



1933 Missoula Parade. C. P. Fickes and "Admiration", pure-bred morgan.

Photo by Bob Ward

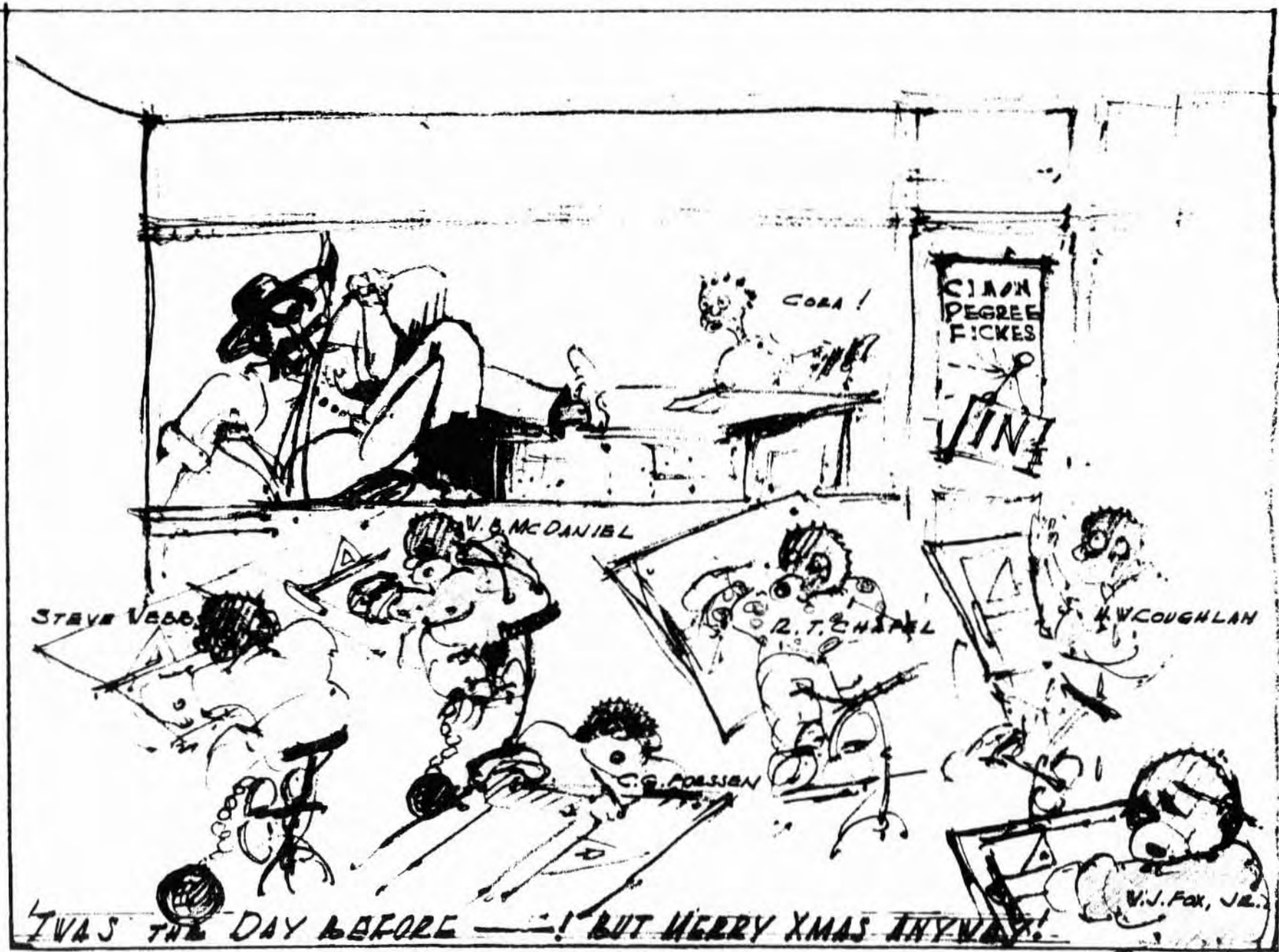
Over the years the limitations were gradually increased until about 1920 when the building limitation got up to \$1,000 for a single structure; and it was not until the CCC days that the Forest Service could plan and construct a Ranger dwelling without a restriction on the amount spent on a single building. The political opposition to the establishment of the Forest Service, especially in the Western States, and especially Idaho and Wyoming, was so hostile that U.S. Senator Heyburn of Idaho did everything politically possible to forestall the establishment of any kind of Government administration of the public lands. The building limitation of \$600 was just one of the many means used by those politically opposed to Gifford Pinchot to hamstring the Forest Preservation movement.

