

Blacksburg, Virginia,  
January 19th, 1922.

TO ALL EXTENSION WORKERS:

I am sending you herewith a table which we have worked up showing the number of days each field specialist has spent in the office and the number of days in the field during the past year. A few of the reports have not been received for December and the figures may be changed slightly when these reports are received.

You will note from this table that there is quite a variation in the amount of time spent in the field by the different workers. In my opinion, some of our workers are spending too much time in the office, and perhaps others are spending too much time in the field. I, of course, know that the nature of your work has some effect on this. What I want you to do is to compare the figures of the people in your Department, and your individual figures with the people in other Departments carrying on a similar line of work, then have a conference with the people in your Department or with yourself and see what changes are necessary along this line during the present year.

A close study of the figures will show that some of our full time specialists spent over two hundred days in the field during the past year, and some less than one hundred. This appears to me to be too great a variation. Counting out Sundays, holidays and leave of absence, there seems to be about two hundred and seventy-five (275) working days in a year for Extension workers. Roughly speaking, my field experience as a specialist leads me to believe that a proper balance of this time should be about one hundred (100) days in the office and one hundred and seventy-five (175) days in the field. Of course, I understand from the very nature of your work that no hard and fast rule can be laid down in regard this matter, but it does seem that for the average specialist two days to two and a half days per week should be sufficient for planning and office work.

While I am writing along this line I want to mention the matter of Annual Leave. There seems to be some misunderstanding in regard to this, Employees getting any part of their salary direct from the United States Department of Agriculture are allowed only fifteen days Annual Leave per year. Employees getting all of their salary from the State and Federal Smith-Lever funds are allowed fifteen days Annual Leave the first year of their service and thirty days Annual Leave each year thereafter. This rule was made by my predecessor and up to the present time we have made no change in same. In arranging your Annual Leave please try to arrange it at the time when your work will suffer least.

I also want to say a word about trips out of the State. As long as we have sufficient funds it will be my policy to try to allow heads of Departments one trip out of the State each year to a scientific or other meeting in which he or she is particularly interested. On special occasions, when recommended by the head of the Department, assistants may be allowed a trip out of the State to such meetings. Please do not ask for more than one trip on Extension funds. We will be fortunate if we can continue to allow the one trip. Do not make it a rule to combine your trip and Annual Leave just for the sake of saving expenses. Take your Annual Leave as stated above, at the time when your work will suffer least by your absence.

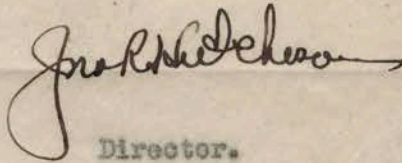
I have mentioned these things from the standpoint of efficiency of the work, and hope that you will be guided by the same in the future. This letter is

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not meant as a criticism but simply to call your attention to some things that I think are important. As a whole, I believe that the last year's work was the most successful that we have yet had, but we should not be willing to rest here. This year should be even more successful, and will be if Extension workers continue to pull together as at present.

With best wishes, I am

Yours very truly,

A handwritten signature in cursive script, appearing to read "J. R. H. Cheever", with a long horizontal flourish extending to the right.

Director.

JRH/PT  
Enclosure

Average -

120

175 63.6%

NAME

OFFICE

FIELD

1 - 1 <sup>3</sup>/<sub>4</sub>

F. S. Andrews	24	62
Kent Apperson	109	176 ✓
H. B. Boynton	59	87 $\frac{59-87}{2} = 59.5\%$
F. A. Buchanan	146	126
C. G. Burr	161	155
Mrs. M. M. Davis	113	173 ✓
A. L. Dean *	72	160
J. F. Eheart	25	63
H. F. Fralin	77	189 ✓
J. S. Glenn	37	103 $\frac{37-103}{2} = 73.5\%$
Geo. C. Herring	125	137
Miss Hodsden *	71	172 ✓
Miss Hughes	157	103
Geo. C. Jackson	29	60
J. P. Keen	88	209
W. G. McGowan	126	148
C. A. Montgomery	153	147
F. A. Motz	120	146
G. S. Ralston	45	101
Chas. E. Seitz	176	97 ✓ $\frac{176-97}{2} = 36\%$
A. G. Smith, Jr.	65	83
R. C. Thomas	150	134
A. F. Treakle (Time teaching not counted)	99	120
Miss L. V. Walker	39	80
G. P. Warber	82	57
W. G. Wysor	128	97

\* Reports missing for about three weeks in December.