

UNITED STATES DEPARTMENT OF AGRICULTURE
Soil Conservation Service
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BASIC POLICIES and FUNCTIONS
of the
SOIL CONSERVATION SERVICE

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able for General Distribution.)

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BASIC POLICIES AND FUNCTIONS OF THE SOIL CONSERVATION SERVICE*

This outline of the basic policies and functions of the Soil Conservation Service is intended for use in training programs and as a guide to supervisory personnel in fixing responsibility for various Service activities.

SERVICE PURPOSE

The purpose for which an agency is created materially influences the development of its concepts or principles, and these in turn lead to the adoption of basic courses of action, or policies. Current policies rather definitely influence the organization and functions necessary to carry out the work of the agency.

In the act of April 27, 1935, under which the Soil Conservation Service was created and now operates, the purpose of the Service is set forth as follows:

Public 46, 74th Congress

BE IT ENACTED BY THE SENATE AND HOUSE OF REPRESENTATIVES OF THE UNITED STATES OF AMERICA IN CONGRESS ASSEMBLED, That it is hereby recognized that the wastage of soil and moisture resources on farm, grazing, and forest lands of the Nation, resulting from soil erosion, is a menace to the national welfare and that it is hereby declared to be the policy of Congress to provide permanently for the control and prevention of soil erosion and thereby to preserve natural resources, control floods, prevent impairment of reservoirs, and maintain the navigability of rivers and harbors, protect public health, public lands and relieve unemployment, and the Secretary of Agriculture, from now on, shall coordinate and direct all activities with relation to soil erosion.....

Sec. 5. The Secretary of Agriculture shall establish an agency to be known as the 'Soil Conservation Service', to exercise the powers conferred on him by this Act.....

Since the approval of this act certain responsibilities have been assigned to the Service by or under other acts, with the result that its basic purpose has been materially broadened and its activities enlarged. In addition to its responsibilities under Public Act 46 of the 74th Congress the Service is now charged with the responsibility of carrying out parts of the Flood Control Act of 1936, the Bankhead-Jones Farm Tenancy Act of 1937, and the Case-Wheeler Act of 1939. Also, it now carries on certain irrigation and drainage activities, authorized in the Agricultural Appropriation Acts of 1932 and subsequent years, formerly assigned to the Bureau of Agricultural Engineering. The following excerpts indicate the broadening effect of later legislation on the basic purpose of the Service as established by Public Act 46:

*"Policy" here means a definite course of action: "function," an activity that belongs to an organizational unit.

Flood Control Act of 1936

Section 1. It is hereby recognized that destructive floods upon the rivers of the United States, upsetting orderly processes and causing loss of life and property, including the erosion of lands, and impairing and obstructing navigation, highways, railroads, and other channels of commerce between the States, constitute a menace to national welfare; that it is the sense of Congress that flood control on navigable waters or their tributaries is a proper activity of the Federal Government in cooperation with States, their political subdivisions, and localities thereof; that investigations and improvements of rivers and other waterways, including watersheds thereof, for flood-control purposes are in the interest of the general welfare; that the Federal Government should improve or participate in the improvement of navigable waters or their tributaries, including watersheds thereof, for flood-control purposes if the benefits to whomsoever they may accrue are in excess of the estimated costs, and if the lives and social security of people are otherwise adversely affected.

Bankhead-Jones Farm Tenancy Act, Title III

The Secretary is authorized and directed to develop a program of land conservation and land utilization, including the retirement of lands which are submarginal or not primarily suitable for cultivation, in order thereby to correct maladjustments in land use, and thus assist in controlling soil erosion, reforestation, preserving natural resources, mitigating floods, preventing impairment of dams and reservoirs, conserving surface and subsurface moisture, protecting the watersheds of navigable streams, and protecting the public lands, health, safety and welfare.

Case-Wheeler Act, As Amended

Section 1. For the purpose of stabilizing water supply and thereby rehabilitating farmers on the land and providing opportunities for permanent settlement of farm families, the Secretary of the Interior (hereinafter referred to as "the Secretary") is hereby authorized to investigate and, upon compliance with the provisions of this Act, to construct water conservation and utilization projects in the Great Plains and arid and semiarid areas of the United States, and to operate and maintain each such project in accordance with the provisions of this Act:

Section 2. In connection with the investigation, construction, or operation and maintenance of a project, pursuant to the authority of this Act, the Secretary is authorized to utilize (1) in such manner as the President may direct, services, labor, materials, or other property, including money, supplied by the Work Projects Administration, the Civilian Conservation Corps, the Office of Indian Affairs, the Department of Agriculture, or any other Federal agency.....