As I related before, I was brought into the Regional Office on a temporary detail to design a lookout house. At that time, supervision of improvement work of all kinds except roads was assigned to the branch of Operation under an Assistant Regional Forester. Money was so limited for construction and maintenance that it was usually dished out to the Forests and expended by the Forest Supervisors without much supervision by Regional Office personnel. Since individuals are inclined to indulge in personal preferences based on limited experience and know-how, there had been some cases of poorly designed and poorly constructed projects that were hard to justify. So, it was decided to have a position in Operation that would specialize in supervising the design and construction of all improvements, trails, telephone lines, buildings, campground layouts and later, radio communications. The job fell to me; and in May 1929, as mentioned before, I moved my family from Sandpoint, Idaho to Missoula.

In order to take care of the volume of work generated by the new emergency appropriations and the CCC's, it was necessary to set up an architectural section for the design and planning of major improvements. William J. (Bill) Fox came to us via Butte and the University of Washington at Seattle as an architect. Bill eventually supervised a staff of six or seven architectural draftsmen under my general supervision. The first major job was making the plans for development of the Remount Depot layout, and the Boy Scout camps at Seeley Lake and Red Lodge.

About this time radio communication came into the picture. William B. Apgar at the Savanac Nursery had been working with amateur radio communications, so Bill was attached to my section as telephone and radio engineer for Region 1. In 1936 we built the Whitaker Hill Radio Station at Missoula from which all Region 1 radio was supervised and monitored.

Early in my assignment to the Regional Office it became apparent to me, from my contact with the Rangers in the field, that the Rangers needed some sort of manual or handbook to which they could refer for information of all sorts on improvement, construction and maintenance work. I set to work gathering all kinds of illustrations showing how



A Christmas card from Fickes' friends and helpers.

to frame a building wall, how to cut a rafter, what kind of nails to use, how to mix concrete, build a brick chimney, what kind of hardware to use and how to order from the dealer, how to build concrete forms, a chapter on log building construction, and the most practical way to string telephone wire and install telephones. This developed into a letter-sized mimeographed volume about 1 1/2 inches thick which we called THE IMPROVEMENT HANDBOOK. This became the Rangers' construction and maintenance bible. Every District Ranger received a copy, and it was copied and reprinted by several other Regions and the Washington Office without credit to the Region or author. I built practically all of the book on my own time and from private sources of construction manuals that I had accumulated over the years. The Manual contained a section on log building construction which I eventually developed into a LOG CONSTRUCTION HANDBOOK. It was printed by the Bureau of Government Printing and sold over a hundred thousand copies. Along about 1968, the University of Alaska issued a reprint of my LOG HANDBOOK--also without giving any credit. Of course, Government publications are not copyrighted.

With the available emergency appropriations and the addition of the CCC crews, the volume of construction work built up until my Improvement staff included a clerk-secretary, a position ably filled by Cora Larson, six architects, one civil engineer, two construction foremen and the telephone engineer with an assistant. In 1936 we were bodily transferred to the office of Engineering under Fred Theime. We also took over the direct supervision of Ranger Station construction as we had learned that the average Forest staff either did not have the time or were not qualified to supervise major construction work. The supervisors soon learned that they personally had quite a few less headaches with our crews on the job. Where CCC crews were available, construction work was handled by the Camp Superintendent and his foremen under our general supervision.

The winter of '36-'37, I attended, with several others from Region 1, a conference of Forest Service engineers and architects at the Forest Products Laboratory in Madison, Wisconsin. The first day we had lunch at the cafeteria; while standing in line I was introduced to the man next to me. The man in front of him turned around and looked at me and said, "Are you the Clyde Fickes who was at Ohio Northern University in 1903?" It was Jim Brownlee, Regional Engineer at Denver. He was a graduate of the ONU Engineering School; he and I had been together in a campus fracas in which the engineers, pharmics, and lawyers took on the rest of the campus in a graduation fracas. We had a nice visit. The purpose of the conference was to acquaint the Regional Engineers and their key men with current progress in the development of new uses for wood products and to learn what some of our problems were in the use of wood in construction. Ted Norcross, Chief of Engineering in the Washington Office, was there; and he had some concerns over the revision of the Trail Manual and the new Telephone Handbook that were about ready for printing. Since I had made some constructive, not to

mention critical, comments and suggestions about the makeup of both of them, he arranged for me to go back to Washington with him and help get the job done, which I did.

