

hunting pressure were reduced by 50% or more. Without reasonable hunting pressure available as a management tool, the problems of over-populations of game species with the attendant over-grazing, destruction of habitat, starvation and major die-offs will become frequent problems facing our conservation agencies.

The sportsmen of this nation are not assassins, not murderers, not robbers; they do not commit crimes of violence, they are essentially law abiding members of our society. This fact can clearly be substantiated by the records of the game law enforcement officers of this nation. Rarely indeed do any of our officers encounter any game law violator who resorts to his gun to resist apprehension although he be under cover of night and in a remote area.

Efforts toward the control of crime are badly needed in this era of increasing lawlessness; but such efforts should properly be directed toward the control and punishment of the lawless members of our society. The problem of guns in crime can never be adequately solved by control measures directed at the tool rather than at the criminal who uses a firearm unlawfully.

The sportsmen of this country presently have the greatest threat to their future enjoyment of the wildlife resources before them; and their failure to act to protect their interests may result in the eventual abolishment of hunting as a recreational pursuit. Wildlife conservationists and sportsmen alike must raise their voices to counteract extremist views against guns. They must reiterate that guns have a proper and legitimate use in our present society, and assert their views to their elected representatives.

Justice Brandeis many years ago made a statement which seems particularly applicable to this issue:

"Experience should teach us to be most on our guard to protect liberty, when the government's purposes are beneficent. Men born to freedom are particularly alert to repel invasion of their liberty by evil-minded rulers. The greatest dangers to liberty lurk in the insidious encroachment by men of zeal, well-meaning but without understanding."

SOME GENERAL ASPECTS OF HUMAN MOTIVATION

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Knowing what a person can do if he used his abilities is one thing but getting him to use those abilities is quite a different and more challenging problem. The answer lies in the fact that people differ not only in their abilities and training but also in their "will to do" — their motivation. Performance depends on ability and motivation. If motivation is low, performance will suffer just as if ability is low.

MOTIVATION

A practical definition of the word *motivate* is "to cause a person to want to do that which is required." Too often, the assumption is made that an officer's pay will automatically induce him to want to do his job well. This is probably true when a man begins employment. But as he becomes more comfortable in his job environment, other factors begin to play a role which will influence whether or not he gives his best effort.

Actually motivation is a form of job persuasion. Years ago, coercion was the common rule of thumb in managing employees. Such an approach assumed that the average human being had an inherent dislike of work and would avoid it if he could, that he preferred being directed and wished to avoid responsibility. Fortunately, this approach is for the most part a thing of the past. Today, the most effective leaders of men are those who make the following assumptions about each of their subordinates:

1. Under proper conditions, he will not only accept but seek responsibility.

2. If the goals of the group for which he works are shared with an employee, normally he will seek proper direction and strive to achieve these objectives.

3. If properly motivated, he has the capacity—the imagination, ingenuity, and ability—to accomplish his tasks satisfactorily.

The historic approach to motivation has been to rely upon job security and pay. A steady job at the going wage was supposed to be enough to insure cooperation and loyalty. Job security and pay are still of primary importance but, in recent years, employees have been placing more and more on motivations of a deeper, more personal and psychological nature.

In order to motivate his employees, any employer must help them to satisfy those human needs which are so important to everyone. There are, of course, many such needs but, for the most part, they can be classified into the following categories:

1. *Need for Economic Security.* This need is involved in our "standard of living." It is reflected in such things as salary, the so-called "fringe benefits," promotions and advancement, and job security—the feeling that as long as a person does his job well, his position is safe.

2. *Need for Recognition or Status.* We all like to feel important—to feel that our working contribution is important enough that the organization "would not be the same" without us. Simply stated, look for ways to inflate egos.

3. *Need for Self-expression.* We need to feel that our abilities are being used, that we are growing and developing on the job, and that we are active, positive, participating members of the Law Enforcement Division.