Section 6. The Secretary, by cooperative agreements, may arrange with the Department of Agriculture or with such other Federal or State agencies, as the President may deem desirable, for cooperation in the investigations and surveys of projects as proposed under the authority of this Act; and in connection with any such project which is undertaken the Secretary by such cooperative agreements may arrange for such cooperation in

the construction or operation and maintenance of the project as he deems desirable. Any such cooperative agreement with the Department of Agriculture may provide, among other things (1) that the Secretary of Agriculture shall enter into the repayment contracts, required by section 4, and shall handle the collections of repayments and shall take over the other administrative duties connected with the project, after the Secretary of the Interior announces that the project is ready for operation; (2) if such agreement be entered into after construction of the project has been undertaken by the Secretary of the Interior and after he has entered into the repayment contracts required by section 4, that the Secretary of Agriculture shall take over the collection of repayments and other administrative duties connected with the project; (3) that no water shall be delivered to or for any land or party while the owner of said land or said party is in arrears for more than twelve months in the payment to the United States of money due and payable under a land contract entered into pursuant to section 5 (a); and (4) that any repayment contract with a water user or water users' organization entered into pursuant to section 4 and any land contract with the same water user or organization entered into pursuant to section 5 (a), if said contracts involve the same land, may be combined in a single instrument. The Secretary of Agriculture is hereby authorized to carry out the provision of any such cooperative agreements.

The basic purpose of the Soil Conservation Service is, therefore, to aid in bringing about physical adjustments in land use that will better human welfare, conserve natural resources, establish a permanent and balanced agriculture, and reduce the hazards of floods and sedimentation. This purpose is served by development of a well-rounded, coordinated program of soil and water conservation and land use, involving application and maintenance of all known adapted conservation practices and treatment of the different kinds of land in accordance with their needs and capabilities and with the development of a sound economy for each land unit.

BASIC SERVICE POLICIES

It is the policy of the Service to:

1. Maintain a coordinated technical approach to problems of soil and water conservation and land use.

This policy is based upon the belief that:

- a. Problems of soil and water conservation and land use can best be solved by applying all appropriate branches of agricultural knowledge, employed not singly but collectively, according to the needs and capabilities of the land, in a combination of integrated control measures.
- b. Each acre on each farm, ranch, or other unit of land should be treated in accordance with its needs and capabilities.
- c. Technical assistance should be provided on the land itself by conservation technicians who constantly keep in mind the whole farm and its economy.

2. Assist conservation districts* in developing and carrying out their local program of soil and water conservation and land use.

This policy is based on the belief that:

- a. Primary responsibility for achieving soil and water conservation and proper land use rests with the land owners and operators;
- b. They will voluntarily accept this responsibility once they understand its importance to their own and the Nation's welfare, provided the public as a whole contributes to the effort in proportion to the benefits that are certain to accrue to the public;
- c. Local problems of soil and water conservation and land use necessitate development of local programs by land owners and operators;
- d. Conservation districts constitute the necessary local organizations of land owners and operators for developing and carrying out local programs of soil and water conservation and land use;
- e. The Service can best discharge a large part of the responsibility Congress has assigned to it by assisting conservation districts in developing and carrying out their local programs.

3. Conduct research in soil and water conservation and land use.

This policy is based on the belief that there is still much to be learned about conservation of soil and water and proper use of land, and efforts should be continued to develop new, improved, and more economical methods, procedures, and practices in this field. (Such research is carried on in cooperation with State agricultural experiment stations and other research agencies and institutions.)

4. Inform the public of the need for and advantages to be derived from soil and water conservation and proper land use.

This policy is based on the belief that public understanding and support are essential to national achievement of soil and water conservation and proper land use within such periods of time as to prevent further irreparable damage to the Nation's land resources.

5. Further the education of rural and urban people in soil and water conservation and land use.

This policy is based on the belief that sound, energetic conservation education, particularly for land owners and operators, is essential to a fast-moving action program on the land. (Conservation education is carried on in cooperation with State agricultural extension services and other educational agencies and institutions.)

