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WHAT YOU SHOULD KNOW
ABOUT
YOUR VIRGINIA AGRICULTURAL
EXTENSION SERVICE

A GUIDE FOR VIRGINIA EXTENSION WORKERS

[Virginia Polytechnic Institute. Agricultural Extension Service]

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I

THE BEGINNING OF EXTENSION WORK

In 1903, Seaman A. Knapp, Special Agent in the United States Department of Agriculture, was invited to Terrell, Texas, to discuss with businessmen the serious condition in agriculture and business caused by the spread of the cotton boll weevil over Texas.

Dr. Knapp, who had been a farmer, a school teacher, and later president of the State Agricultural College at Ames, Iowa, had developed certain theories of his own, born of his own practical experience in farming. He had demonstrated these theories successfully in developing the Southwestern section of Louisiana with farmers from the midwestern States.

On February 29, 1903, with the cooperation of the businessmen of Terrell, Dr. Knapp established in Kaufman county the first privately-owned demonstration farm. It was managed by Walter C. Porter, son of the owner.

This demonstration was supervised by Dr. Knapp and the businessmen of Terrell guaranteed the owner against any loss as a result of carrying out recommended practices. At the end of the year, Mr. Porter reported that he had cleared $700 more than he could have expected under the ordinary methods of farming.

As a result of the success of this demonstration, Farmers Cooperative Demonstration Work was organized in the Bureau of Plant Industry, U. S. Department of Agriculture, on January 15, 1904. Funds for this new department were furnished from an appropriation made by the Congress to combat the boll weevil.

The immediate plan was to induce other farmers in Texas to follow the methods used on the Porter farm, thus proving to themselves and to their neighbors that farming could be profitable in spite of the boll weevil. Seaman A. Knapp was placed in charge of this department, with his headquarters in Old Masonic Temple, Houston, Texas.

Since this was the beginning of demonstration work, the following statement by Dr. Knapp in his first report on the Porter demonstration is interesting, and just as true today as in 1904: "The object of all such demonstrations is to test or prove some important fact bearing upon agricultural conditions. If these demonstrations are conducted in such a way that few persons see the result, or learn about them, little is accomplished."

The idea of demonstration work spread readily and men were employed to travel along the railroads, establishing demonstrations on farms near the towns where there was sufficient local interest. In 1904, thirty-three special agents were employed by Dr. Knapp to establish demonstration farms. These agents worked two to six months in the early part of the year, and were paid from sixty to eighty dollars per month plus traveling expenses.

In 1906, the businessmen of Terrell, Texas appealed to Dr. Knapp for a man to give his entire time to their county and offered, if this appointment were made, to pay a part of his salary. As a result of this request, the first agent to work exclusively in one county was appointed November 12, 1906. This first county agricultural agent was W. C. Stallings.

State: In 1906, Dr. J. D. Eggleston, then State Superintendent of Public Instruction, on learning about the work of Dr. Knapp, invited him to Virginia. While in the State, Dr. Knapp got Mr. T. O. Sandy, of Burkeville, Virginia to be a demonstrator. The demonstrations conducted by Mr. Sandy under Dr. Knapp's direction were so satisfactory that in 1907 Dr. Knapp made him state agent and gave him authority to appoint some eight or ten additional agents to help with the work. Mr. Sandy set to work immediately and soon surrounded himself with a group of as practical and devoted men as have ever given their lives to agricultural education.

The first of these assistants to be appointed by Mr. Sandy was F. S. Farrar of Amelia County, who began work October 1, 1907. Early in 1909, he organized about 100 boys in Dinwiddie and Chesterfield counties into "corn clubs". The instructions given these boys were so good and the work done by them so thorough that they made an average of 65 bushels of corn per acre on farms on which the average production was only 17 bushels per acre.

This was a new thing in education, and here and there school superintendents and others began to show interest. W. C. Shackelford was appointed demonstration agent with headquarters at Charlottesville and J. H. Quinsenberry with headquarters at Louisa. Within the next year or two followed the appointment of W. P. Moore in Bedford and J. G. Bruce in Culpeper.

Girls' club work in Virginia started in Nottoway and Halifax Counties in 1910 under the direction of Miss Ella G. Agnew of Nottoway County. This work was first known as "girls' canning club work" and gave the farm girls in their homes the same type of instruction that was being given to farm boys on their farms. Within a few years this girls' canning club work had gained so much favorable recognition that the agents doing it became known as home demonstration agents.

From the beginning those in charge of farm demonstration work realized that in the Southern states improvement of living standards among the Negro farmers was just as important as among the whites, and that the best way to do this work with the Negroes was through Negro agents. The first such agent to be appointed in this state was J. B. Pierce, of Hampton Institute, and the sound, sane leadership which he exhibited from the beginning is largely responsible for the present strong program of Negro extension work, not only in Virginia but in a number of other Southern states.

After the passage of the Smith-Lever Act, the headquarters for the work in Virginia were removed from Burkeville to Blacksburg and this type of education became known as Cooperative Extension Work in Agriculture and Home Economics. The first acting director of this work was Dr. J. D. Eggleston, then president of the Virginia Polytechnic Institute.

For a more complete history of extension work, read the following:

The Demonstration Work, by O. B. Martin
History of Agricultural Extension Work, by Dr. A. C. True
Brief History Extension Work in Virginia, 1907-1940

These may be borrowed for a short time from the state office of the Virginia Agricultural Extension Service.

II

LEGISLATION RELATING TO EXTENSION WORK

FEDERAL LAWS

The present relationships between the United States Department of Agriculture and the Land-Grant Colleges in Extension work has evolved through many years' experience in cooperation. In order to understand them, it is necessary to have clearly in mind certain high points of Extension history.

Both institutions were established in 1862. The Enabling Act establishing the Department of Agriculture says in part: "There shall be at the seat of government a Department of Agriculture, the general design and duties of which shall be to acquire and to diffuse among the people of the United States useful information on subjects connected with agriculture in the most general and comprehensive sense of the word." In the Morrill Act of 1862, donating lands for Colleges of Agriculture and Mechanic Arts, the purpose was stated as follows: "To the endowment, support and maintenance of at least one college (in each state) where the leading object shall be to teach such branches of learning as are related to agriculture and mechanic arts." From these two acts it is evident that education is one of the basic purposes of the Department just as it is the major purpose of the colleges.

The Morrill Act of 1862 specified how the land should be donated, the apportionment among States, how money derived from the sale of lands should be invested and the details of accounting and reporting to the United States. Under this act the Virginia Polytechnic Institute was established in 1872 as Virginia's Land-Grant College. The Second Morrill Act of 1890, and the Nelson Amendment, of 1907, increased the endowment of the Land-Grant Colleges.

The Hatch Act of 1887 provided for the establishment of experiment stations at the Land-Grant Colleges. Finally, the Smith-Lever Act in 1914 provided for Cooperative Extension work between the Department of Agriculture and Agricultural Colleges benefiting from the Morrill Act of 1862.

The purpose of the Smith-Lever Act is stated in the law as follows:

"That in order to aid in diffusing among the people of the United States useful and practical information on subjects relating to agriculture and home economics, and to encourage the application of the same, there may be inaugurated in connection with the college or colleges in each State now receiving, or which may hereafter receive, benefits of the act of Congress approved July Second 1862 . . . . . agricultural Extension work which shall be carried on in cooperation with the United States Department of Agriculture . . . .

"That Cooperative agricultural extension work shall consist of the giving of instruction and practical demonstrations in agriculture and home economics to persons not attending or resident in said college (the Land-Grant Colleges of the States), and imparting to such persons information on said subjects through field demonstrations, publications, and otherwise; and this work may be mutually agreed upon by the Secretary of Agriculture and the State College or Colleges receiving the benefits of this act."

Thus, can be seen the gradual evolution of Extension work from the establishment of the Department of Agriculture, and the Land-Grant Colleges, in 1862. The Department was established to acquire and diffuse agricultural knowledge; the colleges to spread such knowledge in the States through resident instruction; the Hatch Act of 1887 to develop further knowledge through research and experimentation; and finally, the Extension Service to carry such knowledge to all the people not attending the colleges.

Other acts of the Congress, which made additional appropriations for Extension work in the States, were as follows:

The Capper-Ketchem Act of 1928
The Bankhead-Jones Act of 1935
The Act of 1939, and the amendment of this Act in the Department of Agriculture Organic Act of 1944, and The Bankhead-Flannagan Act of 1945.

MISCELLANEOUS FEDERAL LEGISLATION

1. Act of 1939 to Prohibit Unauthorized Use of 4-H Club Name or Insignia:
   This act makes it unlawful for any person falsely and with intent to defraud to represent himself to be a member of, associated with, or an agent or representative from the 4-H Clubs, for any purpose whatsoever, or to wear or display the emblem or imitation thereof for advertising business, or charitable purposes, except, those persons duly authorized to do so by the Secretary of Agriculture. The term "person" includes individuals, partnerships, corporations and associations. The penalty for conviction or violation of any provisions of this act is a fine of not more than $300 or imprisonment for not more than six months, or both, for each offense.

2. United States Employees Compensation Act of 1916:
   This act provides the following benefits if injury is sustained while in the performance of duty:

   a. Medical, surgical and hospital service and supplies, and transportation if necessary to obtain them.
   b. Money benefits while employee is disabled for work, based on pay received from funds of federal origin only.
   c. Burial expense not to exceed $200.
   d. Money benefits in case of death.

Extension employees should be familiar with the instructions sent from headquarters on what to do if injured, and with the current list of medical officers and physicians provided by the Compensation Commission. In case of injury be sure to notify the Director immediately.

LAWS OF GENERAL APPLICABILITY WHICH CARRY A PENALTY OF DISMISSAL FROM OFFICE

Following is a list of the principal law violations of which make dismissal from office mandatory regardless of the circumstances. In addition to dismissal, some of the laws impose heavy fines and imprisonment.

