

VIRGINIA AGRICULTURAL EXTENSION SERVICE

PLAN OF WORK

PROJECT VIII

ORGANIZATION AND SUPERVISION OF COUNTY EXTENSION OPERATIONS

JULY 1, 1963 - JUNE 30, 1964

<u>NAME</u>	<u>TITLE</u>	<u>PERCENTAGE OF TIME DEVOTED TO EXTENSION</u>
E. W. Carson	District Agent	100
G. H. Clark	District Agent	100
P. B. Douglas	District Agent	100
J. B. Flora	District Agent	100
Miss Heidi E. Ford	District Local Home Agent	100
Mrs. Ann W. Frame	District Agent	100
Mrs. Thelma Hewlett	District Local Home Agent	100
Mrs. Betty K. Kyle	District Agent	100
S. E. Marshall	District Agent	100
Miss Mary H. McCoy	District Agent	100
Miss Eva Minix	District Agent	100
R. W. Newsome	State Agent	100
J. B. Norment	District Agent	100
D. T. Rogers, Jr.	District Agent	100
Mrs. Margaret Svoboda	District Agent	100
Miss Edith Vaughan	District Agent	100
All County Personnel		100

DATE APPROVED April 12 1963

SIGNED [Signature]
State Director of Extension

DATE APPROVED July 17 1963

SIGNED [Signature]
Administrator, Federal Extension
Service, U. S. Department of
Agriculture

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ORGANIZATION AND SUPERVISION OF COUNTY EXTENSION OPERATIONS

I. STATEMENT OF PROBLEMS

Those assigned to this project will be concerned this year in program organization and development, in-service training of county staff members, professional improvements of district agents, and other phases of supervision.

A considerable amount of time is devoted to training conferences. This is important and necessary, but it is essential that they be planned to meet the needs of the program. There is a need for a coordinated training program which will make a distinction between training needs for the immediate situation and the long-time objectives. Often immediate needs receive major emphasis at the expense of long-time needs.

The supervisors have a varied background of experience and training. The number of new county workers each year, the changes in program needs of the people, and the demands for assistance from the people and county staffs require well trained supervisors. Professional improvement of the district supervisors is a recognized need. Plans need to be developed so the supervisor can follow a well directed in-service training program.

II. PLAN OF ACTION

For the major problems included in the Plan of Work for 1963-64 the situation is defined, the specific problem identified and the program objective stated. The Plan also includes for each major problem, the teaching objectives, methods, when the work will be done, by whom and plans for evaluation.

Educational plans for the major problems include:

- A. County Program Development
- B. Training Programs for County Staffs
- C. Professional Improvement of District Agents

III. EDUCATIONAL PLAN

PROJECT AREA: Organization and Supervision of County Extension Operations

PHASE: Strengthening County Program Development FISCAL YEAR: 1963- 64

The Situation: A Virginia plan for county program development was initiated in the state in 1956. Training of county staff members, on a pilot basis, was started that year. Two counties per district completed long time programs in 1956. Others were developed in succeeding years. There is a continuous need for evaluation and revision of county programs. Changing conditions and a rapid turn over in personnel necessitate a constant training program for agents in maintaining skills for effective and adequate county program development. New and broader program phases, some very general and extensive in nature, are being added. There is need for more coordination of the various program phases. A well developed county Extension program is essential if the county staffs are to meet the needs of county people.

The Specific Problem: Agents lack some of the needed competencies to give adequate assistance for helping people better utilize their human and natural resources.

The Program Objective: To assist county extension agents in developing more effective county extension programs.

TEACHING OBJECTIVES	METHODS	WHEN	BY WHOM	PLANS FOR EVALUATION OF ACCOMPLISHMENTS
1. To help staff members develop a more comprehensive long time and annual programs.	Evaluate Virginia Plan for program development and revise it for more effective use in the state.	Summer and Fall 1963	District Agents and Administrative Staff	Check long time program write ups.

Strengthening County Program Development

TEACHING OBJECTIVES	METHODS	WHEN	BY WHOM	PLANS FOR EVALUATION OF ACCOMPLISHMENTS
2. Train agents in sound, more effective program building processes.	Help agents to expand and/or strengthen the county Extension organization.	Sept. '63	District Agents	Using rating sheets.
a. Organizational framework.	Assist agents to gain better understanding of the principles involved in long time program planning.	Fall District meeting.	District Agents and State Training Leaders.	Check by district agents
b. Program planning procedures.	Assist agents to gain better understanding of the principles involved in long time program planning.	Oct. '63	District Agents and Administrative Staff.	Review program activities
c. Leadership	Provide conditions to bring about effective use of Specialist assistance.		District Agents	
	Assist county staff in effective involvement of local people.		District Agents Training Leaders, USDA Representatives.	
	Train agents to use tools of evaluation.			