*Including soil conservation districts, grass conservation districts, drainage districts, irrigation districts, grazing districts, and any other organized body with which the Service is cooperating, or may cooperate, that has legal authority, as determined by the Department of Agriculture, to perform work deemed necessary by the Service in carrying out a program of soil and water conservation and land use.

6. Acquire and rehabilitate lands to assist districts in solving problems of soil and water conservation and land use that cannot be satisfactorily solved in other ways, and provide so far as possible for local management of such lands.

7. Hold administrative and overhead costs in all offices to the minimum consistent with efficient management, in order that the greatest possible part of the resources provided to the Service may be available for work on the land.

8. Render the greatest possible assistance to conservation districts, land owners and operators, and others with the least possible cost.

9. Cooperate with other organizations, and with individuals, having problems and responsibilities in the field of soil and water conservation and land use.

This policy is based upon the belief that the interest of the public is best served by cooperative effort, in any phase of soil and water conservation and land use.

SERVICE ORGANIZATION

The present organization of the Service*, set forth in SCS Field Memorandum 1061, dated May 5, 1942, provides for the carrying out of Service functions through a line and staff system.

LINE AND STAFF ORGANIZATION

Line officers have the responsibility of issuing instructions and orders. They decide what work shall be done and how, when, and by whom it shall be done. Staff officers provide (1) information that the line officer must have to establish policies, develop plans, and make decisions, (2) advice based on analysis of such information, and (3) assistance to the entire organization in understanding and applying administrative instructions. (Although information is ordinarily supplied by the staff, in many cases the line officer is personally in possession of detailed information upon which he can base his judgments, and can originate recommendations with respect to techniques and methods.) Staff officers can exercise administrative authority when it has been specifically delegated to them.

A staff is most effective when it is able to combine the judgments or recommendations of its individual members for use by the line officer. For this reason the best staff man is one who not only is highly proficient in his own field but has a broad understanding of related fields and the ability to bring and keep his ideas before those who need them. The success of a line officer usually depends in large measure on his skill in organizing the activities of staff officers so that they can make the most effective contributions to Service activities.

*Organization of the Service was completed December 31, 1942.

LINES OF AUTHORITY

The approved line of administrative authority in the Soil Conservation Service is as follows:

Operations

Chief	Washington Office
Regional Conservator	Regional Office
State Conservationist	State Office
District Conservationist	Work Group Office
Work Unit Conservationist	Work Unit Office

Research

Chief	Washington Office
Chief of Research	Washington Office
Chief of Division	Washington Office
Project Supervisor	Project Office

SERVICE FUNCTIONS

The basic functions of the Service are grouped under six major headings:

- I. Operation functions include (1) formulating operation policies and procedures,* (2) developing and maintaining technical standards,** (3) compiling necessary data and maps, and (4) assisting land owners and operators in planning, establishing, and maintaining soil and water conservation and land use measures and in making changes in land use based on needs and capabilities of the land.
- II. Relation functions include (1) formulating relation policies and procedures, (2) developing and maintaining harmonious working arrangements with district governing bodies and appropriate State, Federal, and other organizations and with individuals, and (3) establishing desirable relations with the public for furtherance of soil and water conservation and land use, in harmony with Service policies and standards.
- III. Conservation Information functions include (1) formulating information policies and procedures, (2) assembling and organizing information on soil and water conservation and land use, (3) preparing addresses, radio programs, visual aids, and material for publication, and (4) disseminating information to the public, rural and urban, through the press, radio and other means.
- IV. Conservation Education functions include formulating educational policies and procedures, and carrying on activities that (1) help people to understand the need for soil and water conservation and proper land use, (2) encourage land owners and operators to organize for needed effective action on the land, and (3) develop the necessary consciousness of all people that they have a part to perform in conserving the Nation's soil and water resources. Such functions include the development and use of materials, devices, and techniques needed for effective educational activities. (Conservation education work of the Soil Conservation Service is carried on in formal cooperation with Federal and State Extension Services in accordance with existing agreements and in informal cooperation with other groups and individuals.)

*A procedure is an orderly sequence of steps or acts.

**A standard is a basis for comparison.

IV. Conservation Education Functions

- A. Formulating conservation education policies and procedures in cooperation with Federal and State Extension Services and other educational agencies and institutions.
- B. Assisting regional offices in carrying out established education policies.

