

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.

In 1970 only one session was held, but in 1971 the course was expanded to two sessions. So far, ninety men, employees and cadets, have completed the course.

In 1969 the Arkansas Game and Fish Commission had a management survey made by an independent survey team. In their recommendation the survey team stated a need for a school that not only covered law enforcement matters, but a school that would provide a working knowledge of all the divisions of the Commission. The Commission, in trying to comply with these recommendations, started the Wildlife Officer Cadet Training School. This Cadet School is held at Arkansas Polytechnic College, in Russellville during the summer months. It is a five week course and the cadets and personnel receive six (6) hours college credit. This school is taught by the college personnel, with special lectures provided by personnel of the Game and Fish Commission and various related organizations such as the Fish and Wildlife Service, the Forest Service, and the Arkansas Wildlife Federation.

Students at these schools consist of twenty (20) men who are already employed by the Game and Fish Commission and ten (10) men who are seeking Game and Fish Employment. The ten men with no prior Commission service are referred to as Cadets. We also have an eight (8) day in-service training school for the Cadets only, that is supervised and instructed by our own personnel.

The School at Arkansas Tech was held for the first time two years ago with ten applicants accepted as cadets. After seeing a need for more qualified personnel, this year two summer sessions were held and ten cadets were accepted for each session.

An applicant must meet certain basic requirements; he must be twenty-two to thirty-five years of age, a high school graduate, and a resident of the state. He will not be allowed to work in his home county and must accept an assignment to another part of the state.

The Enforcement Division receives about 200 applications a year and this presents quite a formidable task selecting only twenty cadets to attend the school. These cadets are selected by the staff on the basis of background, previous work experience and education.

After being selected the cadets report to Arkansas Tech and for the next five weeks reside in the dormitory like a typical college student. They have access to all college facilities and dine in the cafeteria along with the regular summer students. The Commission pays each cadet's room and board plus books, tuition, and \$1.00 an hour for the 200 hours of instruction.

Upon completion of the school the cadets are guaranteed employment with the Commission. If a vacancy is not available in the Enforcement Division they will be given employment with another division until such time as a vacancy does occur in Enforcement. Before an applicant is finally accepted for the school he must sign an affidavit stating that, upon completion of the school, he will accept employment with the Commission. (This prevents men from taking the courses and earning the six college credits free of charge.) If they refuse employment they must reimburse the Commission for total cost of the school, which is \$508.00 per cadet.

During these five weeks the cadets are instructed in division breakdown with lectures given by the chiefs of Enforcement, Game, Fisheries, Communications, Legal, Information-Education, and Fiscal Divisions. During these lectures each cadet has a chance to ask questions about the different divisions and this helps the cadet make up his mind as to the division in which he would like to work until such time as a vacancy occurs in the Enforcement Division. It also gives the Chiefs a chance to talk with the cadets and explain their division's policies and procedures, and the part they play in the Commission's goals. The Cadets are also instructed in special classes, such as first aid, public speaking and map reading. Each cadet is not only graded on his classroom work

but on appearance, ability to get along with others and how he reacts to different situations. All these factors are considered and graded, along with the classroom work, by the professors and they in turn make recommendations as to what divisions the cadet would be best suited.

The Commission sends the twenty regular employees to this school as part of their in-service training. These twenty men come from all divisions of the Commission. They attend the same classes and stay in the dormitory with the cadets. To date we have had three such schools with thirty men, cadets and employees, attending each school, making a total of thirty cadets and sixty in-service personnel.

After the cadets have finished their schooling at Arkansas Tech on Friday, they report the following Sunday afternoon to our Wardens' Quarters located below the Blakely Mountain Dam on the Ouachita River, eighteen miles west of Hot Springs, Arkansas. Here the cadets receive one week of specialized instruction on the skills and methods a Wildlife Officer must employ in his day to day activities. We are limited there with our facilities, particularly in the area of preparing and serving meals to the cadets. Only the cadets attend this week of schooling because of these limited facilities.

All of the meals are prepared and served by our Enforcement personnel. We are fortunate to have several people who are qualified to perform these duties. Most of the food is bought locally and it takes a lot of groceries to feed ten men averaging twenty-four years of age. Most of the men gain from five to seven pounds during this week of school, which isn't surprising at all after seeing them eat.