1. Engaging in a strike against the government, or membership in an organization of government employees that asserts the right to strike against the government. (Public Law 422, 79th Congress)

2. Engaging in prohibited political activity. General prohibitions include, but are not limited to, taking active part in political management or campaigns; using official authority to interfere with or affect the results of an election; soliciting; receiving or transmitting contributions for political purposes; and being a candidate for, or holding public office. Political activity is prohibited in city, county, State, or national elections whether primary or regular, or in behalf of any party or candidate, or any measure to be voted upon. (Hatch Political Activities Act)

3. Membership in a political party or organization which advocates the overthrow of our constitutional form of government by force or violence. (Public Law 422, 79th Congress)

4. Soliciting contributions for or making donations for gift to official superior or accepting such a gift. (5 U. S. Code 113)

5. Using government funds or time to influence members of Congress to favor or oppose legislation. (18 U. S. Code 207)

6. Asking for, accepting or receiving a bribe. (18 U. S. Code 307)

State:

In 1914, the General Assembly of Virginia enacted Laws providing for Extension work in cooperation with the federal Smith-Lever Act. It is known as Appropriation Act of 1914, (Acts of the General Assembly of Virginia, 1914, Chapter 353, Page 710). Required funds were appropriated to offset the federal funds, and county boards of supervisors were authorized to appropriate for salaries and other costs of County Extension Agents. There have been a few amendments, but the original act remains essentially the same.

III

EXTENSION FUNCTIONS

The function of Extension is teaching in the broadest sense of the word. It is not the day-by-day lesson work of the classroom that we usually associate with the word teaching.

The classroom of Extension is the farm, the farm building, the field, and the home. Extension strives to teach lessons that will increase income, improve the way of living and promote the happiness of farm people.

Extension endeavors to find out the problems of farm people. It brings to farm people information from experimental laboratories that will help them solve their problems. It takes the problems from the homes and farms to the experimental stations which helps to guide the research work of the future.

Extension work is not limited to knowledge on how to improve farm and home practices, or how to meet specific problems, though these are important and receive considerable emphasis. A major part of Extension effort is directed toward other large aims. Developing leadership abilities among the people is one of them. Another is fostering the ability to make and use plans for farm, home and community inprovement.

To be truly successful Extension must reach every member of the family - the adults, the older youth, and the children. To reach all levels, both social and economic, Extension uses every known method of teaching and takes the lead in finding new ones. The successful Extension worker is alert to use every new type of teaching that will carry home the desired lesson.

The authority and the responsibility for this teaching job is given to Extension in the Smith-Lever Act and subsequent legislation. The basis on which Extension work is conducted is laid down in what is known as the "Memorandum of Understanding of 1914". This is an agreement between V. P. I. and U. S. Department of Agriculture for the organization and conduct of Extension work in agriculture and home economics in the state.

In the Memorandum, the V. P. I. agrees:

1. To organize and maintain at the college a definite and distinct administrative division for the management and conduct of Extension work, with a responsible leader selected by the college and satisfactory to the Department of Agriculture.

2. To administer through such Extension Division any and all funds it has or may receive from Congress or the State Legislature, by allotment from its board of directors, or from any other source, and

3. To cooperate with the U. S. Department of Agriculture in all Extension work which is or may be authorized by Congress to conduct in the State of Virginia.

The U. S. Department of Agriculture agrees:

1. To establish in the Department of Agriculture a States Relations Service (afterward designated Extension Service) which represents the Department in the general supervision of all cooperative Extension work in which the Department will participate in the State, and have charge of the Department's business connected with the administration of all funds provided to the State by Congress for Extension work.

2. And to conduct in cooperation with V. P. I. all demonstration and other forms of Extension work which the Department is authorized by Congress to conduct in the State.

The V. P. I. and the Department of Agriculture mutually agree:

1. That the cooperative Extension work in Virginia shall be planned under joint supervision of the State and National Directors of Extension, and that the approved plans shall be executed through the Extension Division of the College in accordance with the terms of the individual project agreements.

2. That all agents appointed for cooperative Extension work in Virginia involving the use of direct Congressional appropriations to the Department of Agriculture, shall be joint representations of the V. P. I. and the U. S. Department of Agriculture, and the cooperation shall be plainly set forth in all publications and printed matter issued or used in connection with cooperative Extension work by either the V. P. I. or the U. S. Department of Agriculture.

3. That the plans for the use of Extension funds shall be made by the Extension Division of the V. P. I., subject to the approval of the Secretary of Agriculture, and when so approved, shall be executed by the Extension Division of the V. P. I.

4. That the headquarters of the Virginia Extension Service shall be at the V. P. I., Blacksburg, Virginia.

Further clarification of the functions of Extension is set out in the "Extension Service Charter", issued by the Secretary of Agriculture to the National Director of Extension on February 11, 1942. Following are excerpts from that chapter.

"The Extension Service is recognized as the responsible subject-matter agency that taps the economic and scientific information of this Department and of the State Experiment Stations and uses this information in a practical way in guiding farm people in all phases of farming and homemaking in the most comprehensive sense.

"The Extension Service is responsible for all group or general educational work essential to a fundamental understanding of all action programs; Extension should sponsor all officially called farm meetings for this purpose; it should otherwise see to it that no farmer or farm woman in America is left in the dark as to the why and how of all public effort affecting rural welfare . . . . . .

"Under the provisions of the Smith-Lever Act, it is clear that the work of the cooperative Extension employees, whether county agents, home demonstration agents, boys and girls club agents, or other cooperative Extension workers, is educational. These Extension workers are public teachers paid with money largely raised from all of the people by taxation and are charged with giving instruction and practical demonstrations in agriculture and home economics. Their work covers the entire rural field, which includes economic production, economic marketing, and the development of better home, community and social conditions.

"It is not a part of the official duties of Extension agents to perform for individual farmers or for organizations the actual operations of production, marketing, or the various activities necessary to the proper conduct of business or social organizations. They may not properly act as organizers for farmer associations; conduct membership campaigns; solicit membership; edit organization publications; manage cooperative business enterprises; engage in commerical activities; act as financial or business agents, or take part in any of the work of farmers organizations, or of an individual farmer, which is outside of their duties as defined by the law and by the approved projects governing their work."

The Function and Philosophy of Agricultural Extension Work

The function of Agricultural Extension is education. The object of this kind of instruction is to extend to farmers, farm women, boys and girls on their farms and in their homes - to adults and youths who do not have the opportunity to attend regular courses of instru tion in college - the benefits of knowledge and information - acquired through research by the College of Agriculture, which includes Home Economics and the U. S. Department of Agriculture. The educational service is available to all people in the State, white and negro, regardless of economic status who desire instruction in agriculture and home economics.

Teaching is largely done by practical demonstrations with individual farmers and farm women on the farm or in the farm home respectively; with individual farm boys and girls; with organized groups of farmers, farm women and boys and girls; and in various other ways. For example, instead of simply instructing a farm woman how to arrange her kitchen most conveniently, she is actually shown how to do it with the fixtures and appliances in her own kitchen.

Agricultural Extension instruction utilizes the equipment and facilities which are found in the farm home or on the farm, and adapts them in a very practical way to the improved method or practice being taught. Systematic courses of instruction are not taught on any particular subject.

Extension education endeavors to bring to farm families, adults and youth, the best information on farming, marketing, and home economics, learned from practical experience of other farmers and farm women and from scientific research, and adapt it to the particular situation existing on the individual farm, in the home and the community. It also endeavors to bring to farm families information on social and economic matter - community, county, State and National, that influence their welfare.

The fundamental philosophy of Extension education is that it is possible to make the best better; that there is always opportunity for improvement through the use of results of scientific research and knowledge. In other words, the great objective of Agricultural Extension education is to teach and encourage farm-home practices and programs that make it possible for the farm family to get the maximum income the farm will afford and at the same time conserve and increase the productive capacity of the farm for future generations and, in the home, make possible such comforts and conveniences as will give the farm family the greatest contentment and enjoyment in living. For the farm youth, the objective of Agricultural Extension work is to develop those characteristics that make for good, constructive citizenship and success in whatever vocation they may follow.

From the foregoing, it is obvious that Agricultural Extension is a very broad field of education. It involves information and instruction on every problem confronting the farm family.

IV

EXTENSION ORGANIZATION

Each Extension worker should have a clear understanding of his or her relationship to every other member of the organization, and of the duties and responsibilities of each. Only by such understanding can confusion be avoided and a state of unity and cohesion attained.

The Virginia Agricultural Extension Service is organized under three general fields; the administrative and supervisor staff, county extension agents and subject-matter specialists.

The personnel of the Virginia Agricultural Extension Service may be classified into four groups: (1) Administrative; Director, Associate Director, Assistant Directors, and District Agents. (2) County Agricultural Agents, Home Demonstration Agents and assistants, white and negro. (3) Specialists in subject matter. (4) Clerical and secretarial personnel.

ADMINISTRATIVE

The Director of Extension is administratively responsible for all agricultural Extension work in Virginia. He is responsible to the Board of Visitors of V. P. I. through the President. Also, he is responsible to the Director of Extension, U.S.D.A. The office of the Director is charged with the following duties:

1. Development and maintenance of a plan of administrative organization.

2. Selection, training, assignment and supervision of Extension personnel.

3. Determination of over-all State Extension policies and methods of carrying them out.

4. Determination of major Extension activities in keeping with the changing needs of the people.

5. Evaluation of the Extension organization and programs.

6. Arrangement for funds to finance the Extension programs and the administration of federal, state, and county funds.

7. Keeping the public informed of the purposes, programs, operations and accomplishments of the Extension Service.

8. Reporting through proper channels each year to the Governor of the State and the Secretary of the United States Department of Agriculture on the use made of funds and the accomplishments of the Extension Service.

The Director is specifically responsible for the following:

1. Personnel recommendations and the coordination of all Extension activities.

2. Approval of all requests for leave and out-of-State travel.

3. The preparation of State budgets and the supervision and direction of budget expenditures.

4. Approval of all State projects and county programs, plans of work and reports.

5. Recommendations for appointments, promotions, salary increases and leave for professional improvement.

6. Supervision of the use of USDA free mailing privilege.

7. Approval of all Extension publications, news releases and radio scripts.

The Associate Director is in charge of budgets, personnel, property, supplies and for the maintenance of all financial and personnel records. In the absence of the Director, he answers the responsibilities of the Director.

