additions to the FSM would be the ideal. Interim Directives are the next best format. Memo's, letters, and oral instructions are very difficult to keep on hand and reference properly. This makes it difficult or impossible to implement consistently the policy specified in such sources.

31. (continued)

Index/Cross-reference of the FSM:

Improvement is needed in this area so that those at the field level can quickly reference all policies applying to the matter at hand. Personnel at the forest and district levels in particular feel that the present index is inadequate and that they waste too much time thumbing through the Manual trying to locate the needed information.

32. As you know, copies of the F.S. Manual can be found at most F.S. offices, and consist of a set of hinged binder books that are currently updated through loose leaf amendments and supplements. You may know of alternatives for the technological management of this System (updating, printing, storing, distributing, etc). Please describe and discuss them.

Most of the respondents had no comments to offer for this question. Those who chose to answer tended to focus on one of two alternatives:

"computerization" of the FSM; or, use of a microfilm (microfiche) medium for the FSM. Potential benefits of computerization of the FSM were rapid electronic distribution/updating of FSM material and a key-word search (cross-reference) capability. Those recommending microfilm saw it as a means toward coping with the ever-increasing volume of the FSM.

33. Are there any potential technological modifications in the management of the Directives System that you would object to?

Few respondents gave answers for this question. Some said they were against a "computerized" FSM because it would make them dependent on what they saw as an inaccessible, unreliable computer system. Others felt that computerization would centralize access to the FSM if there were only one terminal per office. A few respondents requested that any technological alternative to the present FSM allow them the flexibility to produce a readable hard (printed) copy of policy and direction material when needed. Those few who were against the use of microfilm did not give us any detailed explanation as to why they did not want it used.

Appendix E

Part II

WASHINGTON OFFICE POLICY

Part II of the questionnaire probed the familiarity of each respondent with various specific policies and directives issued by the Washington Office. Part II, like part I, was given to all respondents. Each respondent was given cues to a number of policies and directives and asked if he had seen them. (Many of the policies and directives, of course, were not relevant to the respondent's position.)

The percentages given below indicate the number of respondents at each organizational level who recalled having seen the direction. Primary users are those whose functional duties required a knowledge of the policy or direction. Non-primary users include all others in the sample. Line indicates the response of line officers in the sample (who were also included in the primary and non-primary tallies as appropriate). The figure in parenthesis after each percentage is the number of respondents belonging to the category.

1. Host Program:

	<u>Primary Users</u>	<u>Non-primary</u>	<u>Line</u>
Region	94% (112)	N.A.	91% (11)
Forest	93% (81)	N.A.	100% (19)
District	88% (40)	N.A.	100% (26)
Station	77% (34)	N.A.	100% (15)
Area	81% (16)	N.A.	100% (3)

2. Use of Overtime:

	<u>Primary Users</u>	<u>Non-primary</u>	<u>Line</u>
Region	71% (112)	N.A.	73% (11)
Forest	68% (82)	N.A.	95% (19)
District	80% (39)	N.A.	89% (26)
Station	89% (35)	N.A.	80% (15)
Area	81% (16)	N.A.	100% (3)

3. Annual Leave Policy in Foreign Travel:

	<u>Primary Users</u>	<u>Non-primary</u>	<u>Line</u>
Region	63% (8)	60% (102)	64% (11)
Forest	N.A.	21% (82)	26% (19)
District	N.A.	23% (39)	15% (26)
Station	N.A.	81% (36)	100% (15)
Area	N.A.	40% (15)	67% (3)

4. Evaluation of F.S. positions under Fair Labor Standards Act:

	<u>Primary Users</u>	<u>Non-primary</u>	<u>Line</u>
Region	78% (9)	30% (101)	55% (11)
Forest	N.A.	41% (80)	37% (19)
District	N.A.	51% (39)	65% (26)
Station	N.A.	44% (36)	33% (15)
Area	N.A.	44% (16)	33% (3)

Part II

5. Possessory Interest Taxes paid by employees residing in Government quarters:

	<u>Primary Users</u>	<u>Non-primary</u>	<u>Line</u>
Region	38% (8)	18% (73)	56% (9)
Forest	14% (7)	9% (46)	0% (14)
District	N.A.	0% (19)	6% (16)
Station	N.A.	11% (18)	11% (9)
Area	N.A.	N.A.	N.A.