When I returned to Missoula, I learned that an extracurricular job, if you can call it that, had been sawed off onto me and resulted in some interesting experiences as well as taking up most of my annual leave for the next 10 or 12 years. In 1917 at Bozeman, Art Abbott signed me up as a member of Local 60, National Federation of Federal Employees, with headquarters at Missoula. I had never attended a meeting of the Local until after I was transferred to Missoula. During my absence I had been elected president of the Local, succeeding Charley Brothers, Regional Law Officer, who had been president for years. Local activity had been rather dormant, and the Local had only 50 or 60 dues-paying members. It seemed to me that it should be more active, hold regular meetings, and have more members. I persuaded Jim Yule, in Engineering, to be chairman of the membership committee; and we went to work having regular meetings with good, interesting programs. We built the membership up to over 600 at one time. Jim would walk into a Supervisor's Office, lay an application blank on each and every desk, and walk out with a handful of completed membership applications and the money. Not very many could ignore Jim's sales talk.

In 1937 we organized the Montana State Federation of Federal Employees, and in 1939 I was made president of the State Federation and continued in that office until the spring of 1944. During the 5 years I was president, I visited every local (15) in the State several times, and I also attended national conventions every 2 years. The first was in Springfield, Illinois in 1939. That's where my annual leave was used up. In my estimation, every Federal employee should support the NFFE. Without its influence in Washington we might still be working under the Statutory Role, with limited annual and sick leave and no retirement--but that's another story.

Along in 1930 and 1931 John McLaren from the Denver office was assigned to the Fire Control section with Howard Flint and Frank Jefferson. For a long time a major problem in Fire Control was the tendency of the sparks from fuel-burning locomotives on the Northern Pacific Railroad to start fires along the right-of-way. John was specializing in cooperation with Master Mechanic Brown of the Northern Pacific in working out some method to eliminate this unnecessary and troublesome nuisance. So we rode the freight trains from Paradise to Helena, Montana watching to see if Brown's spark arrester invention was doing the job of eliminating forest fire-causing sparks. I don't know why or how I was included in the study group, but then maybe John was getting even with me because my solo game was a little better than his Colorado brand. The diesel engine finally eliminated the coal-burning engines and most of the forest fire-causing sparks.

The years from 1936 to 1941, inclusive, were to me about the most interesting, enjoyable, productive and frustrating of all my years with

the Forest Service. Some folks seemed to think that I was hard to get along with, too demanding as to performance and too critical of sloppy or indifferent performance. Well, I never asked or expected anyone to do any better than what I expected of myself. Satisfying performance is achieved by trying to do your best, so the chips will have to lay where they fall. My work schedule for the field season of 1936 is typical of what I expected of myself and what my job required. For the period from April to November, I planned 103 days of field inspection on the 17 National Forests, none of it in the Supervisors' Offices.