The Assistant Directors are in charge of Extension work in the various counties through the District Agents. One Assistant Director is in charge of the Home Demonstration work, and one Assistant Director is in charge of the Extension work in the field of Agriculture. The two Assistant Directors have the responsibility of working with specialists and district agents to see that specialist assistance is utilized in an efficient manner and in such a way as to be of greater help in strengthening the county extension workers and their respective programs of work.

The District Agents, men and women, are closely associated with and responsible to the Extension Director through the appropriate Assistant Director for the supervision of their respective districts. They guide and counsel the county Extension agents in order to accomplish the objectives of the Director, and assist county Extension agents in analyzing, planning and fitting together the various parts of a coordinated program. District Agents assist in providing adequate publicity for counties in the district, promote desirable public relations and train the county workers in Extension educational methods.

District Agents instruct the county workers in policies and train them in procedures. They stimulate them to greater proficiency, and evaluate worker and programs to determine progress made and objectives reached.

They maintain financial and cooperative relations with the Board of Supervisors and also bring to the attention of the State Director observations and suggestions from the field.

They assist county Extension agents in making the most effective use of specialists so that the best information can be brought to county programs.

SUBJECT-MATTER SPECIALISTS

The subject-matter specialists are responsible to the heads of their respective departments in the college for the subject matter taught and to the Director through the Assistant Director for field activities and for results obtained.

The function of specialists is to furnish leadership in their subject-matter fields and keep county Extension agents up to date in their subject-matter field and to assist them in the planning, organization and carrying out of the county Extension program. They study and observe research agencies and the practices of successful farmers and homemakers. They translate research information into easily understood terms, and serve as a bridge between research, the county Extension agents, and the people. It is their job to instruct county Extension agents in information, methods, and procedures which can be used in the solution of farm, home, and community problems. They assist with the planning of county and State programs.

The specialists write Extension bulletins, press, and magazine articles, prepare radio scripts, circular letters, slides, charts and other teaching aids, for their own use and for the use of the county Extension agents. They conduct studies to determine the effectiveness of teaching methods and the progress of the programs in their special fields. They train Extension agents in the effective use of teaching methods peculiarly adapted to the subject matter involved. They cooperate with other specialists and with district agents in the carrying on of integrated programs and in the development of teaching methods and plans.

RESPONSIBILITY OF SUBJECT-MATTER SPECIALIST

A good subject-matter specialist is a good student. He must have a good educational background coupled with experience and then keep up to date on the results of research by his own and other state experiment stations as well as the results obtained by farmers in the field. His scope of study must cover the entire field to which he is assigned. His knowledge will be secured from books, publications, personal contacts with Federal Extension workers, Extension workers within his own state and in other states as well as through personal conferences with county Extension workers and farm people.

His job is one of constant observation and analysis. In order to give sound advice he must know the problems in the various areas of the state in his particular field. This knowledge can be gained through contacts with leading farmers, county Extension workers and others who are interested in the same and related fields.

The specialist must also keep posted on changing economic conditions affecting his or her subject. It will be their duty to keep the county Extension workers informed of those changes.

HOW THE SPECIALIST WORKS WITH OTHERS

Although the main objective of the specialist is to assist county Extension workers in developing and carrying out of a plan and program of work, no one specialist is responsible for all subject matter that will be used in support of a county program. Many enterprises and activities are related to one another, and for this reason county workers will need to correlate these various subjects in such a manner as to best serve and strengthen the county program of work. In order to render the best service a specialist will find it necessary to keep in close contact with other specialists and use portions of related subject matter to strengthen his own. For example, the dairy specialist may very well make use of the subject matter of the agronomist which pertains to the production of pasture and hays. Sometimes a specialist will find it advantageous to combine portions of his subject matter with those of several other specialists in order to form a more complete and well rounded body of information. For example, a good farm food program may be based on subject matter supplied by several specialists as (1) food and nutrition, (2) dairy, (3) livestock, (4) poultry, and (5) horticulture. A close working relationship between specialists who have a sympathetic understanding of each other's subject matter helps to strengthen the work of all of them.

Since 1914, a number of Federal and State Agencies have entered the field of agriculture. There is also an increasingly large number of industrial, commercial and farm organizations who are showing an active interest in agriculture to the extent that many of them maintain personnel to carry on educational work. A thorough understanding of the policies and regulations of the Federal and State agencies as well as of those other organizations will help each specialist to give better guidance in his own subject matter field and thereby strengthen the work of the county workers.

When working in the various counties in the State the specialist should:

1. Recognize the county Extension workers as the local representatives of V. P. I. in their respective counties, and recognize that the only justification for the employment of specialists is to assist and support the program of county Extension workers.

2. Give county workers proper credit for each and every achievement.

3. Except where unusual circumstances require it, work in a county should always be with and through the county Extension workers. Visits to farms or attendance at meetings should always be made with the full knowledge and consent of the county Extension agents.

4. Keep the district agents informed of proposed visits to counties and clear all programs with them.

5. Specialists should send the county Extension agents a copy of all correspondence with farmers and others in the county.

COUNTY EXTENSION AGENTS

All county Extension agents are engaged in two fields of subject matter in each county - agriculture and homemaking - with adults and youth. These

two fields are combined in the family approach to the solving of rural problems and require the close cooperation of all county Extension workers.

As the county representatives of the Agricultural Extension Service of the Virginia Polytechnic Institute their responsibilities are to:

1. Study and analyze in joint conferences of all Extension agents the county, its agriculture and its homes in order to know its resources, problems and possibilities.

2. Aid rural people in establishing and maintaining the necessary groups of men, women and young people for determining programs and policies relating to the farm, the home and community life.

3. Evolve, with the assistance of the people of the county, an Extension program based upon the needs and problems of men, women, and young people, as determined by the people themselves.

4. Promote an educational program relating to agriculture, homemaking, and rural life for men, women, and young people.

5. Assist young people in their economic, cultural and social development and in their acquisition of knowledge, skills and attitudes which will better enable them to assume a useful place as citizens.

6. Discover and develop rural leaders.

7. Maintain good relationship with other agencies and organizations interested in welfare of rural people in order to coordinate various programs concerning agriculture and homemaking.

8. Maintain an efficient office where the people of the county may obtain useful and practical information.

9. Record accomplishments of county Extension agents. Make reports to the State Extension Service, and through the press, radio, and other means of communication, keep the people of the county informed of problems, solutions and results.

10. Bring to local people facts, and procedures concerning State, National and International programs affecting rural people.

11. Keep professionally abreast with social and economic changes and with improved teaching methods and procedures.

12. Maintain a loyal and cooperative attitude toward all other Extension workers. Cooperate with them in the development and conduct of programs which serve the best interests of the people of the county.

PROGRAM RESPONSIBILITIES FOR COUNTY PERSONNEL

1. The County Agricultural Agent is responsible for the agricultural phase of the County Extension program including 4-H Club work.

2. The County Home Demonstration Agent is responsible for the Home Economics phase of the county Extension program including 4-H Club work.

3. The Assistant County Extension Agent, either Agricultural or Home Demonstration, shall be given definite program responsibilities by the appropriate county Extension agent.

4. For best results, plans and programs should be carried out on a unified basis. With the assistance of the district agents, county personnel should work out a simple form of office organization and county planning suitable to the given county.

Intra-Extension Service Relationships

Every Extension worker should constantly observe intra-extension relationships that exist between the personnel of the State Extension staff. The following discussion briefly gives the organizational set-up and every Extension worker should understand it.

1. County Agricultural and Home Demonstration Agents

The success of Extension work on the county level depends upon the full cooperation of the county agricultural agent and the home demonstration agent. The aim of Extension work in each county is one county agricultural Extension program involving all farm and home problems. The planning and execution of such a program calls for the best cooperative relations between the county agricultural agent and the home demonstration agent. This means that the county agricultural agent must recognize the importance of better homes, improved health, home labor saving devices, etc. Likewise it means that the county home demonstration agent must recognize the importance and be generally acquainted with the sources of farm income. Where both agents present themselves to the farm people of the county as a unified, cooperative, sympathetic and informed team, their relationship in the office and in the field will be most congenial and their work will be effectively accomplished.

2. The District Agricultural and Home Demonstration Agents

District agricultural and and home demonstration agents are assigned to districts to supervise agricultural and home demonstration work. In order that the county workers may make an effective "county Extension team", the district men and women agents must work in close harmony on all matters pertaining to problems in the counties. They employ all county workers subject to approval of the Director of the Agricultural Extension Service.

3. District Agents and Extension Specialists

Specialists should keep the district agents fully informed as to the nature of the work they plan to do and in what counties such work is to be undertaken. All programs should be discussed

with and receive the approval of the district agent before they are announced. A conference with the district agents for this purpose may be arranged at the regular monthly staff meetings. These should be arranged through the Assistant Director.

4. Extension Specialists and County Personnel

It is important that county workers inform specialist of the specific assistance needed prior to a visit. All requests for specialist should state clearly the type of assistance desired so that the specialist can prepare effective teaching materials prior to his visit. The county worker should also arrange to make the fullest possible use of the specialist while in the county.

Requests for specialists' assistance should be made far enough in advance so that mutually satisfactory arrangements can be made. A systematic and planned method should be worked out in each district that will provide for the most effective use of specialists.

5. Relationship between Specialists

The subject-matter specialists should know in general the type of work each other is doing and should exchange ideas and cooperate in serving the county personnel. All specialists within a department should be thoroughly familar with the over-all program of the department.

V

ADMINISTRATIVE POLICIES

Extension administration is based first on enabling legislation, both Federal and State; second, on regulations which interpret and are in conformity with legislation; and third, on administrative policies, formulated by the Extension Director.

Policies may change from time to time, and new policies may be issued as necessity arises. Extension policies are based on accumulated experience and sound administrative principles.

POLICIES AFFECTING EMPLOYMENT

1. Minimum qualifications - An applicant for position as county agricultural agent must be a graduate of a recognized agricultural college, should be farm reared, or have had practical farm experience. In addition he must have three years experience in Extension work or its equivalent.

   An applicant for position of county home demonstration agent must have a degree in Home Economics from an accredited college, and preferably should have a rural background or experience in working with rural people. In addition, she must have had three years experience in Extension work or its equivalent.