6. Use of PFT employees in the YACC Program Count:

	<u>Primary Users</u>	<u>Non-primary</u>	<u>Line</u>
Region	87% (15)	28% (95)	80% (10)
Forest	N.A.	18% (80)	42% (19)
District	N.A.	18% (39)	23% (26)
Station	N.A.	25% (36)	33% (15)
Area	N.A.	19% (16)	67% (3)

7. Non-Declining Even-flow Timber Policy:

	<u>Primary Users</u>	<u>Non-primary</u>	<u>Line</u>
Region	67% (9)	68% (99)	82% (11)
Forest	77% (13)	69% (70)	84% (19)
District	88% (16)	48% (23)	92% (26)
Station	N.A.	49% (35)	67% (15)
Area	N.A.	50% (16)	100% (3)

8. F.S. Management Model as relates to RPA:

	<u>Primary Users</u>	<u>Non-primary</u>	<u>Line</u>
Region	67% (110)	N.A.	91% (11)
Forest	43% (82)	N.A.	78% (18)
District	37% (38)	N.A.	46% (26)
Station	N.A.	30% (30)	77% (13)
Area	N.A.	63% (16)	100% (3)

9. Archaeological Resources:

	<u>Primary Users</u>	<u>Non-primary</u>	<u>Line</u>
Region	80% (10)	42% (101)	82% (11)
Forest	63% (11)	61% (71)	68% (19)
District	0% (1)	47% (38)	85% (26)
Station	N.A.	21% (34)	40% (15)
Area	N.A.	25% (16)	67% (3)

10. Natural History Resources:

	<u>Primary Users</u>	<u>Non-primary</u>	<u>Line</u>
Region	44% (9)	15% (99)	27% (11)
Forest	47% (17)	25% (63)	32% (19)
District	0% (2)	11% (37)	24% (25)
Station	N.A.	9% (34)	29% (14)
Area	N.A.	13% (15)	33% (3)

Part II

11. Use of 2, 4, 5-T and Silvex:

	<u>Primary Users</u>	<u>Non-primary</u>	<u>Line</u>
Region	91% (11)	69% (100)	82% (11)
Forest	82% (11)	69% (71)	90% (19)
District	71% (17)	64% (22)	96% (26)
Station	N.A.	68% (34)	87% (15)
Area	N.A.	75% (16)	100% (3)

12. Payment Procedures to States:

	<u>Primary Users</u>	<u>Non-primary</u>	<u>Line</u>
Region	70% (10)	44% (98)	55% (11)
Forest	54% (11)	54% (69)	61% (18)
District	44% (16)	26% (23)	39% (26)
Station	N.A.	21% (34)	13% (15)
Area	50% (16)	N.A.	100% (3)

13. New Grazing Fee Regulations:

	<u>Primary Users</u>	<u>Non-primary</u>	<u>Line</u>
Region	83% (6)	41% (106)	82% (11)
Forest	100% (5)	42% (77)	53% (19)
District	75% (4)	34% (35)	84% (25)
Station	N.A.	11% (35)	13% (15)
Area	N.A.	13% (16)	33% (3)

14. Fees for Special Use permits:

	<u>Primary Users</u>	<u>Non-primary</u>	<u>Line</u>
Region	26% (118)	N.A.	55% (11)
Forest	39% (82)	N.A.	53% (19)
District	40% (39)	N.A.	81% (26)
Station	N.A.	6% (35)	7% (15)
Area	N.A.	19% (16)	33% (3)

15. Recording of Mining Claims:

	<u>Primary Users</u>	<u>Non-primary</u>	<u>Line</u>
Region	71% (7)	20% (106)	18% (11)
Forest	75% (4)	30% (79)	68% (19)
District	N.A.	41% (39)	73% (26)
Station	N.A.	3% (35)	0% (15)
Area	N.A.	6% (16)	0% (3)

16. GA assessment of ERF funds:

	<u>Primary Users</u>	<u>Non-primary</u>	<u>Line</u>
Region	100% (3)	6% (79)	22% (9)
Forest	14% (7)	7% (46)	0% (14)
District	N.A.	0% (18)	0% (16)
Station	N.A.	0% (18)	0% (8)
Area	N.A.	N.A.	N.A.