III. EDUCATIONAL PLAN

PROJECT AREA: Organization and Supervision of County Extension Operations

PHASE: Training Programs For County Staffs FISCAL YEAR: 1963-64

The Situation: Training programs are keyed to immediate situations. Planning is inadequate and not coordinated. Some county workers are well trained in the technical aspects of their positions, but need training in the skills of working with and involving the people in county programs. Some members of the county staff are not familiar with the physical facilities and the administrative operation of the State Extension offices and underlying philosophy of the cooperative extension service.

The Specific Problem: Lack of planned training programs to serve as a framework for training county Extension workers.

The Program Objective: To establish a training program at the state and district levels to include:

- (a) special training for selected agents in conducting the 4-H program.
- (b) continue coordinated training program for agents started in 1962-63.

<u>TEACHING OBJECTIVES</u>	<u>METHODS</u>	<u>WHEN</u>	<u>BY WHOM</u>
1. To train agents in the skills of planning and implementing 4-H club program.	Organized training program for a 2 to 3 week period at state headquarters.	Fall of 1963 and spring of 1964.	State 4-H Club staff, College and extension specialists, and district agents.

Training Programs For County Staffs

<u>TEACHING OBJECTIVES</u>	<u>METHODS</u>	<u>WHEN</u>	<u>BY WHOM</u>
2. To help staff members recognize the value of a long-time training program.	Have agents analyze their training needs to effectively plan and develop long-time Extension programs. Establish district training committees.	Throughout the year.	Agents assisted by specialists and district agents.
3. To train staff members in the skills of planning and coordinating programs.	Organized training programs in areas of most critical needs. Other areas to be covered in subsequent training meetings.	Throughout the year.	Specialist, State and district staff.

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EVALUATION: Appropriate questionnaires before and/or after training sessions. Appraisal of attitudes and accomplishments by district agents.

III. EDUCATIONAL PLAN

PROJECT AREA: Organization and Supervision of County Extension Organization

PHASE: Professional Improvement of District Agents FISCAL YEAR: 1963-64

The Situation: Supervisors have had varied experience and training. All need more guided training to develop understanding and skill in dealing with the specific areas of supervision. Some of these areas are program development, counseling, personnel management, evaluation of personnel and training new workers. More study and guidance is needed in developing effective procedures for initiating new phases and relating them to the existing Extension program.

The Specific Problems: Lack of proficiency in counseling with county workers. Lack of proficiency in supervising county program development. Lack of proficiency in evaluating program results. Failure to recognize personnel problems in beginning stages. Failure to recognize personnel problems in beginning stages.

The Program Objective: To improve effectiveness of supervisors by having them gain a better understanding of their role in supervision of county personnel and county programs.

<u>TEACHING OBJECTIVES</u>	<u>METHODS</u>	<u>WHEN</u>	<u>BY WHOM</u>	<u>PLANS FOR EVALUATION OF ACCOMPLISHMENTS</u>
1. To learn to recognize personnel problems.				

Professional Improvement of District Agents

TEACHING OBJECTIVES	METHODS	WHEN	BY WHOM	PLANS FOR EVALUATION OF ACCOMPLISHMENTS
2. To develop more effective techniques of counseling.	Seminars and workshops to provide a study program.	Quarterly	Committee composed of district agents, administration and program training leaders.	Evaluate sheet on effectiveness of training.
3. To become more proficient in personnel management.				
4. To develop effective methods in personnel evaluation.	Preparation of job analysis and job description	Fall 1963	District Agents	
5. To develop more effective skills in supervising and evaluating a program.	To participate in workshop in state conducted by administrative staff.	By end of '63	Best qualified available.	Report to supervisor group and administrative staff.
6. To explain and to use more effectively the job performance evaluation.				

IV. RELATIONS WITH OTHER EXTENSION PROJECTS

The work planned under this project relates very closely to project Number II, III, IV, V, VI, and VII. The effectiveness of this project in the Plan of Work for 1963-64 and the long-time objectives determines to a large degree the success of the total program of the Extension Service. Conferences will be held with project chairmen and individual staff members to plan and direct the work of the various projects in presenting the information to the public.

