

1958

NARRATIVE ANNUAL REPORT

G. H. Clark

Northern Virginia District

Virginia Agricultural Extension Service

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COUNTY APPROPRIATIONS

<u>County</u>	<u>1957-58</u> <u>County Agent</u>	<u>1958-59</u> <u>County Agent</u>	<u>1957-58</u> <u>Asst. County Agt.</u>	<u>1958-59</u> <u>Asst. Co. Agent</u>
Augusta, 3	\$2000	\$2200	\$3300	\$3630
Clarke	1200	1500		
Culpeper, 1	1800	1800	1200	1200
Fairfax, 2	4666	4942	3254 1728	3459 1730
Fauquier, 1	1800	2000	1200	1500
Frederick, 2	1600	1700	1200	1300
Greene	1000	1000		
Loudoun, 2	2000	2200	3000	3300
Madison, 1	1710	1782	520	600
Orange, 1	1800	1800	1000	1100
Page, 1	1800	1980	600	660
Rappahannock, 1	1600	1600	500	500
Rockingham, 1	2020	2020	1000	1500
Shenandoah, 1	1800	1980	1400	1540
Spotsylvania	1000	1000		
Stafford	1400	1450		
Warren	1800	1800	600	600
Prince William	<u>2000</u>	<u>2200</u>	<u>1500</u>	<u>1650</u>
Total	\$32996	\$34954 <u>32996</u> 1958	\$22002	\$24269 <u>22002</u> 2267 <u>1958</u>

\$4225.00 = increase in county appropriations for county agents and assistant county agents 1958-59 over 1957-58.

\$ 4225

COUNTY APPROPRIATIONS 1954

<u>County</u>	<u>County Agent</u>	<u>Assistant County Agent</u>
Augusta	\$2000	\$3000
Clarke	1200	
Culpeper	1800	1200
Fairfax	3150	3999
Fauquier	1800	1200
Frederick	1500	1000
Greene	1000	
Loudoun	2000	3000
Madison	1620	435
Orange	1800	1000
Page	1800	
Rappahannock	1600	500
Rockingham	2020	1000
Shenandoah	1500	1000
Spotsylvania	1000	
Stafford	1000	
Warren	1800	
Prince William	<u>1800</u>	<u>1200</u>
	\$30390	\$18534
	\$34954	\$24269
	<u>30390</u>	<u>18534</u>
	4564	5735
		<u>4564</u>
		\$10299

\$10,299 = increase in county appropriations for county agents and assistant county agents from 1954 to 1958.

RATING OF

<u>COUNTY</u>	<u>OFFICE SPACE</u>	<u>OFFICE EQUIPMENT</u>
Augusta	Very Good	Excellent
Clarke	Good	Excellent
Culpeper	Excellent	Excellent
Fairfax	Fair	Good ✓
Fauquier	Fair	Good ✓
Frederick	Poor	Good
Greene	Fair ✓	Good
Loudoun	Good	Good
Madison	Good	Very Good
Orange	Good -	Good
Page	Very Good	Excellent
Prince William	Very Good	Good
Rappahannock	Good	Good
Rockingham	Very Good	Very Good
Shenandoah	Fair-	Good
Spotsylvania	Good	Good
Stafford	Good	Very Good
Warren	Very Good	Very Good

III. PROGRAM SITUATION

The Northern Virginia supervisory district is composed of eighteen counties. The personnel of the district is made up of eighteen county agents and an equal number of assistant county agents. No assistant agents work in either Clarke, Greene, Stafford or Spotsylvania Counties.

In general, this area is prosperous. The vast majority of the income is derived from the sale of poultry and poultry products and livestock and livestock products. In addition to this, it is one of the world's outstanding apple producing areas.

Many progressive operators of the area keep themselves well informed and require that county Extension workers do likewise.

Our long time and constant goal is that of involving more and more local people in the areas of problem identification and problem solving. We now have in all counties of the district special interest or commodity committees made up of laymen. These committees, working with county Extension workers, identify local problems and work out programs and plans which will tend to solve these problems.