Part II

17. Livestock Impoundment:

	<u>Primary Users</u>	<u>Non-primary</u>	<u>Line</u>
Region	50% (6)	14% (107)	27% (11)
Forest	80% (5)	21% (77)	22% (18)
District	75% (4)	23% (35)	58% (26)
Station	N.A.	0% (35)	0% (15)
Area	N.A.	0% (15)	0% (3)

18. TSI stand examinations:

	<u>Primary Users</u>	<u>Non-primary</u>	<u>Line</u>
Region	67% (6)	14% (106)	27% (11)
Forest	64% (11)	14% (71)	26% (19)
District	50% (16)	22% (23)	32% (25)
Station	N.A.	3% (35)	13% (15)
Area	N.A.	7% (15)	0% (3)

19. GAO decision on timber sales bidding:

	<u>Primary Users</u>	<u>Non-primary</u>	<u>Line</u>
Region	33% (6)	24% (105)	64% (11)
Forest	46% (11)	27% (70)	22% (18)
District	53% (15)	14% (22)	52% (25)
Station	N.A.	12% (34)	13% (15)
Area	N.A.	13% (16)	33% (3)

20. Property damages & liability insurance for permittees:

	<u>Primary Users</u>	<u>Non-primary</u>	<u>Line</u>
Region	0% (3)	15% (110)	46% (11)
Forest	50% (10)	14% (71)	11% (18)
District	0% (1)	8% (38)	32% (25)
Station	N.A.	3% (34)	7% (15)
Area	N.A.	7% (15)	0% (3)

21. New weather data agreement:

	<u>Primary Users</u>	<u>Non-primary</u>	<u>Line</u>
Region	25% (4)	8% (78)	33% (9)
Forest	0% (2)	6% (53)	0% (14)
District	N.A.	5% (19)	13% (16)
Station	N.A.	0% (18)	11% (9)
Area	N.A.	N.A.	N.A.

22. Use of DC-3 aircraft:

	<u>Primary Users</u>	<u>Non-primary</u>	<u>Line</u>
Region	75% (4)	32% (79)	56% (9)
Forest	50% (2)	23% (53)	21% (14)
District	N.A.	37% (19)	56% (16)
Station	N.A.	16% (19)	0% (9)
Area	N.A.	N.A.	N.A.

Part II

23. Reallocation of fire suppression savings:

	<u>Primary Users</u>	<u>Non-primary</u>	<u>Line</u>
Region	80% (5)	12% (107)	45% (11)
Forest	60% (5)	23% (78)	21% (19)
District	100% (3)	18% (34)	46% (26)
Station	N.A.	0% (35)	7% (15)
Area	N.A.	0% (16)	67% (3)

24. Deviations from aviation standards:

	<u>Primary Users</u>	<u>Non-primary</u>	<u>Line</u>
Region	60% (5)	7% (107)	36% (11)
Forest	20% (5)	10% (78)	6% (18)
District	33% (3)	8% (36)	8% (26)
Station	N.A.	3% (35)	0% (15)
Area	N.A.	13% (16)	33% (3)

25. Inspection of Allison 250-C20 engines:

	<u>Primary Users</u>	<u>Non-primary</u>	<u>Line</u>
Region	50% (4)	5% (78)	11% (9)
Forest	0% (2)	4% (53)	0% (14)
District	N.A.	5% (19)	0% (16)
Station	N.A.	0% (19)	0% (8)
Area	N.A.	N.A.	N.A.

26. Helitorch fix:

	<u>Primary Users</u>	<u>Non-primary</u>	<u>Line</u>
Region	50% (4)	6% (79)	11% (9)
Forest	100% (2)	4% (53)	0% (14)
District	N.A.	0% (19)	6% (16)
Station	N.A.	0% (19)	0% (9)
Area	N.A.	N.A.	N.A.

27. New requirements for Air Tanker operations:

	<u>Primary Users</u>	<u>Non-primary</u>	<u>Line</u>
Region	60% (5)	10% (108)	9% (11)
Forest	20% (5)	3% (78)	0% (19)
District	0% (3)	8% (36)	8% (26)
Station	N.A.	3% (35)	7% (15)
Area	N.A.	0% (15)	0% (3)

Part II

28. Use of LiSO₂ Batteries on aircraft:

	<u>Primary Users</u>	<u>Non-primary</u>	<u>Line</u>
Region	50% (4)	4% (77)	11% (9)
Forest	0% (2)	6% (51)	21% (14)
District	N.A.	0% (19)	0% (16)
Station	N.A.	0% (18)	0% (8)
Area	N.A.	N.A.	N.A.