Certain phases of the work under this project for the current year and for the long-time objectives must be coordinated with other agencies and organizations.

V. OTHER WORK

Counties will continue to develop long-time objectives. Program development and projection will continue as a basis for the Extension program. Training in communications, group dynamics and subject matter as needed will form the core for the training program. The new staff workers with three to six months experience will attend a training course planned for new Extension workers.

County office management will continue to need direction and follow through. The unified filing system is now initiated in all counties and cities. It is necessary that supervisors continue to evaluate the system on the county level and to teach staff members how to best keep the system up to date. New employees will need training on the use of this filing system.

The supervisors will provide training experiences for County office secretaries through individual counseling and through training meetings arranged on a district basis.

Supervisors will continue to counsel with agents on the many responsibilities of their positions and on their needs for personal development and growth. New agents need considerable help along this line to give them some sense of security and personal satisfaction as they adjust to the many facets of the position.

An annual evaluation of the performance of each agent is made and discussed on an individual basis. This evaluation is used as a basis for recommending promotions and salary increases.

Supervisors recognize the importance of maintaining a public relations program which requires their continued cooperation with other agencies and organizations for the purpose of promoting understanding and coordination of total efforts to meet the needs of the changing society. Supervisors, with the assistance of the Administration, will continue to make county budgets and they will make a concerted effort to increase county appropriations more in line with National averages.

VIRGINIA AGRICULTURAL EXTENSION SERVICE

ANNUAL NARRATIVE REPORT
PROJECT VIII

ORGANIZATION AND SUPERVISION OF COUNTY EXTENSION OPERATIONS

January 1, 1963 - December 31, 1963

<u>NAME</u>	<u>TITLE</u>	<u>PERCENTAGE OF TIME DEVOTED TO EXTENSION</u>
Carson, E.W.	District Agent	100
Clark, G. H.	District Agent	100
Douglas, P. B.	District Agent	100
Flora, J. B.	District Agent	100
Ford, Heidi E., Miss	District Agent	100
Frame, Ann W., Mrs.	District Agent	100
Hewlett, Thelma, Mrs.	District Agent	100
Kyle, Betty K., Mrs.	District Agent	100
Marshall, S.E.	District Agent	100
McCoy, Mary H., Miss	District Agent	100
Minix, Eva, Miss	District Agent	100
Newsome, R.W.	State Agent	100
Norment, J. B.	District Agent	100
Rogers, D.T., Jr.	District Agent	100
Svoboda, Margaret, Mrs.	District Agent	100
Vaughan, Edith, Miss	District Agent	100
All County Personnel		100

DATE APPROVED February 5, 1964

SIGNED

D. H. Rogers, Jr.
Chairman

SIGNED

Margaret Svoboda
Co-Chairman

DATE APPROVED Feb. 28 1964

SIGNED

D. H. S.
State Director of Extension

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I. BRIEF STATEMENT OF THE SITUATION :

The personnel whose work is involved in Project VIII are concerned with all of the many facets of supervision and are delegated a wide variety of responsibilities of the administrative staff. In 1963 certain areas were selected for more concentrated attention including the following: strengthening county program development, more effective training programs for county staffs, and the professional improvement of district agents. Long time objectives were established in these areas and specific goals for 1963 were stated in the plan of work.

These areas were selected on the basis of analyzing the needs of county personnel and district staff members. Virginia has approximately ten percent annual turn-over in county staff members. The state is experiencing rapid changes in population, agriculture and other phases of economic development. Therefore, there is need for a continuous training program to help agents develop and maintain skills necessary for effective program development. They also need training in conducting a youth program, maintaining the uniform filing system, established several years ago, and they need to be kept informed on recent developments in research on all phases of agriculture and home economics.

The supervisory staff has had varied experience and training for their responsibilities.

They are finding their role increasingly more difficult due to training and guidance needs of county personnel, changes in program content, and changing organizational structure for program determination. Additional professional training is a recognized need.

With the assistance of the state training leader and administrative staff, a series of training experiences is being arranged to help the district agents increase their proficiency in dealing with specific areas of supervision.

This narrative report covers these major areas as outlined in the supervisory plan of work. In addition, there is a section which covers briefly other work which was done, including that of an emergency nature which was not anticipated when planning was done at the beginning of the year.

II. WORK ACCOMPLISHMENTS:

A. Phase: Strengthening County Program Development:

In 1956 the Virginia Plan For County Program Development was initiated and this has served as the basis for developing programs since. Changing conditions and a rapid turn-over in personnel necessitates a continuous training program for agents in maintaining techniques and skills for developing adequate and effective county programs.