2. A county Extension worker is ineligible for employment in his or her home county.

3. The county Extension agents are members of the V. P. I. faculty, and for this reason, in addition to the legal authority, the responsibility for employing county Extension workers rests with the Director of Extension. However, the authority of the local governing body is recognized and the continued employment of a county Extension worker is dependent upon the services of the individual being satisfactory to both the local governing body and the Director of Extension. In view of this cooperative and mutual understanding, the local people, through their governing body have a voice in the employment of county Extension workers.

BOARD OF SUPERVISORS

1. An agent desiring a transfer or appointment to another county should first consult his or her District Agent in regard to the matter. Under no circumstances should the agent either directly or indirectly make contact with the Board of Supervisors or other county officials regarding the transfer unless, specifically authorized by the district agent.

2. All cooperative financial arrangements with Board of Supervisors, including changes in appropriations, clerical assistance, employment of assistant agents, and matters pertaining to office space, equipment or supplies, should be taken up with the Board of Supervisors by the district agent. County Extension agents should not deal with the Board of Supervisors on these matters unless specifically authorized to do so by the district agent.

3. Upon termination of employment with the Extension Service, county Extension agents should tender their resignation in writing to the Extension Service through their appropriate district agent.

4. When taking annual leave of more than three days, county Extension agents should get approval from the district agent and leave with him his or her address while on leave.

THE SALARIES OF COUNTY EXTENSION WORKERS

1. Extension workers salaries are financed from Federal, State, and County funds. The county's share varies depending upon the wealth and income of the county; but, an appropriation of an amount equal to one-half of the salaries of county Extension agents, and one-third of the salaries of assistants is considered as a reasonable share.

RELATIONSHIPS

1. Farm Organizations

It is a long established policy of the Extension Service that it shall work with all farm organizations and deal with each upon the same basis. It is not permissible, however, for any Extension agent to:

a. Act as organizer for general farm organizations, or hold any office therein.

b. Act as financial or business agent for general farm organizations.

c. Participate in any way in a membership campaign or other activity designed to recruit members for any such organization.

The phrase "general farm organization" is intended to refer to such National and State organizations as the National Grange, the American Farm Bureau Federation, The Farmers Union, etc., and their regional, state and local constituent groups. It is the policy of the Extension Service to work with general farm organizations in their educational programs and to advise with them on organizational matters. It is in keeping with this policy for the Extension Service to encourage farmers in their organization activities and to render appropriate assistance in an educational way.

2. Soil Conservation Districts

It is the policy of the Extension Service to cooperate with

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PARTICIPATION

1. Farm Organizations

It is a long established policy of the Extension Service that it should work with all farm organizations and deal with each upon the same basis. It is not permitted, however, for any Extension worker to:

a. Act as organizer for general farm organizations, or hold any office therein.

b. Act as financial or business agent for general farm organizations.

c. Participate in any way in a membership campaign or other activity designed to recruit members for any such organization.

The phrase "general farm organization" is intended to refer to farm institutes and State organizations as the National Grange, the American Farm Bureau Federation, the Farmers Union, etc., and their regional, state and local constituent groups. It is the policy of the Extension Service to work with and through farm organizations in their educational programs and to advise with them on organizational matters. It is in keeping with this policy for the Extension Service to encourage farmers in their organizational activities and to render appropriate assistance in an educational way.

2. Soil Conservation Districts

It is the policy of the Extension Service to cooperate with

Soil Conservation District Supervisors in:

a. Conducting educational work necessary to the setting up of new districts and assisting in the development of programs and plans.

b. Assisting the State Soil Conservation Committee in conducting public hearings and all other matters pertaining to the setting up of the district.

c. Assisting the Soil Conservation District Supervisors in conducting the educational work of the district.

3. Bureaus of U.S.D.A. and Members of Congress

When individual employees wish to correspond with bureaus of the U. S. Department of Agriculture, including the federal Extension Service and the members of Congress, concerning questions pertaining to policies or actions to be taken and administration, such correspondence should be transmitted through the State Director of Extension.

MISCELLANEOUS POLICIES

1. Acting as Purchasing or Selling Agent:

It is against the policy of the Extension Service for county Extension agents or specialists to become involved in either the purchase or sale of supplies of farm products for individuals or groups of farmers. Such matters as pooling orders, negotiating with dealers, handling money, making purchases, delivering or collecting products, should be handled by individuals or committees selected from among the group desiring such service.

2. Requests for Mailing Lists:

Occasionally Extension agents are asked to furnish mailing lists of farmers, demonstrators, leaders, business concerns, etc. It is against policy to give directly or indirectly to any person, firm or association such lists. If complying with such requests seems necessary in the official work of the U.S.D.A. or the Extension Service, it should be submitted to the Director for a ruling.

3. Official Meetings:

Occasionally organizations or individuals, without consultation with the Extension Service, call a conference of Extension agents. It is the policy of the Extension Service to cooperate with all worthwhile movements. Such meetings should not be called without consultation with the Extension Service.

4. Endorsing Commercial Products:

It is against the policy of the Extension Service to endorse any commercial product. County Extension agents should be careful especially in connection with the use of the 4-H Club emblem, or the names or pictures of 4-H Club winners in advertisements of commercial products.

5. Gifts of Equipment from Commercial Concerns:

At various times the county Extension offices are offered certain office or other equipment such as tape recorders from banks or commercial concerns for use of Extension work in the counties. This equipment can be accepted if approved by the District Agent with the understanding that the Extension Service is in no way obligated to the donor. If accepted, this equipment is to become a part of the office equipment and not the personal equipment of the Extension Agent. Automobiles or other motor vehicles may not be accepted.

C County Extension workers should clear with the District Agent on the use of personnel or equipment of cooperating commercial concerns.

POLICIES PERTAINING TO 4-H CLUB WORK

1. The county agricultural agent will have the responsibility for supervising all 4-H livestock and crop demonstrations. All such demonstrators will be enrolled with the county agricultural agent. All club members with home economics projects will be enrolled by the county home demonstration agent who is responsible for the project supervision. In reporting total 4-H membership enrollment, duplication of members should be eliminated.

2. Demonstrations in poultry, home gardens or joint contest activities open to both boys and girls will be under the supervision of the county Extension agent carrying the enrollment.

RADIO PROGRAMS

1. County Extension agents may appear regularly on a radio program which is commercially sponsored providing it is clearly stated that the appearance on the program does not indicate in any way an endorsement of the product or service of the sponsor.

DISTRICT AND STATE FAIRS

1. County Extension agents are allowed official time at district or State fairs or livestock shows when accompanying 4-H Club members or assisting club members with their exhibits, if approved by the District Agents.

POLICY ITEMS RELATING TO SECRETARIAL HELP

1. Resignations - If a secretary, or any other employee resigns it is essential that this office be given immediate notice in writing by the person resigning giving the effective date of termination. A reason for such resignation should be given. This is necessary for payroll and separation purposes.

2. Temporary Secretarial Help - No person should be employed, regardless of the period of service, without prior approval. Requests for such help should be made to the Associate Director. All temporary help will be paid on an hourly basis.

3. Secretaries' Annual Leave - Temporary secretarial help should not be requested for the period the Extension secretary is on leave. The annual leave should be planned so as to avoid peak work-load periods. The approval of temporary help for leave-time would be too expensive for our budget.

4. Employment of Secretaries - The effective date of employment on a permanent basis is the first and sixteenth of the month. Applications should be submitted at least two weeks before the desired effective date.

5. Responsibilities of Secretaries - In the state office, secretaries are responsible for secretarial help as follows: First, to the personnel to whom assigned, second, to other employees in the department and, third, to employees of other departments when requests for help are properly cleared.

   The Extension personnel in each department should work out arrangements that are mutually satisfactory to all parties concerned. Requests for secretarial assistance from other departments should always be cleared through the secretary's immediate supervisor.

6. Hours of Duty - The secretaries are to conform to the regular established office hours regardless of whether the county Extension agents or specialists are in the office or field.

OTHER ITEMS OF POLICY

1. Repairs to typewriters, mimeograph machines, etc. - No repairs should be made to office equipment without prior authorization from the Office of the Director. Submit estimate on the cost of the repair job. In some instances, it may be advisable to replace the equipment rather than to have it repaired.

2. Local purchases other than postage stamps - Not authorized, regardless of the item or cost. This is a ruling by the State Purchasing Agent, and failure to comply may result in out-of-pocket cost.

3. County Travel Allowance - This allowance is primarily for official travel of county Extension agents within the county or counties to which assigned. In some instances the allowance may be used for travel outside the county where such travel is necessary in the performance of official duties. The method of reporting travel and certain limitations are given in Items a, b, c, and d below:

   a. Travel Within the County: This should be shown on the regular travel voucher in accordance with the sample copy on page 24.

b. Travel Outside of the County: This travel would involve travel to another county for radio or T. V. programs, attending district meetings, area meetings for subject-matter training and for other similar reasons in the conduct of official business. Such travel must be itemized on the regular monthly voucher in the space just below the certification for the within county travel. The purpose of the trip should be shown on the reverse side of the voucher. The sample illustrating this is on page 24.

c. The total travel within the county, plus travel outside county for which authorization is not required under Item d and for which reimbursement is claimed, must not exceed the travel allocation.

d. All special travel outside the county in excess of the travel allocation for which reimbursement is claimed must have prior authorization from the Director, including approval of the District Agent. In such cases, a separate expense voucher should be used for this travel. A copy of the letter of authorization should be attached to the voucher and submitted to the State office in the usual manner.

4. Specialist travel allowance - This allowance is for travel within the State of Virginia. All official travel outside the state should receive prior approval from the Director's office, not only for reimbursement of travel, but also for compensation claim in case of accident. Specialists should plan their travel in such a manner that will result in the maximum service with the minimum travel.

5. Specialist travel within counties - This is to be mutually arranged between the specialist and the county Extension agents. State cars may be used for travel within the county. The use of more cars than is necessary should always be avoided.

SAMPLE COPY OF TRAVEL EXPENSE VOUCHER

Name John Doe

Mail Check to Warsaw, Virginia

Agency Virginia Agr'l. Extension Service

Type of Work County Agent

I hereby certify that expenses listed below in the amount of $54.00 were incurred by me on official business of the Commonwealth of Virginia, etc.