29. ATCO Certificates:

	<u>Primary Users</u>	<u>Non-primary</u>	<u>Line</u>
Region	0% (5)	3% (78)	0% (9)
Forest	0% (1)	0% (51)	0% (14)
District	N.A.	0% (19)	0% (16)
Station	N.A.	0% (19)	0% (9)
Area	N.A.	N.A.	N.A.

30. Small business road option in timber sales:

	<u>Primary Users</u>	<u>Non-primary</u>	<u>Line</u>
Region	83% (12)	26% (98)	73% (11)
Forest	91% (22)	36% (59)	63% (19)
District	71% (17)	35% (23)	69% (26)
Station	N.A.	6% (35)	7% (15)
Area	N.A.	13% (15)	33% (3)

Summary of Weighted Averages for W.O. Policy

Weighted Averages for Administration Policy

	<u>Primary Users</u>		<u>Non-primary Users</u>		<u>Line</u>
Region	63%	(404)	29%	(763)	60% (116)
Forest	62%	(291)	25%	(544)	43% (196)
District	64%	(150)	20%	(237)	49% (262)
NFS	63%	(845)	26%	(1544)	49% (574)
Station	83%	(69)	25%	(281)	39% (152)
Area	71%	(48)	23%	(94)	59% (27)

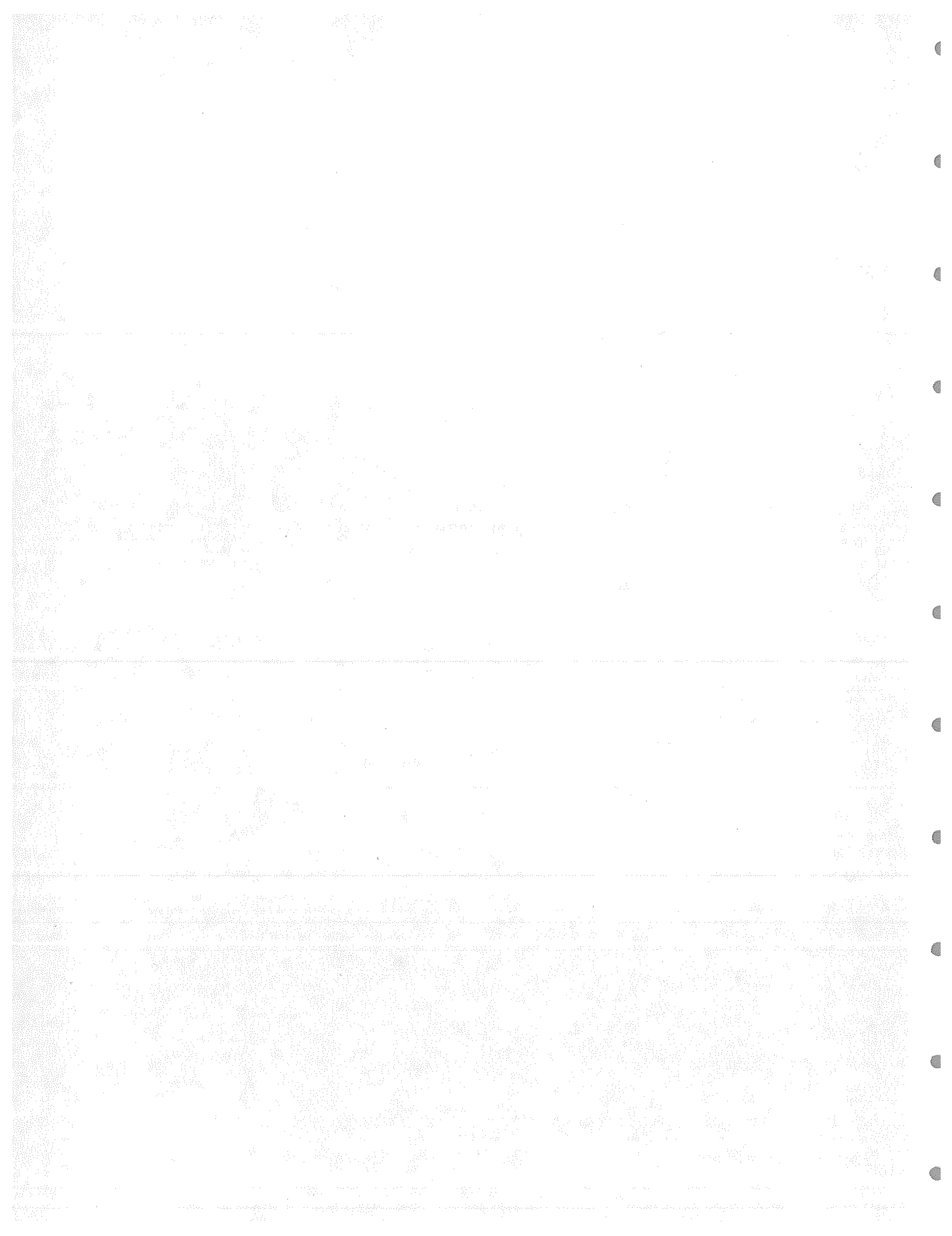
Weighted Averages for Resource Policy

	<u>Primary Users</u>		<u>Non-primary Users</u>		<u>Line</u>
Region	69%	(186)	34%	(922)	59% (110)
Forest	60%	(181)	41%	(638)	59% (188)
District	59%	(115)	35%	(275)	66% (257)
NFS	63%	(482)	36%	(1835)	62% (555)
Station	N.A.		20%	(342)	33% (147)
Area	N.A.		27%	(156)	47% (30)

Weighted Averages for Fire & Aviation Policy

	<u>Primary Users</u>		<u>Non-primary Users</u>		<u>Line</u>
Region	58%	(40)	10%	(791)	24% (87)
Forest	38%	(26)	9%	(548)	8% (140)
District	44%	(9)	10%	(220)	16% (174)
NFS	49%	(75)	9%	(1559)	15% (401)
Station	N.A.		2%	(217)	3% (97)
Area	N.A.		4%	(47)	33% (9)

Appendix F



Part III

REGION, STATION AND AREA LEVEL POLICY

Part III presents regional, station or area level policies and directions. Each region, station and area had a separate questionnaire with policy and direction issued from that region, station or area only. The questionnaires were answered by line and staff at the regional, forest and district levels for the regional questionnaire and at the station or area level for their respective questionnaires. For Part III, the results are recorded as ratios:

the number of respondents who indicated that they saw the direction/