Our schedule is very flexible, but we eat breakfast at 7:00 a.m., lunch at 12:00 noon and the evening meal at 5:00 p.m. With daylight saving time, this gives the cadets time to fish or swim after the evening meal. Lake Ouachita, above the dam, provides approximately 43,000 acres of surface water and we move several of the departments' runabouts to the lake, both for pleasure and work, during this period.

Classes start at 8:00 a.m. with 50 minutes of instruction and a ten minute break each hour. We take an hour for lunch and try to end classes at approximately 4:30 p.m.

We have been fortunate to have available to our Department some fine professional people from Hot Springs, the U. S. Fish and Wildlife Service, the Arkansas State Police, and of course some of the personnel of the Arkansas Game and Fish Commission.

The instructions to the cadets consists of:

- (1) Two hours on court procedure by the Municipal Judge of the city of Hot Springs.
- (2) Two hours of collecting and recording the evidence collected, and giving testimony, by a District Prosecuting Attorney.
- (3) Two hours on search and seizure by the Commander of the Criminal Investigation Division of the Arkansas State Police.
- (4) Eight hours on Defensive Driving by Sergeant William Mullenax. Incidentally Sgt. Mullenax was named Arkansas State Trooper of the Year for 1971.
- (5) One hour of communication and radio procedure given by the Chief of Communications, Arkansas Game and Fish Commission.
- (6) One hour of instruction is presented by the Commission's Information and Education Division to inform the Enforcement personnel as to just what is available to them from I&E to help them do a better job of informing the sportsmen of Arkansas as to the goals of the Commission.
- (7) Eight hours of hunter safety presented by the Commission's Hunter Safety Coordinator, who is a member of the Enforcement Division.
- (8) Four hours of boating safety and water rescue by one of our Enforcement District Supervisors.

- (9) Eight hours of instruction on the Hot Springs Police Pistol Range. All instruction and firing supervision on the range is by Hot Springs Police Training Officer, Sgt. Joel Wall, who has done a wonderful job and has been most cooperative.

These instructions as outlined comprise thirty-six hours of our total classroom instruction. The rest of the classroom time is used mostly for instruction on the Enforcement Code Book and State Boating Regulations. Of course, most of the cadets are knowledgeable of most of the rules and regulations and a great deal of time is spent discussing the practical and more prudent things to do in given circumstances.

The week closes with working Lake Ouachita, usually all Saturday afternoon and evening as long as activity warrants. Then, Sunday morning the Commission Director addresses the cadets and assignments are made.

In summary, the Arkansas Game and Fish Commission initiated the Wildlife Officer Cadet School and the In-Service Training 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 Commission is also making an effort to have all presently employed field personnel complete the schooling at Arkansas Tech to familiarize them with all phases of conservation.

RECREATIONAL OPPORTUNITIES AND ENVIRONMENTAL ENFORCEMENT PROBLEMS ASSOCIATED WITH THE UPPER MISSISSIPPI RIVER

By HAROLD WHITE

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I have heard so many fine remarks about this Association by our good Chief, James Bailey—I had to find a way to attend. Up to now I have been impressed. I can also appreciate the remarks George Jessel said about the human brain: He said “The human brain is a wonderful thing. It starts to work the moment you are born and never stops until you stand up to speak in public.” In Missouri, my beat is the Mark Twain Country, Hannibal, Missouri. When my supervisor and chief asked me to take this session, I thought of Mark Twain’s comment about an impending tar and feather party. He said, that if it were not for the honor of the thing he would forego the whole affair.

It is an honor to appear before this group and I have several people to thank for my being here.—Those that had the final say on who the outstanding Missouri agent would be—To a wife that understands an agent may be in for dinner at 5 in the afternoon or any time between then and five the next morning—To a supervisor that leads, guides, teaches, directs and pushes, in order for his men to be recognized in the conversation movement.

Before getting too far into the problems of the Upper Mississippi, let me first give you the recreational potentials. There are twenty-six pools from the Alton Dam just north of St. Louis covering some 900 miles. There are 335,000 surface acres of water in these pools. It is estimated that this area services 1 million, 650 thousand anglers annually. It is noted that commercial fishermen harvest about 10 million pounds of fish per year with a value of one million dollars. There are 6 pools in the Missouri portion of this boundary stream that cover better than 86,000 surface acres of water.

This vast water area offers tremendous recreational opportunities. The pools or lakes that were formed by these dams created many islands, sloughs, chutes, sandbars and shallow marsh areas. Levees along the river protect the fertile bottom farm land. In essence, the river has been contained by man. Water associated recreational oppor-