The overall program objective was to assist county Extension agents in developing more effective Extension programs. Specific teaching objectives were:

1. To help staff members develop more comprehensive long-time and annual programs.

2. To train agents in sound and more effective program building processes which would include:

- (a) The organizational framework.
- (b) Program planning procedures.
- (c) Leadership.

The supervisory staff in counselling with agents individually, in small groups, and at district meetings, directed their efforts towards helping agents to gain a better understanding of the program planning process and the organization needed to do an effective job. The supervisors made a real effort to get agents to deal with program development as a continuous process of analyzing situations, determining needs and problems, setting objectives, establishing priorities, implementing action to achieve objectives, and to evaluate accomplishments.

A great deal of progress has been made in this direction. An evaluation of the Virginia Plan for Program Development and a revision of same, for more effective use, would no doubt make a real contribution to strengthening programs.

In a number of counties, members of the supervisory staff reviewed with agents the existing long-range program and with analysis of current data, made recommendations for revising and up-dating the program to meet the needs of the county people. As a result of this effort, new and broader program phases such as Management, Consumer Information, Safety, Civil Defense, Health, Materials Handling, and RAD were added.

Emphasis by the entire supervisory staff was placed on more intensive use of Outlook Information, Census Data and other pertinent information to strengthen program development.

Agents were aided by the supervisory staff in organizing additional committees and in strengthening and broadening work of existing committees as a means of more effective programming.

Training programs were arranged to assist agents to cope with committee problems, methods of organizing committees, developing objectives and establishing additional committees to develop programs designed to reach new audiences.

One area in which few agents have received adequate training is that of planning, developing and conducting an effective county youth program. It was determined that during this year, the training given agents would emphasize recruitment, training and utilization of Adult volunteer leaders. Time was set aside at district meetings to present this subject to all agents of the state. The district agents and members of the 4-H Club Department planned and conducted 4½ hours of agent training on the above subject. This training was well received by the agents and it created a greater awareness of the value of expanding the 4-H Club program through properly trained leaders and leader-led community clubs.

Following this, the district agents arranged several area meetings involving the staff of several counties.

At these meetings, the training became more specific to the problems involved in recruiting, training and utilization of adult volunteer leaders. This training has led to a definite increase in the number of trained adult leaders serving in the 4-H program of these counties.

The State 4-H Club Staff has worked cooperatively with the district agents in certain selected counties to train the county Extension personnel in setting program objectives and developing a program for training adult 4-H leaders. The purpose of this program development and the training of adult leaders is to strengthen and expand the existing youth program through the increased utilization of well trained leaders and greater emphasis on leader led 4-H clubs.

The supervisory staff assisted agents in gaining a better understanding of the principles involved in program development through two formal training sessions. New Extension workers attended a training conference during which considerable time was devoted to teaching the program development process. Evaluation has shown this training method to be effective. The administrative staff, district agents and the State Training Leader cooperated in planning and conducting this in-service training.

In addition to the in-service training for new workers, a three weeks summer school course in Program Development was offered for other selected staff members. This course, for graduate credit, was taught as a part of a Masters Degree program in Extension Education.

Sixteen agents took this course for graduate credit. The State Training Leader taught this course and the students were selected by the district agents. Participating agents have made use of this knowledge and skills learned in this course in strengthening county program development.

Through individual county visits, district agents assisted the county workers to identify the leadership roles needed in the Extension program and to develop plans for recruiting and training the number needed. Particularly in counties with inexperienced workers, the district agent has assisted in training program development leaders.

A typical example of this kind of training was provided by the district home agent in West Central District to a group of leaders on "The Role of the Homemakers in Community Affairs."

The State Federation of Home Demonstration Clubs held a workshop on Leadership Development, with one representative from each county participating. The District Home Economics Supervisors worked closely with the Federation in planning and conducting this statewide leadership conference. Following the state conference, district committees were formed and similar programs are being conducted on district and county basis. The District Home Agents are participating intensively by giving assistance in planning and conducting the training programs at both the district and county level.

A very important contribution of the supervisor in strengthening the county program was acting as a liaison between the county and specialists staff. County programs were discussed by the district agent with the specialist involved and together the needed training and assistance from specialists was determined and planned for.

