

We have suggested that local efforts as well as a law enforcement research and development center can enable us to attain our goals with a minimum of expense and duplicated effort.

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THE LAW ENFORCEMENT ADMINISTRATOR'S ROLE IN MEETING THE CHALLENGE OF THE 1970's

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"Watch out fellows, the damn game warden's a-coming!"

Surely, those of us engaged in natural resource law enforcement have heard that quote at some time during our careers.

Don't be angry with the offender. Pity him! Until his relationship with the earth changes he will, through ignorance, continue to defame those who, through concern for the rights of others, make a sincere effort to protect man's natural resources and control his environment.

Barring an international catastrophe, there exists no greater threat to man's survival than the abuse of our natural resources and environment.

Man is a wanting animal, striving from birth until death to satisfy his needs. He possesses the following three basic needs:

(1) Safety—which consists of food, clothing, shelter and freedom from danger.

(2) Social Needs—which consist of a standard of living and public acceptance consistent with that enjoyed by his neighbors in the community where he lives.

(3) Egotistical Needs—recognition, self-acclaim, satisfaction of individual or self interest.

Every human being experiences these three basic needs to some degree. The distressing fact is that all too often man permits his self interest to blind him to the results of the methods he uses to satisfy his needs.

Greed is a harsh word but isn't there a striking contrast between man's determination to enjoy the luxuries provided by our natural resources and his unwillingness to make an adequate return to insure their perpetuation. You define the human characteristic that brings about this contrast.

In slightly less than two centuries the United States of America has produced the most affluent society the world has ever known.

In the beginning of the 19th Century this Country's natural resources were so abundant and its population so small and so lacking in technology, which increases productivity of machines and eliminates manual operations, that there existed no apparent need for resource management and environmental control.

By the beginning of the 20th Century the need for protection of our Natural Resources had become apparent.

During the past 50 years this Country's population has increased at an amazing rate.

This rapid increase created a demand for the production of the greatest quantity, of the finest quality and most diverse products at the lowest possible price.

The advance in technology during this period was of such magnitude that it staggers the imagination.

Who would have believed 50 years ago, that as this very sentence was written, the author would steal an occasional glance at the television set to watch and listen to men moving about on the surface of the moon?

Are we to believe that a civilization which can accomplish this is not capable of making use of its natural resources without desecrating the land, polluting the water and air, littering the streams, highways, countryside, oceans and even space, with all manner of human refuse?

Certainly not. Man's relation with the earth must be changed from parasite to lover and he must accept all the responsibilities that are associated with that new relationship.

That is the challenge of the 1970's. The time has arrived when man must make retribution.

Law enforcement's role is to compel compliance with the laws by those who, motivated by their own selfish interest, will not voluntarily demonstrate adequate concern for a harmonious relationship with the earth.

The modern day conservation officer is well aware that man can no longer depend upon the earth for sustenance and support without making a useful, just and adequate return.

Adequate laws, efficiently enforced are the "keystone" to any natural resource or environmental management program.

Laws are rules of civil conduct, proscribed by a competent political authority, commanding certain things necessary to the peace and order of society and forbidding certain things adverse thereto.

It is a privilege to be governed by law, the only alternative is to be ruled by men.

Man's environment is the complex of those factors—soil, climate and biotic, which act upon man and will ultimately determine the form that he takes and his ability to survive.

If we agree that no greater threat to man's survival exists than the abuse of his environment, then the urgent need for natural resource laws and their effective enforcement must be obvious.

Laws do not accomplish, they merely provide a means of accomplishment; laws are words and words don't mean, people mean; words are used to convey what people mean.

The conservation officer is charged with the responsibility of giving meaning to the natural resource laws by searching out and prosecuting those who abuse them; thus convincing them that the people mean for the abuse of their natural resources to stop.

How effective natural resource laws are is determined by the will and ability of the members of the enforcement agency to enforce them.

Instilling the will to enforce the law in the members of the agency, is a management responsibility, accomplished through application of the proper techniques of supervision.

Their ability to enforce them depends upon awareness of the need in many people.

It is highly probable that when we carefully evaluate our enforcement agencies we will find ourselves lacking to some degree in all the efficiency enabling requirements.

The purpose of evaluating our needs is to determine what we must have to produce the greatest quantity of the finest quality natural resource law enforcement, without waste.

The reason we find ourselves wanting in the resources necessary to perform at maximum efficiency is that sufficient public awareness of the need has been slow to materialize.

Laws have been enacted at a continually increasing rate, adding substantially to the duties and responsibility of the enforcement agency, while little or no thought has been given to providing the funds to increase their ability to meet the new demands placed upon them.