The five major areas of work this year are:

1. The selection and training of personnel
2. The development of county program and plans of work
3. The recruiting of satisfactory office space
4. The securing of increased county appropriations
5. The development of a strong 4-H program

A. Financial Support From Counties

One of the most necessary, if not the most important, jobs of district agents is that of constantly seeking increased county financial support. Because of the unusual need for funds this year, a special effort was made to receive increased county appropriations. Every county was asked to increase the appropriation for county Extension work. As a result of this effort, the county appropriations for men agents was increased by \$4,225.00 over the previous year. This was an average of \$235.00 per county. This amount represents the greatest increase in county appropriations for white men agents of any district of the state.

The counties of this district appropriate, on an average of 25% of the total county Extension budget. If office space and other local contributions are considered, the counties of the district will be paying nearly one-fourth of the total county Extension budget.

In the four year period 1954-58 local appropriations in this district have been increased by \$10,299.00

I am still of the opinion that we would fair better before local appropriating bodies if we could ask for a lump sum appropriation rather than seeking funds for individuals.

There probably should be a minimum appropriation set for each county based upon ability to pay and farm population. If a county refuses to make minimum appropriations, positions should be left vacant. Public demand will, I believe, force boards to make reasonable appropriations, for the support of agricultural Extension work.

B. Cooperation Among Supervisory Groups

We are most fortunate in having team players as members of the supervisory group. In this group, the spirit of cooperation and group help is highly developed.

Problems arising in the district are frequently discussed with the administrative staff and other district agents. Many Extension problems are frankly discussed at monthly staff conferences.

Miss Eva Minix, my immediate co-worker, is most cooperative. In all situations, in which joint efforts were required, Miss Minix has willingly participated.

The job of district agent would be much more difficult and much less pleasant if it were not for the cooperative spirit which prevails among this middle management group and the administrative staff.

IV. OBJECTIVES, GOALS, METHODS AND RESULTS

A. Personnel

I am thoroughly convinced that the most important duty of a district agent is that of the recruitment and selection of members of his district team. The district agent, who is so fortunate as to select good personnel, immunizes himself against many future problems. In spite of all the care one may exercise, some errors of judgment will be made and people unsuited for Extension work will be employed. If this situation is found to exist, the sooner it is remedied, the better for all concerned.

I have come to the conclusion that there are four attributes which are had by all successful Extension workers from directors to the newest assistant agents. These attributes are: adequate training and experience; a personality attractive to people with whom he is to work; a love of people and the desire to do, the desire to accomplish. The scarcest and most difficult to identify in an untried person is the attribute of desire.

Induction Training

Regularly scheduled induction training is now a regular part of our State Extension program. We are able to see direct results of these training sessions. New employees now have a better knowledge of Extension work at the end of one year than many older agents who have worked many years without the benefit of such training.

In addition to the regular formal induction training given to all agents, I make a conscious effort to shape attitudes. I have tried to emphasize the fact that each employee is a member of a district team and that this is the best district team of all. I do believe that we have an esprit' de corps that is good. A part of our teaching is the philosophy that the only way to stay number one is to do more of a better Extension job than any other group in the state.

Please don't mistake this for bragging. It is simply trying to instill with our workers a strong belief in their ability to do and in their willingness to do.

The meek may inherit the earth, but they probably will not keep it very long.

I am, I believe, pardonably proud of the job being done by these men. I think they are proud of being a member of a successful team.

Professional Improvement

Without training as a continuing part of our personnel program, we would soon become antiquated in both our subject matter and our methods.

Agents are urged to avail themselves of the opportunities for professional improvement as they present themselves. The only formal training offered on an in service basis is that given at the University of Arkansas during July. We have filled our quota each year in this school. A number of valuable ideas have been brought home by those who have attended the Arkansas School.

The type of school which more nearly satisfies our needs is the school held on a district basis. For example, the communications school of 1958 was, I believe a most successful effort.

In addition to this more or less formal training, sessions at which various specialists discussed and demonstrated their subject matter have been quite helpful.

This district agent recognizes the need for additional training in the field of personnel management.

County Staff Relationship

In most instances, county staff relationships are good. From time to time, as is to be expected, misunderstandings do develop. In some

rare cases a conference among both district agent and the county workers concerned is required before the air can be cleared.

There continues to be a tendency for the work of the men and women agents to drift further and further apart. Except for 4-H club work, there is not a great deal of cooperative work being carried on by this group.