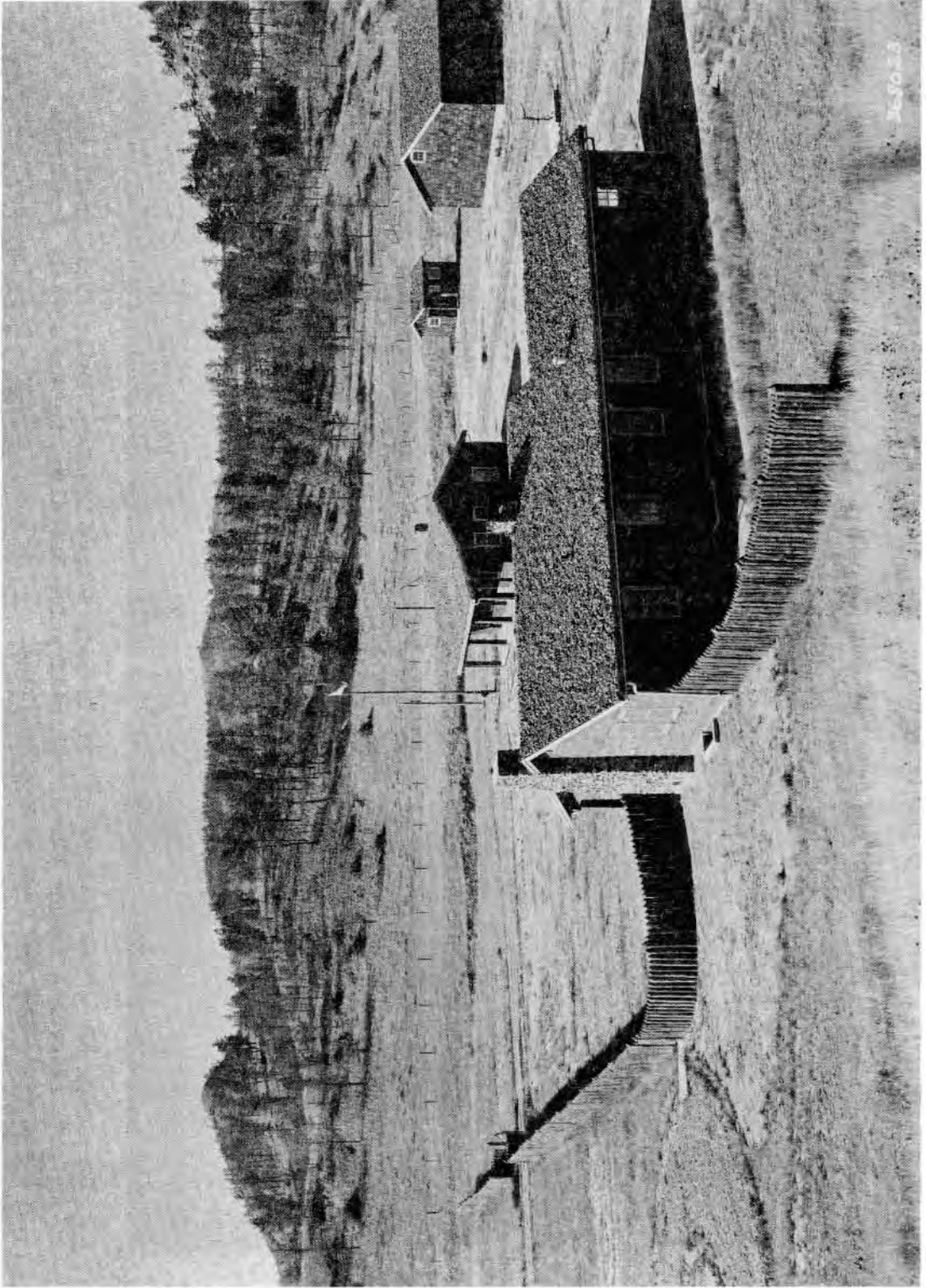
Days-----	Activity
43	Trails
18	Telephone lines
17	Ranger Station construction
7	Ranger Station layout plans
18	Ranger Station improvements Inspections

In addition, I took 22 days of annual leave in June and July; and with the family I tripped to Texas, California, Washington, Idaho and Montana. That was the first real vacation I had taken for years, and a good time was had by the Fickes family. The trip had been promised to our daughter when she graduated from high school. During this period the Region practically completed the forest trail and telephone line systems, developed radio communication to a useable standard, constructed many new Ranger Stations, modernized transportation facilities, developed airborne fire equipment delivery, and initiated the Smokejumpers. A lot of other things Old Timers had developed and worked with were becoming passe, which sometimes was hard to take.

Then came the war. On December 7, 1941, Mrs. Fickes and I were on the Milwaukee train coming home from Butte. When the train stopped at Deer Lodge the conductor came through the train and announced that the Japanese had bombed Pearl Harbor. We had been over in Eastern Montana where I had been making official visits as President of the Montana State Federation of Federal Employees to several local unions in Yellowstone Park, Miles City, and Billings. On our way home, December 4, we had an automobile collision on the south side of Butte, caused by very icy pavement. Mrs. Fickes spent several days in the hospital in Butte. In January 1942, our son Jim enlisted in the Air Force and was sent to American Lake, Washington for induction. Then the Forest Service was assigned the job of growing guayule rubber in California, and I was instructed to report to Salinas, California to help organize the project. We planned to leave on February 13 by automobile when we got word that our son was coming through on an NP troop train and would have time to see us. We met Jim at the depot and then took off for Salinas. We arrived in Salinas on February 16, and I reported to Evan W. Kelly who was in charge of the project.

February 10, 1942 - A letter from Evan Kelly:

"When I look into the job to be done before May 15 down California way, I see a picture of big time stuff to be dispatched 'off the



Fort Howes Ranger Station, showing the scoria roofs. Photo by K. D. Swan, Sept. 1968



Deerlodge NF - View from SW of Philipsburg Ranger Station, built 1939. Left to right, Alternate Ranger house, administrative building, warehouse-cook and bunkhouse dwellings and shop-garage building.