V. Research Functions

- A. Formulating research policies and procedures.
- B. Directing a coordinated program of research in all phases of soil erosion control, water conservation, and sound land use and in certain phases of drainage, irrigation, and flood control.
- C. Formulating standards for research activities.
- D. Examining field research work to assure adherence to standards and policies.
- E. Assisting regional, State, and field offices in finding the most practical and effective ways of applying research results to the land.

VI. Administration Functions

- A. Directing Service activities on a national basis.
- B. Formulating administration policies and procedures and establishing all Service policies within the framework of Department policy and Federal legislation.
- C. Developing a working organization to carry out the program of the Service.
- D. Examining and advising with field offices to assure adherence to administrative policies, standards, and procedures.
- E. Developing, correlating, and presenting estimates and budgets for all Service functions, allocating appropriated funds, and accounting for all funds and justifying the use made of them.
- F. Establishing and supervising the application of administrative control to insure conformance with Service policies, regulations, and laws.
- G. Formulating a national personnel training program and assisting regional offices in developing and implementing adequate regional training programs.
- H. Recommending legislation needed in the field of soil and water conservation and land use.

REGIONAL OFFICE

I. Operation Functions

- A. Applying national operation policies in the light of regional conditions and formulating regional operation policies and procedures.

- V. Research functions include (1) formulating research policies, (2) developing and maintaining research standards, (3) conducting investigations, experiments, studies, and examinations basic to the development of new and useful principles and practices, and (4) appraising current methods and practices in all phases of soil and water conservation and land use.
- VI. Administration functions include (1) formulating and establishing administration policies and procedures, (2) establishing all Service policies, and (3) managing and directing the Service organization, personnel, funds, and facilities in accordance with laws, regulations, and policies.

FUNCTIONS OF VARIOUS OFFICES

WASHINGTON OFFICE

I. Operation Functions

- A. Formulating national operation policies and procedures.
- B. Developing national standards for soil and water conservation and land use practices and measures.
- C. Assisting regional technicians with complex problems and examining field operations to assure adherence to broad standards, policies, and procedures.
- D. Assembling and making available subject matter relative to national soil and water conservation and land use.
- E. Providing and assisting in providing aerial photographs, maps, and drafting and reproduction services necessary for efficient and effective application of the conservation program.

II. Relation Functions

- A. Formulating national relation policies and procedures.
- B. Cooperating with Federal agencies and other groups engaged in activities related to soil and water conservation and land use.
- C. Assisting regional offices in developing and maintaining cooperative arrangements.

III. Conservation Information Functions

- A. Formulating national information policies and procedures.
- B. Assembling information and disseminating it through press releases, radio talks, visual aids, bulletins, addresses, and the like.
- C. Providing teaching materials for education in soil and water conservation and land use.
- D. Assisting regional offices in carrying out information work.

- B. Applying national operation standards in the light of regional conditions and formulating regional operation standards.
- C. Assisting field offices in discharging operation responsibilities by providing help with technical and procedural problems.
- D. Assembling and making available to Service personnel suitable subject matter relating to soil and water conservation and land use in the region.
- E. Providing aerial-photograph, map-procurement, map-compilation, drafting, and reproduction services to all offices in the region.
- F. Supervising region-wide projects, such as nurseries and flood control surveys.

II. Relation Functions

- A. Applying national relation policies in the light of regional conditions and formulating regional relation policies and procedures.
- B. Cooperating in developing and maintaining arrangements with Federal agencies and groups of regional scope engaged in related activities.
- C. Working with State offices in developing and maintaining arrangements with Federal, State, and other groups engaged in activities related to soil and water conservation and land use.

III. Conservation Information Functions

- A. Applying national conservation information policies in the light of regional conditions and formulating regional conservation information policies and procedures.
- B. Assembling suitable conservation information and guiding its dissemination to the public.
- C. Providing information and materials for teaching soil and water conservation and land use.
- D. Assisting field offices in conservation information work.

IV. Conservation Education Functions

- A. Applying national conservation education policies in the light of regional conditions and formulating regional conservation education policies and procedures.
- B. Working with State offices in developing and maintaining cooperative arrangements for conservation education within the States.
- C. Assisting field offices in reviewing and improving conservation educational activities. (The regional conservator or his designated representative has responsibility for assisting State offices in cooperating with State extension offices and others in conservation education activities.)