Date 11/30/53 (date submitted)

John Doe (Signature of Traveler)

Date	Location at which expense incurred, travel, method of travel, etc.	Miles Traveled	Mileage or Fares	Meals No.	Meals Amt.	Lodging	Other	Total
	November 1-30, 1954							
	Travel in personal car in performance of official duties in Richmond County	800	48.00					48.00
11/19	Personal car Warsaw to Richmond and return left 8 a.m., return 11:30 a.m.	100	6.00					6.00
	(Miles actually traveled 1000)							
Use of privately owned car authorized at 6¢ per mile		900	54.00					54.00

Date	Brief Statement of Purpose of Trip
11/19/53	To give talk on radio station ABCD on general farm topics.

VI

EXTENSION METHODS

It has been brought out that the purpose of Extension is to aid in diffusing among the people of the United States useful and practical information on subjects relating to agriculture and home economics. The Smith-Lever Law says that this is to be done through practical field demonstrations, publications and otherwise.

Although Extension was founded upon and has developed the "demonstration" method for teaching, every possible method is used to reach the largest number of people in the most effective manner.

A partial list of methods commonly used in Extension teaching includes method demonstrations, result demonstrations, general meetings, tours, field days, news stories, radio broadcasts, visual aids, bulletins, circular letters, exhibits, training schools, leader training meetings, farm and home visits, office calls, correspondence, telephone calls, and the results of indirect contact. Rarely is one of these methods used alone. Best results are achieved by using a combination of several and sometimes by using all of these methods to put over a particular program.

Regardless of methods used, any program must be based upon sound planning. And to be sound, this planning must take into account the needs, the desires, the resources and the abilities of local people. Therefore, sound planning requires the participation of these people.

Sometimes participation is obtained by working through community groups, where there are common problems. Sometimes it is necessary to work through special-interest groups on specific problems. In all cases a general county Extension program should have the understanding and endorsement of a county-wide group - a county agricultural council, the County Home Demonstration Council or an over-all combination of these groups.

Demonstrations are frequently used as an effective means to obtain adoption of new practices, to modify an established one, or to call attention to successful work that has been done on farms or in homes. A <u>method demonstration</u> consists of a person doing well a certain task, showing an interested group how to do it and, at the same time, explaining the reasons for doing it that way. A <u>result demonstration</u> not only illustrates how to do a job, but also shows the results of using one or more improved practices. It usually involves a substantial period of time. The founder of demonstration work, Dr. Seaman A. Knapp, defined the demonstration as "A progressive, practical example of better farming or home-making by a farmer or his family, on the farm or in the home, which leads to greater profit, comfort, culture, influence and power."

Tours or field days feature the result demonstration as a means of calling attention to successful work.

Farm unit demonstrations are, in effect, the wrapping up in one package of a number of farm and home practices, carried out by a farm family on one farm. These demonstrations involve long-time planning by the whole family, setting up short and long-time goals, keeping adequate farm and home records, and spreading the benefits to all the community by properly publicizing results.

News stories and radio talks serve both an educational purpose and a means of creating interest in Extension activities so that more effective teaching can be done. They are especially valuable in obtaining acceptance of improved practices when they report the actual experiences of farm people and the results achieved in following improved farm and home practices. Circular letters serve a similar purpose.

Farm and home visits, office calls, correspondence, and telephone calls serve as a personal agent-to-farm family contact. They are some of the most effective means of working with rural people. However, the tendency should be resisted to let this personal type of contact, especially the personal service type of visit, take more of the agent's time and effort than is justified by the necessarily limited numbers reached as compared to other methods involving larger numbers of people.

Extension training schools and leader training meetings are methods of developing rural leadership. Leaders help spread information and assume responsibilities in putting over programs for the improvement of rural life. Leader training is vital to a well developed program.

Visual aids, such as movies, slides, posters, and charts, are important methods in getting people together, creating interest, driving home facts and supplementing other methods.

These, in brief, are some of the most commonly used methods of Extension teaching. The following discussion may be of help in deciding when and how many of these methods can be used effectively according to the particular situation encountered.

TEACHING METHODS

Studies have been made of the teaching methods of Extension to determine the relative effectiveness of different methods or media, and the effectiveness of the use singly or in combination of one or more in gaining the acceptance by farm people of certain practices. However, the relative influence of different methods varies widely in different areas or localities, with different practices, with men and with women and also, according to the skill and ability of the agent in using certain methods.

As to the influence of the number of methods used, studies show that on the whole, farm families are influenced to adopt practices in proportion to the number of contacts with teaching activities. That is, the number of exposures to information through meetings, bulletins, demonstrations, radio talks, news articles, farm and home visits, and the other teaching methods determine largely their acceptance of the teaching. When exposed in 5 or 6 different ways, approximately 7 out of 8 families changed behavior.

EXTENSION MEETINGS

In using a meeting of any kind as a teaching method, there are a number of things to be considered. First, what is your reason for holding a meeting - what do you expect to accomplish? It is well to actually write out the purpose in order to avoid that "falling flat" outcome sometimes experienced.

Ask yourself can you justify holding the meeting - is the purpose sufficiently important to justify your time in preparation and the peoples' time in attending it? The next step is to develop your plans. Decide on the kind of meeting best suited to the purpose of the meeting. Should it be of the informational, instructional, or discussion type. In setting the date, time and place, you should consider timeliness, weather or road conditions, field work, the convenience and facilities of the meeting place, and any other factors that will affect the attendance. Announcement of the meeting should be made well in advance, with a follow-up a few days before the date. Arrange in advance for equipment and materials, seating, lighting, ventilation and heating, and any other facilities needed for the type of meeting to be held.

One of the most important rules for holding successful meetings is to start on time. Put the group at ease with some kind of a friendly introduction. Then state clearly the purpose of the meeting, tell the group the plan for the meeting, present information clearly, stimulate discussion, and encourage participation by everyone; finally remember that there is just one time to close - and that is on time.

MODIFIED MEETINGS

There are other kinds of meetings which we call tours, field days, picinics, and camps. The same principles apply to these events as to general meetings.

Tours are usually held to observe method or result demonstrations. The following points are simply mentioned here, but should be given serious consideration.

1. Advance publicity should be geared to the purpose of the tour.

2. The route needs careful consideration and should be gone over beforehand. Keep the total distance to a minimum consistent with the purpose.

3. One particular car should be designated to lead the tour, and the driver should be instructed to drive at a speed which will enable other cars to keep up. One car should be designated to bring up the rear.

4. Consider road conditions, avoid dust as much as possible, and plainly mark rough spots or danger points.

5. Avoid going through towns if possible and put signs at corners and road-forks.

6. About six stops is a maximum, three are better for short-day winter tours. Cut your original plans in half and usually you are about right.

7. A public address system is practically a must for tours of any size.

CAMPS

The tests of a successful camp include:

1. Direction enough to guide, but freedom for planning and developing of the camp program by the campers.

2. Wholehearted participation developed through a broad program based on individual participation in small group activities.

3. Recognizing relationship of activities to club program and individual development.

4. Provision of adequate facilities for the establishment and maintenance of recognized health standards in sanitation, nutrition, rest, sleep, and relaxation.

VISUAL AIDS

It is safe to say that any meeting, tour or demonstration could be improved by the wise use of some supporting method. A county Extension agent should never rely on the spoken word alone to accomplish his purpose. Some of the things that help are touched on briefly here; study them in detail and make wide use of them.

The simplest visual aid device is the blackboard and piece of chalk. It appeals to the eye as well as to the ear. When we use other devices we appeal to more and more senses until actual particpation is reached. The visual aids discussed in the next three paragraphs are in the order of their approach to actual participation.

The blackboard and the chart have many points in common. A chart is simply a refinement of the blackboard technique. The need for simplicity and readability apply equally to each. Graphs are used mainly to present factual or statistical information such as trends in numbers or comparison of figures. Pictures advance us one step nearer actual experiences. They carry us from words and symbols to images of actual situations and persons participating in those situations.

The use of film slides or strips is too well known to require description. Slides should localize the subject and present information in a practical setting. They can be used to record field demonstrations or events, for use at a later time. Slides have several advantages over movies. They can be stopped for study, additions can be made or scenes deleted, and the sequence can be changed. Also, they are more economical. Slides are thought of more as a teaching aid and less as an entertainment feature than movies.

Movies are more lifelike than slides, particularly when the characters themselves talk.

Movies have limitations as a teaching aid. They create interest and give a general view of the situation, but to show the actual details of a practice or materials or equipment to be used, slides or exhibits are more effective. Movies will bring people to meetings and when they are used for this purpose, they should be mainly interesting.

An exhibit may combine other types of aids. It may show actual articles as, for example, the nozzle on the spraygun used to spray cattle for grubs. But if we wanted to present the kind of chute to use, our exhibit may have to be a model.

We can see exhibits, we can touch them and often we can operate them; we explain them and take them apart to see how they are constructed. Thus we hear, see and feel an exhibit, and in some cases, may even smell and taste the product. Window displays and fairs are the "Show Window" type of exhibit and are used to create interest in an activity.

DEMONSTRATIONS

Demonstrations advance us one step beyond pictures toward actual experience and the observer can be given an opportunity to do it himself. When this is done, we approach the highest point in teaching - the guided experience, the learner doing the job.

The method demonstration teaches how to do a job; the result demonstration shows the result of having performed a certain practice or combination of practices. The method demonstration is primarily used to teach practices (skills); the result demonstration influences attitudes or convinces people of the value of a practice. We must keep this distinction in mind in our plans and preparation.

Some of the main steps to keep in mind in preparing for a demonstration are:

What do I wish to teach?
What are my key points?
How can I best show those key points?
How can I best discuss those key points?
How can I use material and equipment most effectively?
Finally, when I have finished, can the audience do the job?

MEETING THE INDIVIDUAL

The Office Call

A lot of Extension work can be done through office calls if a little thought is given to them. There are certain conditions to be met if office calls are to be used to best advantage.

Arrange your office so the caller can talk in confidence without interruption. The secretary should be a friendly hostess to office callers.

Four or five questions thought out and jotted down in advance can be used during awkward moments as an effective substitute for discussion of general weather conditions.

What are the things you want to know about conditions in the caller's community? A well-directed question might result in the son or daughter becoming a 4-H Club member.

Do you thank them for coming and invite them to drop in again?

The office call is not the simplest tool to use but it is one which will give results.