Photo by K. D. Swan, August 1940



cuff,' as it were--about 2,000 acres of planting soils to be found; 750 acres of seed-bed dirt also. At least 20 wells must be drilled and cased, and as many pumping plants must be installed. At least 10 miles of water mains placed, about 110 miles of sprinkling system over 30,000 nursery beds, 4' by 180', must be assembled. Seeding must be completed by May 15 and the water ready to turn on.

While all these things are going, we must be digging planting stock, getting 2,000 acres of land ready to receive it, and then putting the guayule plants in April 15.

All this must be done from scratch, and a lot of other things--for instance, presprouting 32,000 pounds of seed; getting made by some hook or crook five planting machines and three seeding machines; rounding up lumber; building sheds, building about 50 miles of wind-breaks, and Lord knows what else; but one thing we do realize well, i.e., the difficulties of priorities some way must be overcome.

Am taking OCB with me to help out on purchases; Fickes to push construction; and Jim Byrne to handle the water delivery job.

Paul Roberts of the Shelterbelt will be general manager. I will be only the temporary Big Push until about May 15 or June 1. Paul is bringing a lot of equipment and people.

Some of the girls from P&S will go down, and Mrs. King will go for a time to worry out my personal work.

The Fiscal Agent is coming from Region 3. That will start us off.

Later Jesse Fox will take charge of one of the nurseries. In all, five will likely be spread to absorb the 750 acres or thereabouts.

I expect to be down there until the big flurry is over. Then the stage will be set for next year's planting program on 75,000 acres of land. This all must be found and leased before about December 1, 1942. After this plowing will be commenced. Where we will go from the 75,000 acres I cannot say. The authority of the legislation under which we are operating stops at planting that area during the spring of 1943." - - -

/s/ Evan W. Kelly  
Regional Forester

The first Region 1'ers to report to Salinas were: Evan W. Kelly, O. C. Bradeen, James J. Byrne, Mike Coyle, Marion L. Duncan, Clyde P. Fickes, J. W. Fox, Fred D. Jaqueth, Arthur L. Kahl, Catherine King, (didn't stay very long), Jack Lillevig, Edward MacKay, Gladys Rosich, Fred I. Stillings, George E. Tayler, M. A. Walker, Kathleen Watt, Margaret York. (See group picture.)

I put in two hitches on the Rubber Project--February 13 to May 24 and June 24 to November 30, 1942.

- CIRCULAR LETTER -

"FICKES RETURNS FROM RUBBER JOB

First greeting of another guayule 'pioneer', C. P. Fickes, returning from his Salinas, Cal. detail, was: 'The longer that I stayed in California, the better I liked Montana.'

Since February 12, Mr. Fickes had been in California, in charge of all construction on the new guayule project. 'I had some interesting things to do while in Salinas, and I was glad of the opportunity,' he affirmed.

While in California he was elected president of the Montana Federation of Federal Employees for the fourth time, having served three years in that office previously.

The first thing Mr. Fickes did in California was to build a seed germination plant, then a sandhouse to dry sand for the seedbeds.

Next, a 1,000-man camp, with dormitories, for 50 men each, and mess halls, patterned after the CCC type, with a kitchen wing off the middle, accommodating 200 men each. All were set on concrete floors laid with a road paving machine on previously graded surfaces. Walls and inside finish were of plywood.

At present nearly all labor employed on the guayule project is white.

Eighteen Montana people were detailed to the project for the rush of starting the work, but nearly all are back, though Major Evan Kelly remains in charge until June, and two clerks have transferred permanently. Kathleen Watt and Marion Duncan are still in Salinas, but expect to return soon.

More improvements are anticipated under the latest appropriations for the work, and Mr. Fickes may be asked to return to supervise this construction.

En route home, Mr. and Mrs. Fickes visited their granddaughter Kathleen Ann Forsyth, and her parents at Seattle."

In October plans were being completed for the permanent Guayule organization. Up to that time, most of us were on temporary detail from our permanent jobs and had to return to our permanent station periodically, as details were limited to 90 days on expense account. In the early days of the project, this is how we operated. Most of us lived at the Santa Lucia Motel on the north side of Salinas. At 7 o'clock each morning all members of the staff had breakfast at a long table in

the motel dining room. Major Kelly always sat at the head of the table, and Fickes sat at the foot opposite the Director. Plans for the project were discussed--it was a day-by-day operation--and as decisions were made, job assignments were made to someone present. Orrin Bradeen as Purchasing Officer and Fickes as Construction Pusher generally received most of the assignments. Until permanent offices were set up this was customary procedure 7 days a week. The big urge at the beginning of the Project was a set deadline by which all facilities had to be in operation. (The circular letter beginning on page 114 tells of the size of the job.)