4. *Need for Self-respect.* Everyone must feel that his personal dignity is being respected. A person on the job wants to feel that he is offering his cooperation freely—that he has a right to be heard and, when necessary, to protest. Very important to maintaining self-respect is a feeling of accomplishment on a day-to-day basis. This feeling is best gained by the knowledge of having done a good day's work.

PERSONNEL'S ROLE

Management in industry has come to realize that Personnel's role has evolved from that of once just providing employee services to that of a staff whose primary concern is with employee performance. We, as governmental agencies, have also come to this realization. Personnel is accepting as its job the need to attract, retain, develop, and motivate the best people available for the wildlife conservation profession. In order to do this, two basic objectives must be to improve employee motivation to cause him to do more than a "just get by" job and to keep the human-relations machinery oiled.

Today, nonetheless, too many agencies continue to restrict the role of Personnel to that of an employment office as keeper of the records and processor of employment data. Too often, when confronted with motivational problems, Personnel equates this with the need for more picnics, contests, and other devices to keep people content.

However, agencies that are becoming sophisticated in the area of effective Personnel Management agree that a Personnel administrator must serve effectively as a catalyst in an organization. While line management must continue to solve its own problems, Personnel may assist in this by helping its employees to better know themselves and thus better work together. Understanding of human behavior indicates that while benefit packages, salary plans, etc., are important, other motivational factors such as recognition of a task well done, understanding of work being done, sense of responsibility, and opportunity for advancement are of vital importance. It is up to the Personnel people to assist in the achievement of overall agency objectives by preventing "people problems" from obstructing the attainment of these objectives. A prime responsibility in this area is to effectively motivate the individual so that he wishes to perform at optimum level.

COMMON DEMORALIZERS

In order to know what effectively motivates an individual, it is necessary to know what demoralizes and discourages him, what leaves him without motivation.

1. *Weak Leadership.* Officers are aware of weak leadership and, when conscious of this, they tend to lose interest in their jobs and productivity diminishes.

2. *Constant Criticism.* While constructive criticism is a necessary part of effective training, constant criticism with the absence of commendation for things properly done will soon cause the officer to assume an "I don't care, I can never do it right, anyway," attitude.

3. *Inadequate Personal Contact.* When an officer has little or no liaison with his immediate superiors, he is unable to develop a sense of belonging and participation and soon develops a feeling that no one cares about him.

4. *Failure to let the officer know what is expected of him* will quickly discourage him. He will soon decide that nothing he does is satisfactory and his job attitude quickly deteriorates.

5. *Laxity in job standards* causes an officer to think that nothing matters to his supervisor. This will cause an officer to rely on his own self-discipline which may not provide sufficient incentive to maintain proper work standards.

6. *The setting of unrealistic goals* will soon frustrate the officer and demotivate him entirely. After some time in this environment, he will think, "Why should I knock myself out when I can't possibly get all this work done anyway?"

7. On the other hand, *providing no challenge whatsoever*, thus giving the officer no opportunity to realize his potential, will diminish his productivity.

8. *Failure to provide proper equipment* cannot help but frustrate the man who is trying to do a good job but is not given the means to do so.

The important things to realize is that only an alert supervisor will be conscious of all these "demotivators;" thus, they can be easily overlooked. An officer who broods over an imagined slight of which his supervisor is unaware shows a typical symptom of "demotivation." The only way to solve such problems is through clear channels of communication. The officer's point of view should be solicited so that he may talk freely and air his frustrations.

KEY MOTIVATIONAL FACTORS

While there are many criteria for motivating people in industry and business at large, there are some key motivators which must exist if an officer is to be properly motivated. We have discussed some of the officer needs. The following are factors that an agency must provide if an officer is to perform effectively and want to do the best job possible.

1. *Adequate Financial Incentives.* Salary, benefit programs, etc., are of utmost importance in motivating officers. If these are inadequate, he is likely to have a critical viewpoint of the agency, the supervisor, working conditions, and almost every other aspect of the job.