the total number of respondents within that category.

The primary, non-primary, and line categories are used in the same manner as in part II.

Region 1:

	<u>Primary Users</u>	<u>Non-Primary</u>	<u>Line</u>
1. Documenting and reporting of threats and assaults on Forest Officers:	1/1	10/38	3/7
2. Escaped fire situation analysis and suppression:	7/9	10/30	5/7
3. Revised policy on road cost estimating:	3/11	7/28	1/7
4. Utilization of Forest Service contract aircraft for air search and rescue operations:	0/1	8/38	3/7
5. Policy on mapping flight hazards:	1/1	1/38	0/7
6. Role of smokejumper in search and rescue operations:	2/4	6/33	1/7
7. Regional planting stock standards:	2/4	9/35	1/7
8. Policy on Forest and District signmaking:	2/3	19/36	6/7
9. Use of range betterment funds:	2/2	13/37	3/7
10. Cooperative agreement between State of Montana, U.S.F.S., and BLM on range management.	2/5	10/34	3/7
11. Recreation facilities for the handicapped:	0/0	15/39	4/7

Part III

Region 1 (continued)

12. Cultural resource inventories on oil and gas sites:	2/2	12/37	4/7
13. Procurement of speaker/instructor services:	0/3	6/36	1/7
14. Use of details to fill staffing needs:	4/11	3/28	2/7
15. Procurement of foreign purchases:	1/3	5/36	2/7

Region 2:

	<u>Primary Users</u>	<u>Non-Primary</u>	<u>Line</u>
1. Flexible & compressed work schedules:	12/12	19/19	7/7
2. Classifying supervisors & managers for Merit Pay System:	8/9	19/22	6/7
3. New evaluating basis for individual performance:	11/12	15/19	6/7
4. Employee physical fitness programs:	6/10	11/21	4/7
5. Poverty Income Guidelines for Senior Community Service Employee Program:	4/7	1/25	2/7
6. Eligibility & recruitment for Senior Community Service Employment:	4/10	1/21	2/7
7. Skylab Re-entry Plans:	6/10	7/21	6/7
8. Cultural resources management in L.M.P.:	1/10	10/21	1/7
9. Sharing goods and services with American Indians:	1/10	5/21	1/7
10. Emergency operations for flood threat preparedness:	4/11	3/20	2/7
11. Introduction of exotic plants & animal species:	3/15	4/16	1/7

Part III

Region 2 (continued)