During the year considerable time was devoted by the supervisory staff in arranging for specialists to conduct agent training sessions in the use of committees in program planning and execution. In all six districts, agent training in program planning and use of committees has been given in the areas of Clothing, Management, Food and Nutrition, House Furnishings, Youth, Farm Management, Agronomy, Material Handling and Rural Areas Development. In the counties designated as being eligible for ARA assistance, the supervisors have given individual assistance to the staff in establishing needed committees and in getting them to function in the total program.

During the year the administrative and supervisory staff, with the help of the Training Specialist, developed and put into operation a new procedure to follow in carrying out agent training which is needed to strengthen county programs.

To insure more effective programs at the county level, district agents encourage agents periodically to take a broad look at programs.

Social and economic development should be considered as a basis for taking appropriate steps in adjusting the program to more nearly meet the changing situation.

Following all program planning meetings, the supervisors and county personnel involved do an informal evaluation for the purpose of improving program development in the future.

The annual program write-up and the plan of work have been useful tools for the supervisors in evaluating programs and methods. An analysis of these by the supervisor provide information on which to help county workers make decisions and recommendations for strengthening and up-dating programs.

In one district, Dr. Starley Hunter, Extension Specialist in Training and Studies, Federal Extension Service, assisted all home agents and six other Extension workers with the various phases of and aspects of evaluation. The training given in stating objectives and making evaluation schedules will contribute to strengthening programs.

B. Phase: Training Programs For County Staffs

General Program Objectives: To establish a training program at the state, district and area levels to include:

- (a) Special training for selected agents in conducting the 4-H program.
- (b) Continue coordinated training program for agents started in 1962-63.
- (c) Training in specific problem areas to meet economic and social changes.

- (d) To provide training for county Extension secretaries in order to improve office management.

1- Specific Areas of Training

a. Formal Training For Credit:

The Objective: Provide opportunity for agents to improve their technical and professional skills and knowledge in the areas of interest and need for the particular agent and their program responsibilities.

- (1) Agents receiving graduate credit courses working for advance degrees in the following fields (V.P.I. and out of state).

<u>Majors</u>	<u>No. of Agents</u>
Agricultural Economics	3
Communications	1
Ornamental Horticulture	1
Animal Nutrition	1
Horse Management	1
Crop Management	1
Extension Education	3
Animal Science	1
Housing and Management	1
Agronomy	1

<u>Minors</u>	<u>No. of Agents</u>
Extension Education	3

- (2) Training in graduate courses not candidates for advanced degree(who may or may not be candidate for advanced degrees).

Program Development	31
Landscape Design	12

Nutrition	12
Production Economics	20
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2- Special Training Meetings

The Objective: To give specific training as needed in problem areas brought about by economic and social changes.

Extension has demonstrated a sound pattern of education as the difference in people --farm, non-farm, rural, urban and city disappears and interest becomes intermingled. The job of organizing and conducting an effective Extension program becomes more difficult as these changes are accelerated. The Extension worker needs continuous training. Such training will need to take into consideration the differences in age, tenure, knowledge, interest, attitudes, skills, prejudices and goals for the Extension agents.

The supervisors have the responsibility of training and making provisions for training as needed by the workers.

Training was done through supervisory visits, group training, schools, workshops and on the job training.

Training was given in the following subject matter areas:

Agriculture- Sheep Disease, Grain and Forage Handling,
Tobacco production, Mastitis, DHIA, BCIA, Forage
Testing, Soybean Production, Swine Marketing and
Production, and Farm Management.

Home Economics - Clothing, Consumer Education, Foods,
Tailoring, Home Management, Nutrition Forum,
Teen-age Nutrition.

General - Civil Defense, Medical Self-Help Program,
Ornamental Horticulture, Safety, Program Analysis,
Environmental Control on the Farm and in the Home,
Youth Program Development, Communications-
methods and techniques, and Leadership- selection
and training.

3. District Meetings

The Objective: To assist the county staff members in
the proper interpretations and understanding of "The
Role" of the Extension agent as a professional educator
in the following fields:

Agriculture- BCIA Animal Nutrition, Herbecides,
Mastitis, Farmstead Planning and Building,
Soybeans, Soil Management.

Home Economics - Consumer Education, House Furnish-
ings, Home Management, and Trainer Agent Training.

General - RAD and ARA, Civil Defense, County Office
Management, Evaluation, Entomology, Public
Relations, Leader Training and Selection, Pro-
gram Development and Nutrition, Job Study and
Analysis, and Fringe Benefits of Extension Agents.

4. Orientation Training

The Objective: To help new Extension Agents gain a better understanding of Extension work and to assist them in developing desirable professional attitudes.