THE FARM OR HOME VISIT

Visiting with a family on their farm or in their home is the most direct way of doing Extension work. When well planned, such a farm or home visit can be one of the most effective methods in helping the family apply Extension teaching to their own problems. Too, you may assist the family with individual problems which may not have been a part of your planned teaching program.

The farm and home visit is one of the bases on which Extension is built. When working directly with a family, helping them arrive at solutions to their problems, or helping them make decisions, you have an opportunity to gain their confidence and their help on programs which may affect others also. You can give encouragement and assistance to them in the application of farm and home practices recommended by Extension. Then through later farm and home visits you have opportunities to check on results they have obtained and to help them further develop their demonstrations.

Farm and home visits should be a part of the planned program in your county. Some time should be scheduled for making visits just as time is scheduled for meetings with organized groups. Farm and home visits may be made for a number of purposes and often one visit will serve more than one purpose.

Studies of Extension methods show that the farm and home visit is midway in the list of all methods when judged on the basis of cost compared with results. Since few visits can be made in a day, the cost in salary and travel is high compared to some other methods of doing Extension work. Therefore, farm and home visits should be planned carefully to make them effective in order to justify the expense of making them.

Farm and home visits should be planned particularly with younger, poorer and less well-educated families for many of them, even though reached through other methods of Extension teaching, may find it difficult to apply such teaching to the solution of problems on their own farms. Often we can help them tremendously through individually advising with them. Preliminary planning is needed, for part of our responsibility is to these families whom we may or may not be reaching through organized group methods.

TYPES OF FARM AND HOME VISITS

1. Service Visits: These are usually made on request. Perhaps you call them "trouble-shooting visits". They give specialized advice to individuals, often on farm and home problems not related to your planned teaching program.

2. Teaching Visits: Are part of a pre-arranged program, a planned step in getting practices adopted, or demonstrations established. It may be made to explain a practice, to plan a demonstration or to explain agricultural policies and programs.

3. Informational Visits: Are made for their value to the agent or specialist, often to observe results of farm and home practices, or to become acquainted with problems.

4. Organizational Visits: Are made to obtain cooperators and demonstrators, to plan for demonstrations, or make arrangements for a meeting.

5. Public Relations Visits: Perhaps better described as get-acquainted or friendship calls. They provide a chance to explain Extension work when necessary, and to maintain contacts with leaders in related lines of work.

SOME FARM AND HOME VISIT TECHNIQUES

1. Have a Purpose for Making a Visit

   When visiting farmers or homemakers, let them know why you called. The "nothing to do, just stopped by" introduction creates a bad impression of you and your work. But if you say, "I stopped to see you about . . .", or "I wanted to see your. . .", or "I wanted to meet you; your neighbor told me about you", you will increase his feeling of importance and your own prestige.

2. Have Your Visit Planned

   Think over the purpose of each visit so that you may prepare for it and make it effective. What information do you want to get? What help do you plan to give? Do you have necessary equipment with you for giving such assistance? What teaching materials, publications, etc. do you need to take for their use in following through with your teaching?

   A definite engagement as to the day and approximate time of the visit should be made with the individual whom you particularly wish to see. And if any preparations need to be made they should be advised so that they have time to make them before you arrive. This saves time on the visit and perhaps a return visit. Time your visits so that they will least interrupt family activities or work.

3. Plan Your Travel

Schedule visits which have been planned and requested in geographical groups to reduce cost and to save time in travel. An appointment in advance usually insures families being at home when you arrive and eliminates need for another trip.

To save travel, visits can often be made enroute to or from Extension meetings in the same area if time will permit.

4. Making Your Visit

Be constantly aware of your role as a teacher and as a representative of the V. P. I. If you do not know the individual whom you are visiting very well, discuss first the problems and interests which he or she brings up, but lead up to the questions you, yourself, have planned for the visit. Keep driving at the purpose of your visit in a tactful manner.

Give definite help. Give full information; suggest alternatives with the advantages and disadvantages of each to help them make their decisions. Cite example of what others have done and how they worked. Often it helps to say, "Have you considered doing so and so?" Be cautious with suggestions until you have established confidence. Be modest.

Refrain from being a supreme authority. Do not be afraid to say, "I don't know, but I'll find out for you." Make note of any requests and information needed. Then, find out and write, telephone or call again in time to help them.

Remember that a busy person does not like to be kept from his or her work. Their attitude will determine whether the visit should be short or long. Be direct. Complete your visit and leave as soon as the purpose is accomplished, and end the visit in as tactful a manner as possible.

Be adaptable. If they want you to see some new development, or to help them with something other than what has been planned, take time to do so. Give them a boost in morale. Make them feel things are worth doing and trying. Encouragement and praise lead to further effort. Keep their standards high, but don't make the immediate goal so high as to seem impossible. Encourage them to develop step by step.

If they are new friends, invite them to Extension meetings. Put their name on your mailing lists. Let them feel that they can call on you and Extension for other kinds of help.

There is danger of visiting old friends too often and developing a clique of followers. You can make your list of friends larger by making a wider list of visits. Make it a practice to visit each month some families never before called upon. A field book with lists of towns and communities is an aid in recording persons visited. This will insure a wider distribution of visits made.

If the help you plan to give the family on your visit will require considerable time and work, ask them to invite a few of their neighbors to observe and help with the work so they too may learn.

5. Keep a Record of Your Visits

Each month you will report the number of farm and home visits you have made and the number of visits made with demonstrators. Therefore, you need to make a record of the visit daily. Make notes of information or materials requested by the family and complete them, lest you forget.

You will find records of plans for the next things to be done made on the previous visits with demonstrators a great aid in planning other visits for further development of the demonstration. A record of such plans should be kept in the file of the demonstrator.

The names of the new families visited may be referred to the appropriate community organized groups as prospective club members; or in unorganized communities, these families may serve as members of committees or as contact persons in communities when planning the Extension program in all areas of the county.

IN SHORT

The farm and home visit is a useful and satisfying form of Extension work. It is a dependable tool and we need to improve our use of it. Remember to:

Have a purpose for making each visit.
Plan your visits. Don't just "stop by".
Be direct. Make your visit and leave.
Constantly enlarge the group of farm people you visit.
Schedule your visits to conserve travel.
Maintain a record of the visit you make.

THE PHONE

When we are talking to a person face to face, it is easy to be cordial, but when we are talking on the phone, we have only our voice and our diction to reflect on cordiality. This means we must watch the tone of our voice and the way we express ourselves if we would use the phone as a useful Extension working tool.

The secretary will probably answer most telephone calls. The tone of voice and manner of answering the telephone is very important as a means of promoting good public relations.

County Extension agents can use the phone to keep in contact with leaders, to remind people of meetings, to obtain needed information, and often save a farm and home visit.

PERSONAL OR INDIVIDUAL LETTER

The person or individual letter is an important tool, but its use is restricted to somewhat limited jobs. It is most effective when used with other tools. Personal letters demonstrate your interest and build good will.

CIRCULAR LETTER

There should be no difference in addressing a letter to a single individual or to a number of persons. The reader is a single individual, and not a "composite". Write it to an individual. "If you are interested - - - -." Keep paragraphs short, words simple, and the whole letter personal. Do not send smudgy letters; keep the words clear and legible. Drawings invite reading.

VII

OFFICE MANAGEMENT

Extension workers are public employees, supported by taxes; therefore the County Extension Office not only provides the agents with facilities to carry on office activites, but is maintained for the convenience and service of the public.

This means:

1. Friendly courtesy at all times with all people. When visitors come in, rise and greet them, by name if possible.

2. If there is but one secretary serving all the county workers, definite plans should be made for the most effective use of her time. The entire group should plan together a schedule for the secretary in order that all the work can be properly taken care of.

3. Do not assume that the secretary knows what her duties are and what you and the public expects of her. Remember, you are away from your office more than you are in it, and you and the Extension Service are judged a great deal by the public by the attitude, appearance, and behavior of your secretary. Take time to train her in what her duties are, it will pay big dividends.

DUTIES OF SECRETARY - COUNTY EXTENSION OFFICES

The following suggestions to secretaries in county Extension offices will serve as a reminder of required duties and functions. If followed they should promote efficiency and prevent misunderstanding.

1. The county Extension agent's office is a business office. It is the job of the secretary and other clerical help to maintain a business atmosphere and yet create a feeling of good will on the part of callers through courteous treatment and efficient service.

2. Keep posted as to where agents may be found. Perhaps there is nothing so provoking to a caller as to be informed it is not known where the agents are. Otherwise suspicion may be aroused as to the efficiency of the work which may lead to unjust criticism.

3. Keep papers filed or neatly arranged on desks and tables if held for reference. Have all furniture dusted in keeping with any other efficient business office.

4. Become familiar with plans of work of both county agricultural and home demonstration agents and know keymen and women who are serving as demonstrators or leaders.

5. Become familiar with all administrative rulings issued by the State or Government affecting franking privileges, expense accounts, etc.

6. Write as many letters for the agents' signature as possible without bringing to attention of either agent prior to signing.

7. If agents are not in the office, find out the purpose of the call, record as much information as possible, and place note in the "immediate" box on the desk for follow-up of agent concerned.

8. Keep a record on forms provided of all daily telephone and office calls, attendance at meetings, mileage, circular and individual letters mailed, etc.

9. Compile agents' statistical report and collect notes from folder in report file and arrange by projects, or perhaps actually set up the narrative report in rough form for the agents. Notes or other information of a type that will serve as a basis for the annual narrative report should be placed in the project folder for future reference.

10. All required expense accounts and travel vouchers should be made up, based on records.

11. Keep the bulletin rack supplied with up-to-date bulletins, and keep inventory of bulletins received so as to determine distribution by projects. When supply of bulletins or official report blanks, etc., is low, prepare a letter for signature of agent, ordering necessary replacements. It may be desirable to brief bulletins and circulars for county agents to save their time, or to compile county economic data.

12. Keep mailing lists up to date in keeping with desires of agents.

13. Keep agents posted as to need of news articles and circular letters, meetings, etc., according to calendar of work and year tickler system.

14. Be in the office promptly and at all times during office hours. Be busy with office duties and do not encourage visitors to call from other offices.