V. Research Functions

- A. Appraising (1) the effectiveness of conservation practices used in field operation and (2) the need for new and improved conservation practices.
- B. Maintaining close cooperation with the Washington and field research offices. (This function may be performed by a regional technical committee on research charged with these responsibilities:
 - 1. Assisting State offices in determining the need for field tests and carrying out such tests.
 - 2. Informing the Washington office of research of problems in soil and water conservation that require additional information.
 - 3. Assisting field offices in promptly determining the most practical and effective ways of applying research findings.)

VI. Administration Functions

- A. Directing all phases of Service activities and coordinating them into an effective program of soil and water conservation and land use within the region.
- B. Applying national administration policies in the light of regional conditions, formulating regional administration policies and procedures; and establishing all regional policies and procedures.
- C. Applying national standards in the light of regional conditions and formulating and establishing regional administration standards.
- D. Directing and conducting budgeting, procuring, auditing, accounting, personnel management, property management, and related regional activities.
- E. Working with State offices to assure adherence to policies, standards, and procedures in field work.
- F. Formulating a regional training program within the framework of national policy and assisting field offices in implementing adequate training programs.

STATE OFFICE

I. Operation Functions

- A. Analyzing the operation phases of Service activities within the State and making recommendations to the regional office regarding policies, procedures, and standards.
- B. Preparing and keeping current an objective plan of action for dealing with soil and water conservation problems within the State.
 - 1. Arranging for and giving general direction to the listing of conservation needs within the State.

2. Consulting with the regional office on adequacy of technical work and arranging for the use of regular and specialized technical and planning assistance made available by the regional office.
- C. Arranging for the zone conservations to examine field work periodically in order to insure application, and maintenance in an economical manner of soil conservation programs of high quality on a large number of farms. The regional chief of operations and the State conservationist are responsible for jointly developing schedules of visits and activities for zone conservationists working within the State. Complete confidence and teamwork between the State office and zone conservationists must be maintained to insure proper guidance of the State office in discharging its administrative responsibility for performance of operations within the State in accordance with regional standards.

II. Relation Functions

- A. Maintaining working relations with appropriate agencies and groups within the State and developing and maintaining, with the guidance of the regional office, cooperative understandings and arrangements essential to achieving the objectives of the Service.
1. Informing various agencies of the Department of Agriculture as to the organization and functions of the Soil Conservation Service and as to soil conservation district organization, progress, and changes.
 2. Representing the Soil Conservation Service on the State soil conservation advisory committee, State soil conservation committee, board, or commission, and other boards and committees.
 3. Working with the State committee, board, or commission and with soil conservation district governing bodies to obtain assistance from other agencies in developing, establishing, and maintaining district programs and work plans.
 4. Cooperating with Federal and State agencies having an interest in soil and water conservation and proper land use.
 5. Working with agricultural, civic, religious, social and other special groups in furthering soil and water conservation and proper land use.
 6. Informing the State association of soil conservation district governing bodies as to Service activities.

III. Conservation Information Functions

- A. Working with other agencies and organizations in informing the public within the State of all phases of soil and water conservation and land use activities through news releases, distribution of published material, and other means.
- B. Supplying educational institutions, organizations, and agencies within the State with appropriate conservation informational material.
- C. Supervising the conservation information activities of field offices.

1. Reviewing conservation information activities of the work groups and units and offering suggestions for improvement.
2. Assisting field offices in recognizing news possibilities and in assembling conservation information for and preparing news releases.

IV. Conservation Education Functions

A. Cooperating with State agricultural extension representatives and others in conducting conservation education work.

B. Assisting the work group offices in conservation education activities.

1. Working with work group offices in determining (a) the need for conservation education, (b) the facilities available and possibilities of carrying out effective conservation education activities, and (c) the extent to which Service personnel shall participate.
2. Working with work group offices in developing and using materials, methods, and devices needed.
3. Reviewing periodically the conservation education activities in which Service personnel participate, and taking action needed for improvement.

C. Acquainting urban people with the need for and benefits derived from conservation work, encouraging their participation in soil conservation programs, and helping work group offices to carry on similar activities.

V. Research Functions

(All research of the Service within the State is carried out through field research offices administered by the Washington office. The State office has no research organization.)