There has been a great national awakening to the importance of our environment and the 1970's will probably be recorded as the decade in American history which contributed most to the correction of natural resource and environmental abuse.

We are experiencing vastly increased demand for efficient natural resource law enforcement and our legislators will respond to public demand.

It behooves the administrators of natural resource law enforcement agencies to define their objective, evaluate their program, inventory their resources, determine areas in need of improvement, enumerate their needs and present an immediate, justifiable request for funds to enable them to operate at maximum efficiency.

Efficiency is the maximum production of the desired effect, without waste.

Most law enforcement authorities agree that there are four (4) efficiency enabling requirements that must be met in order for any law enforcement agency to operate at maximum efficiency. They are:

- (1) An adequate supply of carefully selected personnel.
- (2) Proper discipline.
- (3) An adequate supply of proper equipment.
- (4) Proper supervision.

It is incumbent upon natural resource law enforcement administrators to be continually striving to fulfill those four broadly stated requirements in order to enable their agencies to produce the maximum amount of the desired effect, without waste.

If the central headquarters is not properly organized and sufficiently staffed to insure proper personnel selection and provide each officer with the knowledge, equipment and guidance he needs to do the job, it is impossible for that agency to attain efficiency.

We, in West Virginia, are fortunate. Chief Eye, in his infinite wisdom, recognizing that proper central organizations and staffing is essential to good management has taken steps to organize and staff our central office in such manner that proper selection, training, equipment and supervision can be provided the field forces.

As of July 1, this year, our central office staff consists of the Chief, a Colonel, a Major, two Captains and a Lieutenant.

The Chief, Colonel and Major are command positions. One Captain is responsible for our Hunter Safety Program and the other for train-

ing and research. The Lieutenant is responsible for equipment, supply and maintenance.

Responsibility and authority has been clearly defined for each position.

Credit for success, or blame for failure, in any phase of the Division's program can be correctly assigned.

The determination of an agency's needs in each of those four requirements is contingent upon the assumption that the other three are being adequately met.

With that assumption in mind what is an adequate supply of personnel?

It would appear that "an adequate supply" would be the minimum number of properly disciplined, equipped and supervised officers necessary to perform each task promptly, yet be kept busy and provided reasonable working conditions.

Any less would result in either neglected duties or unreasonable working conditions, either of which can lead to breakdown in morale and poor performance.

If a subordinate is assigned an insufficient workload to keep him occupied during his work day, the job fails to present a challenge and his enthusiasm is destroyed.

On the other hand, if his assignment requires excessive effort and unreasonable working hours for extended periods, it results in an increase in improper decision occurrence.

There is a certain amount of strain involved in law enforcement work and the officer is sometimes compelled to make an instant decision which may require six months for the Supreme Court of the United States to decide whether he was right or wrong.

Sometimes, "A kind word, aptly spoken, turneth away wrath." A smile sometimes produces the same effect but there is a limit to the fatigue that an individual can endure and still exercise the self-discipline necessary to avoid retaliation.

No administrator enjoys answering a public complaint concerning a subordinate's action, particularly if the results of the investigation disclose that there is some justification for the complaint.

It is easy to say, "What in the world was he thinking about?" but until reasonable working conditions have been provided the administrator will have to shoulder some responsibility for improper decisions at the operational level no matter how unpleasant it may be.

What is proper discipline?

Proper discipline is training that molds, corrects or perfects the mental faculties or moral character.

Unfortunately, many law enforcement administrators and supervisors still regard discipline as punishment or response to heavy-handed authority.

General Omar Bradley said in discussing that grim day in World War II when the Allies were pushed out of Europe, "It was the discipline of the Coldstream Guards that saved the British Army from annihilation at Dunkirk."

He didn't mean that these soldiers, whose rearguard action made the escape from the beaches possible, fought because they were afraid of punishment, or that they were unthinking robots responding to heavy-handed authority.

When General Bradley called the Coldstream Guards disciplined, he paid them his highest compliment. He meant that they were so perfectly trained for the job assigned to them that they took pride doing it and that their confidence in their officers and each other gave them the determination to perform an almost impossible task.

Obviously when we speak of proper discipline we are talking about the objective of an agency's personnel training and development program.

To properly plan a training program one must first determine what the individuals at each level should know in order to perform their duties efficiently.

Lack of uniformity in law enforcement policies, procedures, responsibilities and techniques makes recruit training a "must" even if pre-employment vocational training becomes extensive and a requirement for employment.

Every agency recognizes this fact and does provide some form of recruit training—enabling him to perform the task at the operational level.

Training does not end with the recruit but continues through the entire service of the employee.