15. A little study on your part will reveal other services you can render which will strengthen the efficiency of the Extension Service, thus meeting your part of an obligation and adequately filling a position of trust.

MAKING THE COUNTY OFFICE A PLEASANT PLACE IN WHICH TO WORK

1. Be loyal to all your Extension associates.

2. Look upon and talk about Extension in its total aspects and avoid jealousy.

3. Assist in working out a clear understanding of the individual and joint responsibilities of all the staff, so that everyone understands his relation to the total.

4. Be on time for all appointments with others on the county staff as well as with the people in the county.

5. Plan your work long enough ahead to level out the peak loads for your secretaries as much as possible.

6. Make an effort to delegate more responsibilities to the office assistants and so avoid some of the peak loads on your time.

7. Keep your part of the office neat and orderly. Store your supplies and equipment in space so designated.

8. Never jump to conclusions. Consciously try never to be prejudiced.

9. Be a friend as well as business associate of each of those with whom you work.

10. Always be well groomed and appropriately dressed.

VIII

PREVILEGES OF EXTENSION WORKERS

SALARY AND ADVANCEMENT

Extension work is financed with funds from three different sources: Federal, State, and County. The salary is paid at the end of each month upon receipt of a monthly report from the agent.

The salary rate is determined by the Personnel Department of Virginia and the Extension Administration. Advancement depends primarily on successful work. A merit rating system is used as a basis for salary increases and promotions. Extension agents with salaries of $5,000 or less may earn an increase at the end of each 12 months. For those above $5,000 the merit period is 18 months.

ANNUAL LEAVE, SICK LEAVE AND HOLIDAYS (For Employees Under Personnel Act)

Annual Leave

Employees with less than 5 full years of service may take 1 working day of annual leave for each completed calendar month of service; employees with more than 5 full years of service may take 1¼ days per month; employees with more than 10 full years of service, 1½ days per month. Annual leave allowance may be accumulated not to exceed 24 working days for employees with less than 5 full years of service, 30 working days for employees with 5 full years of service, and 36 working days for employees with 10 full years of service.

No allowances for leave with pay shall be made for an employee holding a temporary appointment; however, service under a temporary appointment shall be considered part of the total service of a temporary employee who later is given restricted or permanent status.

Sick Leave

Sick leave allowance shall be provided at the rate of 1¼ working days for each completed calendar month of service rendered by each employee after January 1, 1943. Unused portions of the sick leave allowance of any employee shall be accumulated to a total not exceeding 90 days.

Sick leave shall be used for absences necessitated by: illness or injury to the employee; exposure to contagious disease; illness or death in the immediate family, requiring the attendance of the employee for not more than 3 days in any one case.

The justification for sick leave shall be subject to verification by the Director of Extension Service and by the State Director of Personnel, as by requirement of the certificate of a physician.

Holidays

Jan. 1 - New Year's Day		July 4 - Independence Day	
Jan. 19 - Lee-Jackson Day		Sept. - Labor Day (First Monday)	
Feb. 22 - Washington's Birthday		Nov. - Thanksgiving Day (Last Thurs.)	
May 30 - Confederate Memorial Day		Dec. 25 - Christmas Day	
General Election Day			

Days designated as State holidays by special proclamation of the Governor.

Compensatory Leave

If attendance is required on a holiday or rest day, an employee may be granted compensatory leave of absence on the first working day within a twelve-month period that he can be spared after the holiday on which he was required to work.

Rest days (Sundays and half-day Saturdays) and legal holidays that may fall within a leave period are not to be counted as days on leave.

Employees on Resident Faculty Status

The college rules and regulations regarding holidays, annual and sick leave are applicable.

A leave of absence for study (without pay except for that time covered by earned annual leave not already taken) may be granted in meritorious cases where application is made sufficiently in advance. Leave of absence with pay is granted workers to attend in-service training Extension organized short courses at Virginia Polytechnic Institute or other colleges.

JURY SERVICE

Employees of the department are exempt from jury service in the District of Columbia. They are ineligible in the District of Columbia and elsewhere for jury service whenever the United States is a party, and cannot lawfully be compelled to perform jury service in State or municipal courts if such service will interfere substantially with their official duties. However, whether a particular employee shall be held exempt on this ground is a question to be decided in the first instance, by the court issuing the summons, upon the facts which may be submitted to it by the employee or his official superior. In every case, therefore, where an employee is summoned for jury service in a State or municipal court, he should appear, and if such service will interfere substantially with the performance of his duties he should respectfully inform the court of that fact that request to be excused. If the court declines to excuse him, the Extension worker should proceed to serve on the jury. The District Agent should be informed of the facts as soon as possible.

CIVIL LEAVE - Virginia Personnel Act

An appointing authority may grant an employee leave with full pay for any absence necessary for serving on a jury, attending court as a witness under subpoena, voting in an election or taking tests of fitness

for employment under these rules. An employee compensated for civil duties, as by jury or witness fee, shall be paid only the difference between such compensation and his regular salary for the period of absence.

CIVIL SERVICE RETIREMENT PLAN

An Extension employee holding a cooperative appointment with the U. S. Department of Agriculture is expected to participate in the Federal Civil Service Retirement Plan in addition to the State Retirement System, and in case of retirement receive benefits from both sources.

Under the Federal Civil Service Retirement Plan the employee:

Must retire at age 70 if he has completed 15 years' service.

May retire at age 60 with 30 years' service.

May retire at age 62 with 15 years' service.

May retire at age 55 with 30 years' service, with his annuity reduced from what it would be at age 60 with 30 years' service.

An immediate annuity is available under certain conditions to employees who are separated after 25 years of service, and also for disability retirement regardless of age.

The present monthly salary deduction is 6 percent of the total monthly salary.

U.S.D.A. EMPLOYEES MUTUAL INSURANCE

Extension Service employees may obtain life insurance through membership in a mutual and non-profit association of Department of Agriculture employees. The cost and the amount of the insurance granted varies with the age of the applicant.

If interested, you may correspond with the Secretary-Treasurer, Department of Agriculture Beneficial Association, Room 2945, South Building, Department of Agriculture, Washington, D. C. Correspondence with the Association should not be mailed in an official penalty envelope.

BENEFITS - FEDERAL BUREAU OF EMPLOYEES' COMPENSATION

Cooperative employees are protected under the Federal Compansation Act against injuries and illness where such is sustained or caused as a direct result of performance of official duties to which assigned under their appointment. Designated facilities of the Bureau must be used as well as their designated physicians where available and except for emergency treatment. Medical treatment, surgery and hospitalization are provided for. Compensation for loss in time is payable in the event of leave without pay. Circulars giving designated physicians and facilities are sent out from time to time. If injured while on official duty, notify headquarters at once and if necessary by telegram.

GROUP HOSPITALIZATION INSURANCE

Hospitalization insurance is available to county Extension workers. It is not a condition of employment that the worker participates. Your District Agent will furnish you complete information on this insurance.

THE FRANKING PRIVILEGE

It must be kept in mind that the penalty privilege regulations must be followed, and that they cannot be waived or altered to meet changing conditions. They are fixed by the United States Post Office Department.

The penalty privilege is granted to Extension agents for the purpose of carrying government business, as covered by the Federal appointment of the agent. This business consists of performing services of an educational nature in agriculture and home economics.

In addition to the penalty provided by the Federal Government for the violation of the free mailing privilege, the Secretary of Agriculture has ruled as follows:

"Abuses of the penalty mailing privileges are detrimental to the public welfare in many ways. Reports of abuses on the part of the Extension employees have been comparatively rare, but we should seek in every possible way to prevent such abuses.

"In the future, Department appointments of Extension employees who definitely abuse the penalty mailing privilege will be terminated with prejudice. This is appropriate and this policy should be vigorously enforced."

The responsibility for checking the use of the panalty privilege for possible violations has been delegated to the State Extension Director, with supervision from the Federal Extension office.

The procedure which will be followed in connection with the handling of returned mail and violations of the penalty privilege is as follows:

"All penalty privilege mail used by cooperative Extension employees that is undeliverable will be returned to the State Extension office to be opened and examined for violations of the penalty privilege. After being examined, all such mail should be returned to county offices from which it originated with a request to correct or remove name from mailing list. Violations may be divided into two groups.

1. Obvious and non-contestable violations in the interest of Farmers' Organizations and other non-government activities or advertisements of commercial products. The use of penalty envelopes in the free mailing of:

    a. Announcements of farm organization meetings.
    b. Farm organization membership cards and receipts for payment of dues.
    c. Matter obviously prepared to promote the sale or use of commercial products.

Violations in this group are the most serious type and payment of postage on all such mailings is required. Receipt from local postmaster or cancelled postage stamps should be filed along with statement from person involved. If same type of violation should occur in the future by same person stronger action should be taken by the State director.

This will, of course, necessitate the maintaining of records on the above type of violations so that they may be examined periodically by this office.

2. Violations about which a reasonable doubt exists as to the eligibility of matter for mailing under the penalty privilege, and minor violations that are the result of clerical errors or misunderstandings.

   a. Furnishing self-addressed penalty post cards or envelopes for use of the recipients' reply when the act of replying appears to be in the interest of the recipient.

   b. Incidental references to commercial products in a manner that could possibly be construed as advertising.

   c. The use of penalty envelopes in the free mailing of material in the interest of a cooperative marketing association when it is not clear whether or not the association has reached a stage or organization when the association should assume all costs of mailing matter in the interest thereof.

   d. Failure to type out proper title.

   e. Entire or partial omission of cooperative heading.

   f. Mailing State Extension publications in penalty envelopes without proper letter of transmittal.

   Whenever a record does not exist of previous violations by employees involved, violations in this group should be called to the attention of employee with instructions to follow regulations more carefully in the future. Payment of postage is not required on violations in this group unless there is a record of previous violations. When record does exist, previous violations should be called to the attention of the employee with instructions to pay local postmaster sufficient postage to cover entire mailing."**

The above procedure and the regulations and instructions set forth in the publication entitled "The Use of the Federal Penalty Privilege by Cooperative Extension Employees" should be thoroughly understood by all employees. A copy of this publication is available in each county and State office.

** U. S. Dept. of Agriculture
Federal Extension Service
Washington 25, D. C.

IX

REPORTS

Making reports is an essential part of the Extension job. They are required by law and are a report on our stewardship to the public.