Accomplishments: Thirty-nine new Extension agents attended a regular one week training school in September.

The program included emphasis on : (a) Extension program Development (b) Strengthening our Public Image,(c) Philosophy and Objectives of 4-H Club Work,(d) Administrative Policy, and (e) Opportunities for Graduate Work in Extension Education.

Similar training conferences are scheduled twice each year, or as the number on the staff of new workers might justify.

5- Training County Secretaries:

The Objective: To provide a training program on the VPI campus for county office secretaries to develop better understanding of good office management and proper working relationships and become better acquainted with Extension Service Headquarters.

Accomplishments: Ninety-two secretaries attended on of the three schools with each district represented at each school. The program was developed with the help of Miss Shirley Barlow, Personnel Specialist, Division of Management Operations, F.E.S. She also served as one of the teachers, the others being V.P.I. Extension workers.

The program included improving professional stature, expense accounts and personnel procedures, good communications, human relations skills, penalty mail privilege, a tour of the V.P.I. Campus and discussion of the place of the land-grant university in the Extension Service.

These training schools were evaluated and it was determined that worthwhile information had been given. Secretaries learned more about the land-grant college and their state Extension office. For many this was their first time on the college campus.

Additional schools will be held as new secretaries are added to the staff. Interest was expressed in having more schools with instruction on filing and the use of new office machines.

C. Phase: Professional Improvement of District Agents

The Situation: Supervisors have had varied experiences and training. All need more guided training to develop understanding and skills in dealing with the specific areas of supervision. Some of these areas are program development, counseling, personnel management, evaluation of personnel and programs, and training new workers. More study and guidance is needed in developing effective procedures for initiating additional phases and relating them to the existing Extension program.

The specific problems were lack of proficiency in counseling with county workers, lack of proficiency in supervising county program development, and lack of proficiency in evaluating program results. The failure to recognize personnel problems in their beginning stages was a problem recognized by district agents.

The program objective was to improve effectiveness of supervisors by having them to gain a better understanding of their role in supervision of county personnel and county programs.

The supervisory staff entered into an improvement program based on the following teaching objectives:

- (a) Learn to recognize personnel problems in their early stages.
- (b) Develop more effective techniques of counseling.
- (c) Become more proficient in personnel management.
- (d) Develop effective methods in personnel evaluation.
- (e) Develop more effective skills in supervising and evaluating a program.
- (f) Explain and to use more effectively the job performance evaluation.

Methods used were:

Seminars and workshops to provide a study program.

Preparation of job analysis and job description.

Participation in workshop in the state conducted by administrative staff members.

The supervisory staff participated in eleven monthly staff meetings. A portion of each staff meeting is a seminar devoted to the discussion of Extension problems, usually presided over by the Director. The Associate and Assistant Directors frequently present topics under their leadership for discussion. Some of the topics discussed were:

County Budgets	Scheduling 4-H Camps, Contest and Other Events
Merit Ratings	New Workers' Training
Travel Allocations	
Initiation of new programs	
Secretarial Training School	

Regularly scheduled seminars are probably unique in Virginia. They serve to familiarize the supervisory staff with the reasons why, as well as the action to be taken. They also help to coordinate the understanding of Extension philosophy, policies and action programs on a state wide basis. Another valuable contribution of the seminar, is that it gives the supervisory staff an opportunity to bring to the administration, evaluation, problems and successes connected with area and county Extension activities.

Early in 1963 Dr. M. C. Heckel, Extension Training Specialist, and Dr. William Lavery, Specialist, Personnel Branch of FES, met with the supervisory and administrative staffs of Virginia to prepare us for our role in teaching agents how to prepare a job analysis.

In addition to this training, the district agents participated in district meetings during which further instructions in the preparation of job analyses were given. Two members of the supervisory staff served as consultants to representatives of the two associations of County Extension Agents whose job it was to read and evaluate the job analysis statements, which were submitted by all county Extension workers. All supervisory personnel will be able to develop a more modern understanding of the job of County Extension Workers as a result of their having assisted in the instruction of county workers, prior to their writing of the job analysis and because of the study and analysis made of the agents' effort prior to writing a final job description.

Each of the district agents prepared a job analysis statement of his or her work as a supervisor. They studied and listed their activities over a period of time, categorized them into major duties and listed them in order of importance and explained why and how they were performed. They listed personal requirements for carrying out each duty and prepared a statement on the nature and purpose of a supervisory position in the Virginia Agricultural Extension Service.