1. Seeing that close cooperation between the work group and work unit offices and field research offices is maintained, in order to aid in determining operation needs and find the most practical and effective ways of applying research findings to the land.
2. Arranging for carrying out field tests for the application of research findings on farms. (The procedure for establishing and carrying out these field tests and evaluation studies is set forth in the Chief's Memorandum of December 7, 1942).
3. Encouraging district governing bodies to avail themselves of the services of field research offices for solution of special conservation problems.

VI. Administration Functions

A. Directing and coordinating Service activities within the State in accordance with regulations, policies, procedures, and standards.

- B. Making estimates of funds required, for consideration by the regional office, and maintaining a system of budgetary management of allocated funds for all activities under the direction of the State office.

1. Making estimates of future needs.

- a. Estimating funds needed for districts now receiving assistance, considering number of districts, intensity of work, number of farm plans, demand for additional plans, needs for establishment and maintenance of practices, complexity of problems, willingness and ability of the people to establish a conservation program, and contribution to needed agricultural production.
- b. Estimating funds needed for districts (organized or expected to be organized) not now receiving assistance, considering order in which new districts will be served as influenced by (1) relative need for action to prevent irreparable damage to land, (2) interest and ability of land owners, (3) complexity of problems, (4) location, (5) length of time district has been organized, and (6) contribution to needed agricultural production.
- c. Estimating funds needed for other Service activities such as land utilization.

2. Maintaining a system of budgetary management of allotted funds.

- a. Preparing an operating budget and submitting it to regional office at the beginning of each fiscal year.
- b. Carrying out systematic fund management based on operating budgets.
- c. Making necessary revisions of operating budgets each quarter.

- C. Recommending and supervising the employment and directing the placement of personnel within the State in accordance with work loads.

1. Analyzing work loads with district conservationists and zone conservationists.
2. Determining the kinds and numbers of personnel required to do the most efficient job.
3. Recommending the employment of permanent personnel required and assisting in selection of such personnel.
4. Recommending promotions, demotions, separations, transfers, details, and other actions required to adjust personnel to work loads.
5. Supervising the employment of temporary personnel required for seasonal or occasional work.

D. Developing and directing a systematic personnel training program.

1. With the help of the regional office, analyzing with each district conservationist the needs for training in his work group.

2. Analyzing the work of State office personnel and determining individual training needs.
 3. Developing a systematic program and schedule of training activities designed to meet the training needs of personnel in the State.
 4. Directing and coordinating the training activities of work groups and units on the basis of periodic examination and review, and making recommendations for improvements.
- E. Developing and directing a safety and health program for the State.
- F. Correlating the rating of personnel efficiency within the State.
- G. Assisting work group offices in organizing their activities so as to do their work in the most efficient manner.
1. Assisting work group offices in developing and following a systematic plan of work based on analysis of work load.
 2. Assisting work group offices in developing and following a systematic schedule of activities.
- H. Conducting, within prescribed limits, procurement, fiscal, and property-control activities such as the following:
1. Procuring equipment, materials, and supplies by purchase or transfer on the basis of timely reports of needs from work group offices.
 2. Working with work group offices in arranging for equitable distribution of equipment to the various work units in the State.
 3. Arranging for proper care, maintenance, and repair of equipment.
 4. Recommending grants of equipment and materials to districts in view of needs, district interest, proposed management plans, and facilities already available.
 5. Controlling loans and withdrawals of equipment to and from districts.
 6. Maintaining records for property control and determination of accountability for State office property.
 7. Preparing vouchers and payrolls.
- I. Directing travel of State personnel within the State boundaries and issuing appropriate authorizations.
- J. Recommending number, location, establishment, and abandonment of work unit and other offices.

WORK GROUP OFFICE

I. Operation Functions

A. Organizing and conducting, with work units, the operation phases of the program to assure planning, establishment, and maintenance of the maximum volume of conservation work of high quality.