No law enforcement agency can afford to overlook the need for identifying special problems and supplying special training needed to cope with them.

An evaluation of performance at each level, in each field of endeavor will identify the training needs.

Probably the greatest fallacy in most training programs is failure to provide proper training for those in supervisory or command positions.

The supervisor is the link between the chief and the men and properly trained, can motivate his subordinates in the proper direction.

The chief should not worry about the men but rather he should pick, choose, train and direct from the top down.

A chain that is well maintained and protected from rust at both ends but neglected in the center is sure to break and become incapable of pulling anything.

Proper discipline cannot be maintained unless the training process thoroughly prepares every employee at each level to perform in such a manner that he takes pride in doing the job and instills in him such confidence in his superiors, equals and subordinates that he approaches his assignments with determination and enthusiasm.

What is an adequate supply of proper equipment?

It is the maximum amount of the most suitable equipment that will be put to sufficient constructive use, in accomplishing the agency's objective, that the expenditure for it will not be wasted or extravagant.

No matter how carefully selected and highly trained an officer may be, he is not going to capture public respect or experience great personal pride in his agency, without either of which he becomes ineffective, unless he is properly clothed and well equipped to do the job.

What is proper supervision? It is providing the leadership and guidance to influence and motivate people to work together in a common effort to achieve the purpose of the enterprise.

There is no substitute for good leadership at all levels and it can be measured by accomplishment.

The best sign of a good leader is his ability to delegate authority. A subordinate can be held responsible only for those things which he is delegated the authority to control.

Responsibility cannot be delegated but with each delegation of authority new responsibility is established.

There are two major personal characteristics in every effective leader which the administrator should look for, when selecting personnel for supervisory positions; they are integrity and empathy.

Failure to give credit where due, being too familiar with some workers, indicating partiality to some employees or shirking responsibility erodes the picture of a man of integrity that a supervisor must create if he is to influence members of his work group.

Empathy is the intellectual identification of oneself with another, the willingness to both seek and accept friendship or the ability to get people to do what you want them to do because they want to do it.

To accomplish this, the supervisor must realize that his job is human relations. It would be well for him to bear in mind that when King Solomon got down on his knees to pray for divine assistance, when as a young man he became the chief executive of all Israel, he did not pray for personal wealth or glory but for an *understanding heart* that he might judge wisely for his people.

To evaluate the supervisor, simply pose this question, "Are his subordinates producing the greatest quantity of the finest quality work possible with the resources available?" If the answer is yes, proper supervision has been achieved.

When all those requirements are met, the law enforcement agency is ready to effectively perform its task in meeting the challenge of the 1970's.

That challenge, as stated earlier, is promoting man's relationship with the earth from *parasite* to *lover* and getting him to accept the responsibility of his new relationship.

The law enforcement administrator's role in meeting the challenge of the 1970's is to properly organize his agency and to supply it with a sufficient number of carefully selected, properly trained, equipped and supervised personnel to assure efficiency.

Preparing a law enforcement agency to meet the requirements of efficiency sometimes seems like a long, tedious, and almost insurmountable task but the law enforcement administrator must bear pain and trials calmly without complaint, and manifest forbearance under provocation and strain.

Those who can discipline themselves to do that are sure to succeed and to enjoy, during their years of retirement, many happy reflections, consequent upon a well spent life, secure in the knowledge that they have made a substantial contribution to the right of future generations to life, liberty and the pursuit of happiness. What greater reward could one desire?

In closing, perhaps we would agree that the words of this little poem aptly describe the position of the law enforcement officer. It is entitled:

THE CONSERVATION OFFICER'S JOB

It's not his place to run the train,
The whistle he can't blow.
It's not his place to say how far,
The train's allowed to go.
It's not his place to blow off steam,
Or even clang the bell,
But let the damn thing jump the track
And see who catches HELL.

HISTORY AND OPERATION OF THE ARKANSAS GAME AND FISH COMMISSION'S WILDLIFE OFFICER CADET SCHOOL

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ABSTRACT

In 1970 the Arkansas Game and Fish Commission initiated a Wildlife Officer Cadet School for the purpose of giving new Wildlife Officers some formal training in the operation of the Commission before assigning them to positions in the field. The School, which is a prerequisite to being hired as a Wildlife Officer, consists of five weeks of schooling at Arkansas Polytechnic College and one week of field training on the skills a Wildlife Officer must employ and the situations he will face in his daily activities.

The Commission is also making an effort to have all field personnel complete the schooling at Arkansas Tech, and is sending twenty employees to each session held there. The Commission accepts ten cadets for each session of the school and the field training.