Two district agents have been appointed by the Director to serve on a State Committee to appraise the Analysis Statements as prepared by the State supervisors and to develop a job description for the consideration of total Administrative and Supervisory Staffs.

The supervisors also prepared a statement on what they considered to be an effective County Extension program, what the agent does that helps to make the Extension program in his or her county effective, how it is done, and what the agent is like (characteristics) that serve as a basis for job qualifications. In preparation for writing this statement, the supervisors carefully analyzed the programs in their respective district and studied the performance of all agents. At the same time, they analyzed their own performances in the supervisory role.

The supervisory staff reviewed the merit ratings of all county Extension employees, each supervisor questioning the ratings of others and defending their own in the process of analyzing and studying the uniformity of evaluation of personnel in the Extension districts. It is the judgment of the supervisory staff that the Personnel Evaluation Forms developed by the Extension Service is far more complete and gives a much clearer picture of the actual performance of the County Extension Worker, than does the form from the State Personnel Office used to secure merit rating scores.

The State Personnel Office requires that merit ratings be done each year and it requires that the rating be discussed with the rated employee.

Opportunities For Professional Improvement Through Meetings

District Agents were made aware of the need for training in Public Affairs through participation in the Regional Training Meeting at North Carolina State College at Raleigh, North Carolina. The forum provided an opportunity for discussion and study of ways to effectively incorporate public policy education into Extension Programs.

Other meetings district agents participated in which were not strictly supervisory training or Extension sponsored, but were related to the Extension profession and contributed to the continued growth of supervisors were:

Professional Associations	Faculty Meetings and Extension Staff Conferences
Farm Credit	
Commodity Groups	Agriculture and Home Economics Faculty
Industry Sponsored	Secretarial Training School
New Workers Training School	

Other professional advancement results from a study of a wide range of subjects related to and useful in the performance of our duties as supervisors. The most valuable addition to our reading material has been the development of the Journal of Cooperative Extension.

This publication is widely read and generally subscribed to. Other publications bearing on the Extension job are read and studied by all supervisory staff people.

III. WORK IN OTHER AREAS

A. Developing Programs To Fit Urban Situations

Between 1950 and 1960 the composition of Virginia's rural population changed from 55% to 45% of the total population. Extension found itself more and more confronted with problems of people living in suburban and urban areas.

District agents have assisted county personnel and local leaders in recognizing the problems associated with people living in more densely populated areas. In doing so, they have learned that the people with whom they were working may have higher educational levels than a strictly rural group and that they may have more specialized leadership available. Many different groups are asking for assistance. More outside resources have been found available in urban areas and district agents have helped agents coordinate the use of such resources for more effective teaching.

Among subjects of interest are all phases of consumer education, family economics, home management, and ornamental horticulture and general 4-H projects.

District agents have discussed program requests with specialists and helped them to understand local situations and key their programs and materials to meet this need.

B. County Office Management

The district agents have continued to give direction to county office management and maintaining the uniform state filing system. Agents have been encouraged to keep the filing system up to date by deleting out-of-date material and adding new subject matter releases and bulletins.

New employees have been trained in the use of the filing system. In some cases additional training has been given to new secretaries. All secretaries were trained in job responsibilities as the need arose, such as routine reporting, use of forms, record keeping, answering requests, etc. This training was given in joint conference with county personnel and district agents.

C. Reaching New Audiences

District agents recognized a need for continued efforts to reach people not formerly contacted by Extension programs. To do so they counseled with agents and promoted training programs in special areas.

County or area schools were conducted in many parts of the State. Some schools concentrated on one subject such as landscaping, housing, tailoring, or forage handling. Others featured a number of topics with each person choosing the section to attend. Schools were held as one day events, on consecutive days or evenings, or one day a week until completed. Schools were designed to appeal to specific audiences.

Agents were encouraged to devise methods for working with hard-to-reach groups. Clothing construction for out-of-school youth, teenage nutrition, classes for Y-teens, young adult classes, programs for university students' wives, ministers' wives, and army and navy wives club, older age groups, pregnant mothers, welfare clients, and FHA clients were held. The Medical Self-Help program was particularly helpful in meeting new audiences.

Arrangements were made through employers for reaching employed groups through meetings at lunch or recess hours, through bulletin boards or racks and through distribution of timely information. Agents in many counties found a demand for bulletins which were made available on racks in laundromats, or in notebooks placed in waiting rooms of doctors' offices, beauty parlors, or rest rooms. Packets of material suited to specific groups, such as brides, were distributed.