2. *Good Leadership.* This may sound trite because it is given so much lip-service but too often it is not really put into practice. Motivation of officers relies heavily upon competent leadership. Every officer wants to respect his boss and to have confidence in him. Every supervisor has a moral obligation to his subordinates, as well as to the agency, to provide good leadership.

3. *Good Physical Working Conditions.* This factor of motivation can be provided by insisting on proper care of equipment, neatness, and cleanliness in the office and in the field.

4. *Good Indoctrination and Training.* Proper indoctrination is important in motivation since it appeals to the desire for security and the "need to belong" within the new officer, or the officer who has been transferred to a new position.

5. *Proper Job Placement.* Placing an officer where interests, aptitudes, and personality match the requirements of the job improves the individual's feeling of personal security and sense of accomplishment. The result is better performance.

6. *A Sense of Development and Growth on the Job.* Nearly everyone is motivated to grow and develop on the job. An opportunity to learn the next advanced assignment will usually give the officer a sense of progress. Planned job rotation is an excellent method of motivation and requires no promotion or pay increase.

7. *Friendly Working Relationships.* Studies indicate that turnover of personnel is lowest and operating results best in divisions where a good group relationship exists.

8. *A Sense of Participation.* Being a "member of the team" is very important to most people. Letting a person know *what* is to be done and *why* it is to be done increases the significance of the job and, therefore, the satisfaction of doing it.

9. *Knowledge of Accomplishment.* A person gets tremendous satisfaction when he feels he is doing a good job and giving a "good day's work for a good day's pay." One piece of work completed can give an officer the urge for more accomplishment. A sense of achievement helps the individual see the difference between effective action and mere "activity." This personal sense of achievement is one of the most important factors of motivation to the kind of people who normally do best in our field.

10. *Recognition of Individual Accomplishment and Effort.* A supervisor, merely by showing interest in the work, can emphasize the importance of the job and, at the same time, give a feeling of being treated as an individual. Both criticism and praise are means of recognizing individual effort. Any man would rather have an error criticized than to be completely ignored.

11. *Competition.* Some competition between officers on an individual basis is most effective in motivation because individuals are directly, personally responsible for a winning or losing effort. Group competition often helps stimulate better teamwork and group spirit. Friendly competition between divisions will result in increased morale and esprit-de-corps. Considerable caution must be exercised in the use of individual competition for motivation. Too much competition between unequals will almost certainly result in the demoralization of some individuals and, therefore, a reduction in team effort.

12. *Periodic Performance Appraisal.* A formal realistic evaluation of the officer is an essential aspect of motivation. An officer is anxious to know how his work is appraised so that he may improve his performance where warranted and, at the same time, be aware of the areas in which he is performing satisfactorily.

CONCLUSION

An officer's interest, attitude, and performance depend to a large extent on how well he is motivated to do his job. Providing a motivating job atmosphere begins with the assumption that an officer wants to do a good job. Such a job atmosphere is sustained by being alert to early symptoms of demotivation and correcting them immediately. You will properly motivate your officers by:

1. Showing the officer that he has the opportunity to increase his value to the agency, which will in turn increase his job security and promotion possibilities.
2. Providing him more responsibilities as he demonstrates his capacity to accept them.
3. Provide him further training, if practical, to increase his security.
4. Providing a work atmosphere in which the officer can make decisions and demonstrate abilities which would not be evident in a "closed in" type of job environment.

THE EFFECTS OF PLANNING AND REGULATIONS ON ENFORCEMENT

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According to the Webster's dictionary furnished me by the Tennessee Game and Fish Commission, planning is defined as the process of an orderly arrangement of all the parts of an overall design or objective.

Enforcement is the foundation on which the superstructure of a game and fish program is erected. Therefore, all planning, good or bad, has its effects on the