The very first high priority job was a seed germination building, and it had to be ready by March 20 if we were to get the enlarged nursery in operation as it was planned. A plan for this building had been prepared, but it was found that much of the specified material was not readily available. At a Salinas Chamber of Commerce luncheon, where we were all introduced, I sat next to a Salinas architect, Charles Butner. We were discussing Guayule Project--every citizen of Salinas was interested in the project--and I mentioned to Butner our problem in getting this building designed and built by the deadline date. The next morning the architect called and asked me to come to his office as he thought he had a solution for our germination building. He and his draftsman had worked all night on a plan using available materials. His proposal was approved by all concerned, and he was authorized to complete the plans which were completed in 3 days. Bids were called for with a completion date set for March 20. The building site was in a low spot that sometimes in rainy season was covered with storm water. This called for 7,000 yards of fill on which to lay a concrete floor on which the building would be erected. The contract was signed on the 28th day of February, and the contractor completed the building on March 18.

The next big rush job was the construction of a 1,000-man labor camp, and I quote from my report to the Director of the Project dated May 14, 1942.

"The writer reported to Major Kelly in Salinas about 10:30 a.m. February 16, 1942. Reference to the possible need for a camp for temporary labor needed to work on the Project cropped up in some of the first discussions I heard in regard to plans. Kinds of camps, methods of construction, and layout plans were discussed with every person known to have any knowledge of the subject. Several existing small camps were inspected.

On March 2 definite instructions were received to proceed with plans and construction of the camp for 1,000 men. The principal reasons for choosing the site on the Guidotti field were: (1) The land was owned by the Government. No leasing complications were possible. (2) The soil on the proposed site was a sandy loam that promised satisfactory drainage, a not inconsiderable problem in this land of adobe. (3) The site was not near any private homes or ranchhouses.



Region 1'ers at GUAYULE project:

Top row - E. W. Kelly, M. A. Walker, G. E. Tayler, Mike Coyle, Jim Byrne,  
J. W. Fox, Fred Jaqueth.

Middle row - B. McGinnies - R-3 (formerly R-1), O. C. Bradeen, Jack Lillevig,  
F. Stillings, Ed MacKay, Clyde Fickes, M. Duncan, A. Kahl.

Front row - Mrs. F. Jaqueth, Mrs. C. Fickes, M. York, Gladys Rosich,  
Kathryn King, Kathleen Watt, Mrs. J. Fox, Mrs. M. Walker.

This is Guayule.

Photo by Carl  
Taylor





Exterior view of seedhouse which was built in 18 days from letting of contract.

Photo By Carl Taylor - 4/26/42



General view of labor camp built and maintained by the project for workers.

Photo by Carl Taylor - 4/30/42

Following necessary preliminary negotiations, a contract was made with Architect Charles A. Butner on March 3, at 4:00 p.m. for the preparation of the necessary detailed plans. The contract provided that he supply complete plans and specifications for the 40 buildings needed by 5:00 p.m. March 6. Sets of blueprints for the messhall, dormitory, utility building, and recreation hall, were handed out to various contractors on Saturday, March 7. Additional blueprints for the office building, foremen's barracks, infirmary, power lines, water and sewage plans were issued on Monday, March 9. The bids for the job were issued on March 10 and opened at 2:00 p.m. March 11. The successful bidder was Pederson & Son of Fresno for \$183,700 for the complete job.

The engineer for the architect had most of the stakes set by March 12, and work actually began on March 13. A terrific wind and rain storm on Saturday, March 14, was a serious handicap in getting the work started.

R. D. Bonnett from the Region 5 office was responsible for the camp layout plan for the buildings. The floor plans of all the buildings were the result of collaboration between the architect, C. A. Butner, and the structural engineer in charge, C. P. Fickes. J. J. Byrne contributed the specifications for power service and pumps. Charles W. Adams of the Sequoia National Forest was detailed to the job as resident inspector and did a good job. He supervised the final cleanup and grading of the grounds.

On March 2, Edward Brown of the California State Housing and Emigration Commission went over the proposed campsite with us and discussed all details of housing, sanitation, and general arrangements.

Unit A was completed on April 1, and 200 men moved in. The entire camp was accepted from the contractor as complete on April 15."

For those who would like to know more about what guayule is all about, I suggest that you secure Technical Bulletin No. 1327 "Research on Guayule" from the U.S. Department of Agriculture where you will find a complete detailed history of the plant from 1852 to now.