The Extension worker gains from making a summary of the activities and accomplishments during the period covered by the report. It is a means of placing before supervisors and administrators the results obtained by the Extension worker. It makes possible more effective planning for future work. It meets the obligation which every worker has - to leave a record for the person who succeeds him on the job.

Each year every Extension worker receives specific detailed instructions covering the reporting forms currently in use, and these instructions should be studied carefully. Most important, every Extension worker should be entirely familiar with all definitions of Extension terms. Precise use of Extension terms is an obligation each Extension worker owes to other members of his or her profession, and only the terminology approved by the United States Department of Agriculture and by the Association of Land-Grant Colleges and Universities, should be used. Any deviation from this accepted terminology results in confusion and error.

The approved definition of Extension terms is printed in detail in every copy of the National Statistical report form.

MONTHLY REPORTS

There are three purposes of the Monthly Report. One is to keep district agents, specialists and the administrative staff informed as to the current activities of the agents in the counties, the progress of the various programs being carried on, and to furnish timely stories for the local newspapers and the Extension Editorial office.

Another purpose is to accumulate accurate data for the compilation of the annual report.

The third purpose is to help the worker review his accomplishments and revise plans for the following month.

MONTHLY STATISTICAL REPORT

The first page of the monthly statistical report form shows the day by day location and type of activity of the Extension agent. Occasional analysis of this page by the agent is valuable in indicating whether too much time is being concentrated on too few activities or communities, or whether the work is being fairly spread over the whole county. This is good information to have sometimes to answer any unjustified criticism.

The rest of the monthly statistical report form is in conformity to the annual statistical form, and is purposely designed so that totals from the twelve monthly reports can be transferred to the annual report. This will cover all required information in regard to the agents routine activities and days devoted to the various subject-matter programs. However, there are many questions in the annual report form that can only be answered from a daily record of the agents activities, or from files accumulated during the year on each of the principal subject-matter programs.

MONTHLY NARRATIVE REPORT

The monthly narrative reports should be written in the who, whom, what, how, and why form of news stories. Their principal purpose is to publicize Extension work, to furnish material for the carrying on of Extension teaching through the media of local newspapers, farm magazines and the radio, to keep subject-matter specialists informed as to the progress of programs in their fields of work and to build up a month by month record of the subjects to be covered in the annual narrative report.

There are many spot news and human interest stories that are complete in themselves, and should be included in the monthly narrative and given to the local newspapers. Too often, however, agents fail to follow up the progress of important programs, and end their year's work in December with wide gaps to be filled in from memory in writing up the annual narrative report.

One point to be remembered in writing monthly narrative reports is to start each subject-matter story on a separate page, properly headed. When the monthly narratives are received they are separated according to subject-matter headings, and each specialist receives those reports dealing with his field of work.

ANNUAL REPORTS

Annual reports, like the monthly report, consist of two parts, the statistical, and the narrative. The statistical report tells what was done, the narrative tells why it was done, how it was done and the results achieved.

ANNUAL STATISTICAL REPORT

In studying the national report form, it becomes very apparent that this report is concerned almost entirely with people, not with things. Almost every question is concerned with communities, with families, with leaders, with individuals worked with, organized, assisted. This emphasizes that Extension workers are teachers, and that the measure of their accomplishment is the number of people whose pattern of behavior has been changed for the better, not in the number of miles of terraced lines run, or quarts of vegetables canned.

The National Statistical report is essentially a report to the Congress and to the people of the United States on the accomplishments of the Extension teaching job.

ANNUAL NARRATIVE REPORT

The purpose of the annual narrative report is to summarize and interpret the outstanding results accomplished in helping rural people solve their current problems and to make adjustments to changing economic and social conditions. As an aid to the orderly reporting of results accomplished, a chronological record should be kept throughout the year of the problems, methods and results in connection with each major program.

Follow accepted standards of writing, in spelling, grammar, composition and arrangement. It is much harder to write short comprehensive narratives, but they are more effective than a long, rambling, unorganized report.

SPECIAL REPORTS

In Extension work, there are two general types of reports. The first, includes monthly and annual statistical and narrative reports, and has for its purpose evaluation of Extension work and the accomplishments of the worker. The second type consists of questionnaires or special reports on specific conditions or activities which are sent out from the State headquarters. Their purpose is to bring information from the field to the headquarters. Special reports should be given the same careful and prompt attention as monthly and annual reports for they would not be requested unless the information was considered necessary and worthy of the time and effort required.

A few things about special reports should be kept in mind. First, be sure your answer is identified. Often reports come in without a county name to indicate its origin. Such reports are worthless and the agent sending it in is checked as failing to report.

Second, sometimes questionnaires request information which is not applicable to certain counties, or the activity or condition referred to does not exist. Sometimes agents are inclined to ignore the questionnaire; no report is complete until all counties reply, and the people at headquarters have no way of knowing whether or not the questionnaire was overlooked. Make a practice of answering promptly and as accurately as possible.

Third, make sure your answer is returned to the person specified in the request, whether district agent, specialist, or member of the administrative staff. A considerable delay may be caused by addressing the wrong person, because district agents are located at various points in the State and specialists are scattered all over the campus.

X

ACCOUNTING

Accounting pertains to fiscal matters involving salaries, payrolls, monthly travel expense accounts, and special travel expense accounts. There are fiscal regulations and amendments on file in each Extension office. This file should be studied carefully so that reports and accounts can be submitted accurately and promptly.

PAYMENT OF SALARIES - General Information

Salary checks and county vouchers are mailed from the State office at the end of each month upon receipt of the worker's monthly report. Checks are usually available in the Accounting Office on the first of each month for the previous month's work. They are held in that office until the worker has submitted his monthly report. The salary check is mailed when the report is received. Expense account checks are mailed from the Treasurer's Office, Richmond, Virginia, when they have been audited and certified by the Auditor's Office at V. P. I. and the State comptroller's office in Richmond.

The salary voucher which accompanies the state check should be presented to the clerk for that portion of the worker's salary. When the salary has been paid the form at the bottom of the page should be detached, completed, and mailed to the address shown thereon - this is very important. It is proof of payment from the county.

The amount of salary paid is listed on your copy of Form ES-17, Appointment Request Blank. Each employee receives an itemized statement showing deductions made from his salary for income tax, state retirement, federal retirement, insurance, and social security with his salary check for the months of July and January. If any change is made in salary other than at the specified months, a statement showing the change in salary and deductions and an explanation for the change is sent in the pay envelope for the month in which the change occured.

Upon resignation from service, the final salary check is not released to the payee until all required reports are received at headquarters.

PROMPTNESS and ACCURACY are essential to prevent delay in reimbursement.

XI

PUBLIC INFORMATION AND EDUCATIONAL AIDS

The Public Information and Educational Aids Department is largely a service unit working with all other departments and county agents, supplementing their work with the preparation of bulletin, news, radio, TV, and visual aids material. Monthly publications, mimeographing for other departments, and office supplies are also handled by this department.

BULLETINS

All bulletins, circulars, and miscellaneous material are edited and arrangements made for printing. Specialists are encouraged to work with the editors from the very beginning in planning and writing a publication. Distribution of printed material of Virginia origin as well as of U.S.D.A. is handled by this department in cooperation with other departments.

NEWS AND NEWS PICTURES

News releases on all timely phases of Extension activity goes out to weekly and daily newspapers, some direct by mimeographed copies and some through newspaper wire services.. Copies of material for weekly papers and special features about county work are supplied to both the newspapers and county workers. Special homemaking items are sent each week to home agents.

With items of state-wide or general interest, mats are sometimes supplied to newspapers; or in an area of more limited interest, pictures may be supplied. For local interest items, two 1-column cuts or one 2-column cut a year will be made for each agent for use in his local newspaper. Agents desiring this service should send in a clear, glossy black-and-white print.

Some mats are kept in supply and are obtainable on request: 4-H and home demonstration emblems, column headings for county agents and county home demonstration agents' column, and some of the specialists and administrators. Any cut appearing in an Extension monthly publication may be borrowed for local use.

Any agent wanting to use a column heading of his own design may get a cut of it if he will supply sketch of his design and specify 1- or 2-column size.

Material for publication in the 4-H Club monthly paper should be sent to the 4-H Club department by first of the month preceding the month of publication and for the Extension Service News, by the 15th of the month preceding the month of publication.

RADIO AND TV

Statewide, the department sends each week two packets of mimeographed news material to all interested radio stations in Virginia and neighboring states; one of these is the same as sent to weekly papers and county agents. The other is intended primarily for radio farm directors but will be sent to agents on request.

Tape recordings carrying six 5-minute talks by specialists are sent each week to 30 or more stations in the state. A daily radio program over a Roanoke station and a weekly TV program on another Roanoke station features VPI specialists and research workers. Some of the material used on these programs is available on request.

Material of much help to agents using radio and/or TV is already on file in county offices, or may be obtained from the information department on request.

VISUAL AIDS

Motion pictures, slide sets, and slide-films are available on many subjects. Motion pictures are described in the Virginia catalog, slide-films in the U.S.D.A. catalog, and slide sets are announced by the specialists concerned. Write them for borrowing of slide sets. Motion pictures and slide-films are handled in the information department. Orders for motion pictures and slide-films should be placed at least three weeks in advance of proposed use.

A file of negatives is maintained also. Agents wishing 4" x 5" prints of any of these may obtain a reasonable amount on request. Two black-and-white negatives a year can be made from Kodachrome slides for each agent, for use in making cuts of black-and-white enlargements. One display enlargement (11" x 14") of any negative on file or one supplied by an agent will be made for an agent once a year on request.

For charts, drawings, cartoons, and other visual aids requiring the service of a commercial artist, such help is available for special displays, TV visuals, posters, and other material having state-wide application and use.

OTHER ASSISTANCE

Workshops or clinics on news writing, radio and TV programming, photography, circular letters, and visual aids will be held for groups of county workers upon request of district agents. County training schools for club reporters will also be held when requested by county agents.

Persons wishing assistance with stories for magazines or similar outlets are invited to send or bring their compositions to the editors.

Suggestions are also available as to camera and projection equipment, tape recorders, special printing jobs, and other specialized problems with which county agents and specialists may be faced.