1. Assisting in the development and improvement of land capability recommendations for each district.
2. Helping work units render assistance to cooperators in developing, establishing, and maintaining conservation plans of high quality.
 - a. With work unit personnel, periodically analyzing techniques and procedures currently used in planning, establishing and maintaining conservation measures.
 - b. Suggesting and demonstrating to work units new or improved techniques and procedures for such work, including group action.
 - c. Developing, applying, and maintaining a sufficient number of farm and ranch conservation plans each year to provide leadership in those operations.
3. Preparing and assisting in applying and maintaining farm or ranch plans of unusual nature, or plans for demonstration farms or ranches.
4. Assisting the district governing bodies and work units in selecting, training, and using conservation group leaders.
5. Developing with work units arrangements for obtaining necessary materials and equipment.
 - a. Determining what vegetative materials should be obtained by requisition from the Nursery Division and what should be obtained by cooperators from commercial sources. (The latter includes farmer co-operative purchases through districts.)
 - b. Planning with work unit personnel and district governing bodies for production and collection of planting materials.
 - c. Determining the need for and requisitioning equipment for use within the work group.
6. Assisting in bringing about the widespread establishment of conservation practices that require little or no "on-site" technical assistance.
 - a. Assisting, or designating a work unit conservationist to assist, each district governing body in formulating and carrying out plans for establishing such practices.
 - b. Assisting work units in carrying out Service activities in establishment of such practices.

c. Assisting county extension agents in bringing about establishment of such practices outside work unit areas.

B. Assisting district governing bodies in explaining technical standards and specifications to commercial organizations, government agencies, and others engaged in planning, establishing, and maintaining soil and water conservation and land use practices.

C. Assembling and making available to work-group personnel suitable subject-matter information related to soil and water conservation and land use.

II. Relation Functions

A. Working with district governing bodies in distinguishing responsibilities of the Service from administrative and other responsibilities of the governing bodies.

B. Developing and maintaining working relations with district governing bodies in carrying on work in districts, for example:

1. Assisting in developing and keeping current a district program and a district work plan including provisions for assistance to farmers and ranchers in widespread establishment of conservation practices.

2. Representing the Service in meetings of governing bodies.

3. Providing information to help governing bodies determine the priority of areas for conservation work.

4. Keeping governing bodies currently informed of Service activities and summarizing such activities for the governing bodies.

5. Working with governing bodies and cooperating agencies in developing and carrying out plans for educational activities.

6. Assisting governing bodies in obtaining the cooperation of and in working with Federal and State agencies and local organizations.

C. Working with local representatives of Federal, State, and other agencies or organizations.

III. Conservation Information Functions

A. Assisting district governing bodies in informing the public concerning the districts and their programs, plans, and activities.

B. Preparing news releases, radio scripts, and talks on soil and water conservation and land use.

C. Helping work units to carry out their conservation information work.

D. Providing for most effective distribution of published and other material on soil and water conservation and land use.

IV. Conservation Education Functions

- A. Providing assistance in conservation education work, in cooperation with Extension Service representatives, leading to consideration of district formation by local people.
- B. Working with Extension Service representatives in assisting district governing bodies with development of plans for conservation education.
- C. Providing assistance in conservation education work, holding necessary meetings and demonstrations, furnishing information, and utilizing materials, methods, and devices helpful in stimulating rural and urban people to take their part in soil and water conservation and land use work.

V. Research Functions

- A. Making observations and reports on results obtained with practices, structures, equipment, materials, etc. used for soil and water conservation.
- B. Assisting field research offices in making field tests and in applying research findings.
- C. Submitting problems of a research nature to the State office for proper reference.

VI. Administration Functions

- A. Directing and coordinating Service activities within the work group in accordance with regulations, policies, and standards.
- B. Recommending placement of personnel within the work group in accordance with work loads.
 - 1. Analyzing work loads with work unit conservationists.
 - 2. Ascertaining the kinds and numbers of personnel required to do the most efficient job.
 - 3. Recommending the employment of new personnel required and assisting in selection of such personnel.
 - 4. Recommending promotions, demotions, separations, transfers, details, and other actions required to adjust personnel to work loads.
 - 5. Employing or recommending employment of temporary personnel required for seasonal or occasional work.
- C. Making available to district governing bodies technical assistance equipment, and planting materials, in accordance with prescribed procedures.
- D. Directing, supervising, and coordinating training and safety activities within the work group, that is:
 - 1. Training work unit conservationists and assisting in training of other work unit personnel.

2. Demonstrating techniques of conducting training activities and of rating efficiency.
 3. Appraising the effectiveness of training activities and arranging for use of improved methods.
- E. Developing and carrying out a systematic schedule of work group activities with district governing bodies and other organizations.
 - F. Assisting work unit offices to organize their work efficiently, plan for future activities, and develop and follow systematic schedules such as result in maximum accomplishments.
 - G. Conducting limited procurement and property activities within delegated authority.
 1. Authorizing or recommending the purchase of needed materials, equipment, supplies, or services.
 2. Assuming accountability for Government-owned and leased property and responsibility for proper care, use, and management of such property.
 - H. Carrying out other facilitating services such as maintaining correspondence and record files and making periodic and special reports.