Training programs for agents were developed on the state level for specific problems, such as feed grain and forage handling. Teams of specialists provided agent training. Agents then organized themselves into teaching teams to present the information to county or area groups.

During 1963 in many counties programs related to the V.P.I. role were planned and presented. Agents adapted materials presented in the area V.P.I. role meetings to the county situation. Special efforts were made to include people who were representative of all socio-economic levels in the audiences.

Expanded programs were adapted techniques proved effective in reaching new and ever-changing audiences.

D. Surplus Foods Program

The surplus foods program,, which was initiated in the state in 1961, has been continued in areas of the state where a high degree of unemployment exists. District agents have continued to work closely with agents in counties receiving surplus foods in setting up training meetings for leaders on the use and preparation of surplus foods and in determining how families could be reached with educational information on this program either in groups or individually.

District agents have also given assistance to agents in determining the type of training to be given leaders and the type of material to be used by leaders in giving instructions to families. They have worked with agents in developing radio programs and news releases in which instructions were given for use of surplus foods. The district agent has trained new extension personnel to gain an understanding of the program and techniques in working with families receiving surplus foods.

E. Food Stamp Program

Three counties in the southwest area were designated as Pilot counties in the Food Stamp Program by the U.S.D.A. The purpose of this program is to give a wider choice of foods in order to provide better balanced diets for low income families.

It is administered locally by the Department of Public Welfare and a project manager, U.S.D.A., Division of Food Distribution with the Extension Service delegated the educational responsibility for teaching families how to select and buy foods, and how to plan and prepare nutritious meals.

The district agent has assisted the project manager in coordinating the work of other agencies and has assisted in the formation of an area nutrition committee composed of representatives of Extension, Home Economics Education and Home Economists of power companies in developing plans for presenting information to various audiences on selecting, buying and preparing foods.

Assistance was given agents in developing hand out materials on preparation and use of foods listed on the monthly "Food Guide" and "Food Buys" sheet released through the Food Stamp Program. The district agent worked with leaders to release materials for use in counties in the area who do not have the service of a Home Demonstration Agent.

IV. WORK OF AN UNANTICIPATED OR EMERGENCY NATURE

A. Work With Drought Stricken Areas

The drought situation of 1963 created a very severe emergency in the Northern and Southern Piedmont regions of the State. The lack of rainfall placed many farmers in these areas without sufficient food for livestock and general farming operations.

District agents counselled with agents and leaders to help solve this problem. The district agents secured information from specialists and the Experiment Station conducted special meetings and arranged training sessions for agents in order that they could receive help in coping with the situation in their counties.

B. Work With Flood Victims

Families in seven counties in Southwest Virginia were flood victims in March 1963. The flood caused millions of dollars of damage to personal and public property.

The district agent contacted Extension agents in these seven counties immediately and furnished them with information on "First Aid For Flooded Homes and Farms." Agents were assisted in locating and selecting specific information usable by flood victims on renovating and restoring flood damaged furnishings, equipment and property. Information on meeting health needs was also emphasized. Agents were assisted in training Home Demonstration club leaders to assist with instructing families in the care of flood damaged furnishings as well as assisting Red Cross workers in locating and giving aid to families in remote communities.

V. ACCOMPLISHMENTS IN CONNECTION WITH THE PROGRAMS OF OTHER AGENCIES

District agents have given educational leadership and guidance to many organizations on the local and state level during 1963.

Some of these organizations were:

The Virginia Federation of Home Demonstration Clubs

The V.P.I. Agriculture Conference Board

The V.P.I. Role Advisory Committee

State and County Health Departments

Local Hospital Auxiliaries

Local P.T.A.

State Department of Agriculture

Civic Citizens Association

District agents have encouraged the county workers to cooperate by providing available materials, conducting training sessions for leaders in various areas.

Some U.S.D.A. and State agencies which supervisors have worked with were:

Farmer's Home Administration

A.S.C.S.

S.C.S.

A.R.A.

R.A.D. and other programs of mutual concern

Some associations which have received guidance and support from district supervisors in coordinating program objectives were such commodity associations as the following:

Virginia State Dairymen's Association

Horticulture

Poultry

Peanuts

Swine

Beef Cattle Association

Accomplishments have been in the form of strengthened working relationships toward mutual goals. Increased present and potential leadership has been noted as a result of this effort by supervisors. Individuals have been helped with special problems by being supplied with home economics and agricultural information.