The general plan for the production of Guayule rubber in commercial quantities contemplated some 40 plantations located in a strip of country extending from Redding, in North Central California, to Brownsville, Texas. Part of my job was to visit designated plantation areas and establish the location of labor campsites to serve each plantation area. I never did get over into Arizona and Texas, but I sure covered California in detail, most of it by automobile. One travel problem was getting something to eat. Restaurants were rationed. When the day's supply was exhausted, the latecomer did not eat. In Salinas, the headquarters, our problem was housing; some of us who had brought a wife ran into real problems finding any kind of a place to live. When plantation work camps were located, the next thing was a layout plan for the buildings and related facilities.

So, Harry Coughlan and I worked out a scheme of layout plans for all sizes of camps from 40 to 1,000 men. Each such layout was accompanied with the detailed plan for each building. When each plantation was located and the size crew determined, all that was needed was to apply the standard plan for the camp. We sure learned how to use 4 x 8 plywood sheets.

Major Kelly and I also learned about plantation labor camps as set up and used in California. Early in the game, in the hope of getting some useable ideas about the composition of a labor camp in California, the Major and I spent several Sundays visiting labor camps within 50 to 75 miles of Salinas. What we saw was enough to turn a strong man's stomach, and we sure learned how not to treat our fellow man. Plantation owners and families spending their holidays on the French Riviera while the people who produced their wealth lived in real squalor and went hungry. My grandfather on his Pennsylvania farm would not have allowed his pigs to live like those fruit and vegetable farm workers were forced to live. When the Rubber Project got into operation and began to provide decent camp facilities for the labor people, some of these plantation owners stormed Congress with complaints that we were ruining the morale of their employees, and they did succeed finally in killing off the production of Guayule rubber. Politics is wonderful to behold???

One day I drove into the Bell Ranch near Indio where we were setting up a large labor camp. It was 110 in the shade and no shade. As I approached a railroad siding near the campsite I saw some men unloading a freight car on a siding. As I walked over to see what was going on, who should I recognize but Ed MacKay from the Lolo National Forest who was in charge of the job. As soon as Ed saw me, he started cussing both me and the Major and everyone connected with the project. He sure missed his cool, shady old Ranger Station on the Lochsa. That evening we went into Indio which was the recreation spot for the Army that was being trained in desert warfare for the invasion of Africa, and we saw the longest bar in the world. By 7 o'clock you could not get within 10 feet of it. There were at least 20 bartenders, and before the evening crowd showed up there were at least 1,500 to 2,000 glasses on the back bar all made up to serve the Tom Collins demand.

And so it went all summer and fall. We had so many jobs going at the same time that no one but the Fiscal Agent could be sure what was going on. Then I got mixed up in acquiring a telephone line at the Bell Ranch that we just had to have--and pronto. I have forgotten the details, but we had to have the telephone line. Whatever I did or did not do, either I violated or overlooked some fiscal law or regulation. Anyway, Herb Edd, the Project Fiscal Agent caught up with whatever it was; and in a memorandum he wrote, "You can't do that, the law is on your trail." Wartime was all that saved me, so Herb said. So it went: just one-day-and-night scramble to get the job done.

Along in October I wrote a memorandum for the Director, pointing out that the job was beginning to settle into a pattern, and it was time

to set up some kind of permanent scheme of organization for the Project so that it could function without so much friction among the crew as to who does what and when. Paul Roberts, the Director, came back, "Who knows more about what is going on than yourself? Suppose you submit a plan of organization for our consideration." This I did on October 31, 1942.

Some time before this the Major and I had some discussion about the work and of the Project and who was doing what, and I told him I did not want to transfer out of Region 1; and when the present detail expired I would like to go home. He agreed that, as things were, personnel-wise, it would be just as well that I go back to the Region. Clyde Webb, who was acting as Regional Forester in the Major's absence, had written me in the same vein to the effect that "We have plenty of work here in which you are interested and can do." So on November 25, we said goodbye to guayule and arrived back in Missoula on November 30, 1942. The Major commented on my departure as follows:

"Clyde Fickes has quit the Project for good. He has done a great service here. All whom he has served may not realize the obstacles under which he worked; however, he has made for the Project a lot of progress that would not have been achieved had it not been for his practicality and drive."