- | | | | |
|--|-------|-------|-----|
| 12. Withdrawal of certain Endangered & Threatened Species: | 2/8 | 7/23 | 2/7 |
| 13. New requirements to protect Endangered Species in construction projects: | 3/11 | 6/20 | 3/7 |
| 14. Mineral leases in wilderness and primitive areas: | 0/0 | 19/31 | 6/7 |
| 15. Criteria for reforestation of "Backlog" areas: | 5/8 | 6/23 | 4/7 |
| 16. Use of 2,4,5-T and Silvex: | 8/15 | 7/16 | 3/7 |
| 17. Authority for signing of cooperative law enforcement agreements: | 3/10 | 1/21 | 2/7 |
| 18. Equipping passenger-carrying vehicles during fire season: | 10/11 | 7/20 | 6/7 |
| 19. Responsibility for planning and managing signs and posters: | 4/11 | 2/20 | 2/7 |
| 20. Use of engineering titles: | 1/3 | 4/28 | 2/7 |
| 21. Prices charged by permittees at commercial public service sites: | 6/9 | 4/23 | 4/7 |

Region 3:

- | | <u>Primary Users</u> | <u>Non-Primary</u> | <u>Line</u> |
|---|----------------------|--------------------|-------------|
| 1. Transportation System Handbook and RMAP. | 2/2 | 6/33 | 0/7 |
| 2. Timber sale branding and painting requirements. | 2/3 | 6/32 | 4/7 |
| 3. Optional removal of timber in "Multi-Product" sales. | 2/3 | 3/32 | 2/7 |
| 4. Cooperative agreement between State of New Mexico, U.S.F.S., and B.L.M. on range management. | 1/4 | 10/31 | 4/7 |
| 5. Use of helicopters for fire management in wilderness. | 1/1 | 15/34 | 3/7 |

Part III

Region 3 (continued)

- | | | | |
|--|-------|-------|-----|
| 6. Policy for monitoring quality of ski instruction and commercial guide activities. | 3/4 | 1/31 | 0/7 |
| 7. Use of appropriate mode of dress when attending meetings of Federal, State, or local agencies or organizations. | 10/35 | 0/0 | 5/7 |
| 8. Policy on inviting governors or congressmen to F.S. events. | 3/10 | 6/25 | 2/7 |
| 9. Delegation of authority to sign IPA agreements. | 2/9 | 8/26 | 1/7 |
| 10. Adjustment of work schedules for religious observance. | 9/10 | 22/26 | 7/7 |

Region 6:

- | | <u>Primary Users</u> | <u>Non-Primary</u> | <u>Line</u> |
|--|----------------------|--------------------|-------------|
| 1. Policy on designating and scaling logs: | 2/2 | 6/34 | 5/5 |
| 2. New policy on use of water in NFS Lands: | 5/10 | 5/26 | 3/5 |
| 3. Payment of permittee water right fees: | 1/1 | 5/35 | 2/5 |
| 4. New Regional policy and standards for soil productivity and | 0/0 | 7/36 | 1/5 |
| 5. Regional direction on management of anadromous fish: | 0/0 | 16/36 | 4/5 |
| 6. Policy on issuing cultural resource permits: | 2/9 | 4/27 | 1/5 |
| 7. Proficiency flight time requirements during standby period: | 3/3 | 6/33 | 0/5 |
| 8. Amendments to policy for cost sharing and cost recovery by road permittees: | 3/9 | 4/27 | 0/5 |
| 9. Regional policy on controlling publications: | 2/6 | 4/30 | 2/5 |

Part III

Region 6 (continued)

10. Standards for classifying secretarial/clerical positions:
6/7 6/29 1/5
11. Rules for Forest Service employees testifying as private individuals
at Congressional Hearings:
0/0 12/36 1/5

Region 8:

- | | <u>Primary Users</u> | <u>Non-Primary</u> | <u>Line</u> |
|---|----------------------|--------------------|-------------|
| 1. Revised policy for wearing snake leggings: | 5/8 | 4/29 | 3/8 |
| 2. Payment of claim for non-negligent loss of property to YACC enrollees: | 1/1 | 6/36 | 3/8 |
| 3. Use of privately-owned vehicles in lieu of GSA vehicles: | 30/37 | 0/0 | 4/8 |
| 4. Clearance procedure for dedications and other Forest Service
ceremonial events: | 7/12 | 6/24 | 5/8 |
| 5. Cooperative agreement between Conservation Foundation and Forest
Service: | 0/4 | 6/32 | 3/8 |
| 6. Human Resource Programs activities and fleet management policy for
conserving fuel: | 7/7 | 16/29 | 6/8 |
| 7. Assuring compliance of cooperators under Coop Law Enforcement
Agreements: | 1/1 | 7/35 | 3/8 |
| 8. Refresher training for Forest Special Agents and Level IV law
enforcement officers: | 1/1 | 9/35 | 6/8 |
| 9. Minimum operability guidelines for standing small roundwood and
sawtimber topwood: | 2/4 | 4/32 | 2/8 |
| 10. Alerting and dispatching organized fire crews: | 3/3 | 17/33 | 7/8 |
| 11. Policy for issuing fire shelter and protective clothing to fire
fighters: | 3/3 | 17/33 | 7/8 |

Part III

Region 8 (continued)

12. Policy for developing project proposals for the bridge replacement program:

3/3 2/33 0/8

13. Policy or use of economic analysis in transportation planning:

3/3 9/33 3/8

Region 9:

	<u>Primary Users</u>	<u>Non-Primary</u>	<u>Line</u>
1. Issuing of special use permits within RARE II areas:	3/7	3/14	3/5
2. Management of eagle nest buffer zones:	7/9	10/17	3/5
3. Appointment and duties of a Forest pesticide use coordinator:	7/8	12/18	4/5
4. Reporting of fire, timber, property violations, and assault cases for Forests without assigned special agents:	3/8	1/18	3/5
5. Staffing and deputizing Forest officers to enforce laws on N.F. lands:	1/8	4/18	1/5
6. Policy on decision making involving needs for fuel breaks and fire breaks:	0/0	2/21	0/5
7. Policy defining YACC enrollees' work activities:	0/0	4/21	4/5
8. Guidelines and approval process for retrofitting wood-burning stoves to existing heating systems:	2/2	4/19	3/5
9. Approval of minor boundary adjustments between Ranger Districts:	4/8	4/18	3/5

Part III

Region 10:

	<u>Primary Users</u>	<u>Non-Primary</u>	<u>Line</u>
1. Changes in maximum dollar value for wildlife trees:	3/5	0/17	0/4
2. Changes in examination and appraisal for timber settlement:	2/9	0/14	1/4
3. New helicopter operating requirements and procedures:	1/1	10/21	3/4
4. Use of aircraft shoulder harness:	1/1	14/21	4/4
5. Policy on training and responsibilities of forest Air Officer, Helicopter Foremen, and Aircraft users:	0/1	8/21	4/4
6. Policy on firewood for public use:	10/10	12/16	4/4
7. Policy on user share of maintenance costs for roads:	1/1	5/21	3/4
8. Performance bonds and liability and insurance coverage:	1/2	4/20	1/4
9. Policy on accounting for receipts from activities on lands withdrawn for Native selection:	0/0	9/22	3/4
10. Special emphasis program for hiring minorities:	6/6	15/20	4/4
11. New policy on Regional program and activity reviews:	1/1	9/21	2/4

Part III

Rocky Mountain Station:

	<u>Primary Users</u>	<u>Non-Primary</u>	<u>Line</u>
1. Energy Conservation Actions:			
6/7	0/0	2/3	
2. Quality Control in Research:			
6/6	1/1	3/3	
3. FY 1979 Administration - Travel Costs:			
4/6	1/1	2/3	
4. Funding of Advanced Training for Scientists:			
3/6	1/1	3/3	
5. Upward Mobility:			
2/6	1/1	2/3	

Pacific Northwest Station:

	<u>Primary Users</u>	<u>Non-Primary</u>	<u>Line</u>
1. Policy for preparing multi-purpose study Summary Report.			
8/9	0/0	4/4	
2. Policy for reporting impact of compressed work schedule experiment.			
8/9	0/0	4/4	
3. New Training Plan Policy.			
8/9	0/0	4/4	
4. Hazardous Weather Leave Policy.			
7/9	0/0	4/4	

Southeastern Station:

	<u>Primary Users</u>	<u>Non-Primary</u>	<u>Line</u>
1. Coordination of research with other stations:			
5/7	0/0	3/4	
2. Changes in scientists' titles in publications:			
4/7	0/0	2/4	
3. Eligibility of college students for Intergovernmental Personnel Act Program (IPA):			
4/7	0/0	2/4	
4. Payments for transportation to Senior Community Service Employment Program enrollees:			
3/4	0/3	3/4	