B. Program Development

To me, the most important part of the county Extension program is that of program and plan of work development. The attitude that program development and plan of work development are desirable and necessary practices on the part of county workers is comparatively new.

All counties of this district are now using special interest committees in the development of programs and plans of work.

I believe it is the responsibility of the district agent to see to it that every agent knows what is expected of him in the field of program planning and how to do it.

Agents of the district have been asked to begin work on the development of a long time Extension program for each county. It is expected that we will have nearly all of these reports by March 1, 1959.

Arrangements have been made for specialists to meet with agents in pre-planning meetings.

Local people must be involved in any successful county Extension program, who can so clearly identify problems and so intelligently suggest steps which, if taken, will lead toward the solution of these problems.

C. Public Relations

A large part of the time of the district agent is spent in an effort to inform the general public on the scope and functions of Extension.

During the year, I have met with many clubs and organizations, both farm and non-farm. I have tried to limit these meetings to situations in which some opportunity was provided for the discussion of agriculture and Extension's part in it.

One of the district agent's big jobs is that of building up in the public eye all Extension work and workers.

A constant selling job is required if Extension is to be kept before the public in its proper perspective.

D. Participation in District and State Activities

The district level is, of course, the main platform upon which the district agent must perform. It is at this level where he must play his many roles such as leader, friend, coach, pusher, guide and rarely boss. The district agents have the responsibility of planning and arranging district conferences and meetings of Extension workers.

Opportunity presents itself from time to time to work with state-wide groups in the field of production and marketing. I have worked with state-wide organizations of farmers during the year.

From time to time, the director has assigned duties outside the district. I have, during the year, attended meetings in other districts where requested to do so by district agents.

V. EVALUATION OF SUPERVISORY ACCOMPLISHMENTS

At the best, the success of a district agent is only the reflection of the real success of county workers under his supervision.

In spite of problems created by employing good men (someone constantly raiding good man power) we have been able to maintain a good team. We have been fortunate in the selections made this year.

About the only way I know to evaluate the personnel is to measure the job being done. As a group, these men have done a good job. In areas in which comparisons can be made, this district group has compared favorably with others of the state.

I am sold on the necessity of planning with people if we hope to do an effective Extension job. Agents in this district have been drilled and redrilled on the "Virginia Plan" and its operations.

We do have in every county special interest committees working with agents in the preparation of programs and plans of work. The "Virginia Plan" is sound and practical. Most agents recognize it as a necessary tool to do the Extension job.

Four counties of the district have set up county Extension Service Boards.

All counties have been requested to begin and complete the preparation and write-up of a long time program not later than March 1, 1959.

4-H Club Programs

Each of the eighteen counties of the district has an aggressive 4-H club program. Each county has at least one judging team. Each county submits at least one 4-H record to be judged in state competition.

4-H club members have been quite successful in competition with boys and girls from other parts of the state. Over a period of years representatives from this district have won about 35% of all state awards made each year.

No agent is considered to have done satisfactory work unless he has participated actively in the 4-H program of his county.

VI. THE OUTLOOK

The field of farm management will and should occupy more and more of our Extension time. It has been proven that incomes on many farms can be substantially increased by the application of reasonably sound farm management practices. Our people need to be better informed and more active in this field.

Then, too, in a growing movement toward larger and larger production units, the agent of the future will need to be better trained and more definite in his recommendations. Teaching techniques will have to be improved in the light of the great changes which have taken place in people and in agriculture.

In my judgment, Extension will have to adjust its methods and policies to meet demands and changes as they occur.

VII. SPECIAL CONSIDERATIONS

The Farm and Home Development program has had rough sailing since its inception. In the early part of the program almost constant personnel

changes stymied the program. We have now four counties in which Farm and Home Development is being carried on a pilot county basis.

We now have three men in this capacity who have had actual farm management experience. The program is beginning to make progress in Frederick and Augusta Counties. The set up in Rappahannock and Madison Counties is too new to appraise.

In my opinion, we need to take a long look at the entire "Farm and Home Development" set up and determine whether or not this is a direction in which we should continue to go. I am quite sure that the production per worker is far less than in the regular Extension program.

Considerable work has been done during the year with the many farmer cooperatives in the area. In addition to working with cooperatives, I have also met with committees and boards of farmer organizations for the purpose of helping to plan programs.