WORK UNIT OFFICE

SCS Field Memorandum No. 1061 establishes the policy of so organizing the work group and work unit that the work unit conservationist does not have supervisory responsibility such as would lessen his individual productiveness in formulating and applying farm and ranch plans, and that the time and effort of the work unit personnel are devoted as completely as possible to duties that contribute directly to preparing, establishing, and maintaining conservation plans for farms, ranches, and other units of land. Under this policy, regional offices have generally reduced to the minimum the duties of work units other than those concerned with operations. It is recognized, however, that special conditions and intensification of work in certain work units may make the application of this policy difficult. Where it appears that administrative advantages would result, portions of the work of the work group office may be shifted to one or more work unit offices.

I. Operation Functions

- A. Helping land owners and operators and organized groups to develop, establish, and maintain conservation plans.
 1. Assembling materials, facilities, and information useful in developing, establishing, and maintaining such plans. (These include such items as land capability charts or tables, range condition criteria, enlarged photographs illustrating conservation practices, slides, lists of planting materials available from SCS and other sources, maps, aerial photographs, conservation survey data, job sheets, technical specifications tables.)
 2. Holding meetings of land owners and operators to help them prepare for planning their individual land units.

3. Developing conservation plans for individual farms and ranches, with the active participation of owners and operators, showing land classification, planned land use, and practices to be used on every acre of the land unit.
 4. Holding meetings of land owners and operators to demonstrate methods and techniques used in scheduling and establishing various conservation practices.
 5. Assisting owners and operators individually in establishing and maintaining conservation practices and in making necessary adjustments.
 6. Training conservation leaders to assist individuals or groups in establishing and maintaining conservation practices.
 7. Developing conservation plans for group enterprises, with the active participation of the groups concerned, and assisting in their establishment and maintenance.
- B. Assisting land owners and operators in widespread application of conservation practices that require little or no "on site" technical assistance.
1. Preparing guide or job sheets and other materials useful in such work.
 2. Helping to train conservation leaders for such work.
- C. Developing and carrying out plans to make full use of available Service planting materials and assisting in developing local supplies of seeds and plants.
- D. Making recommendations as to priority of assistance to groups of land owners and operators.

II. Relation Functions

- A. Maintaining working relations with local representatives of other agencies or organizations within the work unit, so far as this is necessary to planning, establishment, and maintenance activities.

III. Conservation Information Functions

- A. Preparing news releases for the local press and giving local talks, in harmony with Service policies and district plans for conservation information activities.
- B. Distributing conservation information materials according to plans approved by the work group office.

IV. Conservation Education Functions

Working with Extension Service representatives and others in carrying out district plans for conservation education approved by the work group office.

V. Research Functions

- A. Making observations and reports through the work group office on results obtained with practices, structures, equipment, and materials.
- B. Assisting field research offices in making field tests and in applying research findings.
- C. Submitting problems of a research nature to the work group office for proper reference.

VI. Administration Functions

- A. Directing Service activities of the work unit in accordance with regulations, policies, and standards.
- B. Developing a plan of work unit operation for the planning, establishment, and maintenance of conservation practices, and scheduling work required to carry out the plan.
 - 1. Analyzing work load.
 - 2. Planning job to be done and setting goals for accomplishment.
 - 3. Establishing priority of work and scheduling work so as to attain desired progress.
- C. Recommending improvements in district programs and plans.
- D. Carrying out systematic personnel training.
 - 1. Analyzing individual training needs.
 - 2. Giving on-the-job training as needed, in connection with regular work or by special arrangement.
 - 3. Holding training meetings as needed.
- E. Conducting limited procurement and property activities within delegated authority.
 - 1. Authorizing or recommending the purchase of needed materials, equipment, supplies, or services.
 - 2. Assuming accountability for Government-owned and leased property and responsibility for proper care, use, and management of such property.
- F. Carrying out other facilitating services, such as assisting work group office in recruitment of temporary employees, conducting safety and health activities, maintaining correspondence and record files, and making periodic and special reports.