Part III

North Central Station:

	<u>Primary Users</u>	<u>Non-Primary</u>	<u>Line</u>
1. Gearing publications to fit needs of different audiences. 8/9	8/9	0/0	3/3
2. Policy on annual publication list & quarterly "New Publications Available List". 8/9	8/9	0/0	3/3
3. Energy conservation. 9/9	9/9	0/0	3/3
4. Time extension requests for excessive travel advances. 5/9	5/9	0/0	0/3
5. Employee assistance program CONCERN. 8/9	8/9	0/0	2/3
6. Management of property used at outlying locations by research employees 5/9	5/9	0/0	1/3
7. Policy on rental cars used for official travel. 7/9	7/9	0/0	1/3

Southern Station:

	<u>Primary Users</u>	<u>Non-Primary</u>	<u>Line</u>
1. Federal employee emergency dismissal plan. 10/12	10/12	0/0	3/3
2. Changes in processing postage for outgoing mail. 12/12	12/12	0/0	3/3
3. Policy on confirming employee purchases. 5/12	5/12	0/0	1/3
4. New policy on responsibility for auditing and processing T&A's to NFC. 4/12	4/12	0/0	2/3
5. Policy on Position-Management System. 7/12	7/12	0/0	3/3

Part III

Forest Products Lab:

	<u>Primary Users</u>	<u>Non-Primary</u>	<u>Line</u>
1. Employee assistance program CONCERN:			
	6/6	0/0	1/1
2. Responsibility for replies to technical inquiries:			
	6/6	0/0	1/1
3. Direction on FY 1980 FPL Civil Rights Plan			
	6/6	0/0	1/1
4. New policy on licensing requirements for operators of Laboratory vehicles:			
	5/6	0/0	1/1
5. New energy research program at FPL:			
	6/6	0/0	1/1

Part III

Southeastern Area:

	<u>Primary Users</u>	<u>Non-Primary</u>	<u>Line</u>
1. Revised policy for wearing snake leggings:	4/19	n.a.	1/2
2. Payment of claim for non-negligent loss of property to YACC enrollees:	1/19	n.a.	0/2
3. Use of privately-owned vehicles in lieu of GSA vehicles:	19/19	n.a.	2/2
4. Clearance procedure for dedications and other Forest Service ceremonial events:	4/19	n.a.	4/2
5. Cooperative agreement between Conservation Foundation and Forest Service:	3/19	n.a.	0/2
6. Human Resource Programs activities and fleet management policy for conserving fuel:	3/19	n.a.	0/2
7. Assuring compliance of cooperators under Coop Law Enforcement Agreements:	0/19	n.a.	0/2
8. Refresher training for Forest Special Agents and Level IV law enforcement officers:	0/19	n.a.	0/2
9. Minimum operability guidelines for standing small roundwood and sawtimber topwood:	0/19	n.a.	0/2
10. Alerting and dispatching organized fire crews:	5/19	n.a.	2/2
11. Policy for issuing fire shelter and protective clothing to fire fighters:	6/19	n.a.	2/2
12. Policy for developing project proposals for the bridge replacement program:	0/19	n.a.	0/2
13. Policy or use of economic analysis in transportation planning:	0/19	n.a.	0/2

Weighted Averages for Policy Issued at Regions

Administrative policy:

	<u>Primary Users</u>	<u>Non-Primary</u>	<u>Line</u>
Region	66% (91)	48% (363)	54% (50)
Forest	51% (92)	26% (335)	42% (74)
District	54% (80)	33% (176)	53% (120)

Resource policy:

	<u>Primary Users</u>	<u>Non-Primary</u>	<u>Line</u>
Region	59% (73)	27% (646)	43% (58)
Forest	54% (104)	32% (445)	40% (98)
District	48% (80)	37% (250)	46% (142)

Fire & Aviation policy:

	<u>Primary Users</u>	<u>Non-Primary</u>	<u>Line</u>
Region	67% (3)	20% (65)	50% (8)
Forest	63% (8)	13% (48)	13% (8)
District	67% (3)	29% (21)	33% (12)

NFS Totals for Policy Issued at the Region Level:

	<u>Primary Users</u>	<u>Non-Primary</u>	<u>Line</u>
Administrative	57% (263)	36% (874)	50% (244)
Resource	53% (257)	30% (1341)	43% (298)
Fire & Aviation	64% (14)	19% (134)	32% (28)