And so we came to the last roundup, as it were. I returned to a Region badly decimated of personnel by the Emergency Rubber Project and the Armed Forces, but the natural resources of the Forests still had to be administered and protected. Clyde Webb was Acting Regional Forester, although Major Kelly was still titular head. He finally turned the overhead job over to Paul Roberts and was in the Regional headquarters most of 1943 and 1944. I was still working in the Engineering Division trying to ride herd on improvement maintenance. There was little or no money available for construction of any kind. During the 1943 season I visited all the Forests in the Region trying to get a picture of improvement needs. The Engineering Shop rigged up a 1 1/2-ton truck with a special box for equipment in which to haul riding and camping equipment and two or three horses. I rode many miles of trails in order to get a picture of maintenance and future construction needs and prepared memorandums of conditions, volume of work needed and the surprising lack of adequate attention and supervision by both District Rangers and Supervisor's staff. I stirred some folks up, and I became an unpopular guy in some quarters.

The Chief Architect, Ellis Groben, from the Washington Office came out to get a personal picture of the kind of structures we had been building over the years. He was a native of Philadelphia, Pennsylvania, and this was his first visit West of the Mississippi; and some of his reactions to Western conditions and practices were most interesting, and at times, very amusing. Groben remarked time and time again as we drove through the Forests about the amount of dead timber lying on the ground, "Why wasn't it being gathered up and being put to some





Coming out of Clearwater country on Divide south of Superior,  
Montana. 1943.

U.S.F.S. photo by author

use?" As a student of architecture in France and Germany, he had observed how the ground or floor of the Forests in Germany and France was kept clean and free of debris of any kind. It was rather difficult to convince him that we were not overlooking a productive phase of forest management. Mr. Groben was not only an outstanding architect and he had designed many public buildings, but he was also an artist of real ability. For his 80th birthday, he prepared retirement plaques to honor Gifford Pinchot, and for Evan W. Kelly upon his retirement in 1944.

It was an interesting year in all ways. I renewed many old acquaintances around the Region, and at its close I submitted an eight-page memorandum covering my observations and tentative suggestions for needed improvements in operating practices, some of which did not sit well in some quarters where performance had been, to say the least, somewhat sloppy. Then word came from Washington that the trail and telephone manuals be brought up to date and that Fickes complete his Log Construction book for publication by the Government Printing Office. So Mrs. Fickes and I were in Washington D.C. from January 17, 1944 to February 24 where I completed the Log Construction handbook, worked over the trail and telephone manuals which were published and became available to the Rangers in the field later in the year. Today the latter are completely obsolete; and when I ask some District Ranger about their use, he never heard of either one. Of course the radio has almost completely eliminated the need for or use of telephone lines.

While I was having breakfast one morning in the South Building, O. C. Bradeen, L. C. Stockdale and another man were having breakfast also. Bradeen was in the process or already had been transferred to the Treasury Department as Director of the Seattle Office of Treasury Procurement. He came over to my table, and after greeting asked me what I was doing, etc. I briefed him and remarked that it was mostly a roundup of loose ends preparatory to the end of the War and a return to normalcy. On another occasion, Chris Granger, Chief of Grazing, asked me to have lunch with him and took the occasion to compliment me on the excellence of the job I had done for the Guayule Project, which was pleasing to say the least, and appreciated. Upon my return to the Regional Office at Missoula, I was principally involved in reviewing the work of the past season and plans for the 1944 field season. Some things going on around the Regional Office administratively irked me considerably; and I wrote several memos regarding policies, practices and personnel that caused some exchanges between Clyde Webb and myself that were most interesting, at least to me. We needed a Chief of Operation very badly, but the Washington Office did not seem to be too interested so nothing was being done. In all innocence of so-called established procedures, I wrote Clyde Webb a note of comment on the situation and casually suggested that if there was a scarcity of qualified candidates that Clyde Fickes just might be able to do an acceptable job as Chief of Operation. Clyde Webb came back, "Yes, it has occurred to me that C. P. Fickes might do an acceptable job as

Chief of Operation. But, even if he could, he hasn't much more chance than the proverbial snowball in Hades. I say this, Clyde, because of the outstanding policy with respect to career ladder advancement. There are certain requisites set up, which if you have not seen, may be reviewed upon request to McLaughlin. To hold that job, you must have previously served in certain positions, and as I recall (not sure), in more than one Region. Another thing is that the job in question is one which Washington Office has the final say as to incumbent. Some time ago I proposed Ryan. They have not approved, state that I should choose a younger man. Jim is 58. I am still arguing; but nevertheless, I have not secured approval yet." To this I replied:

Organization  
General

To, Clyde S. Webb, Acting Regional Forester  
From, Clyde P. Fickes, Structural Engineer  
Subject, "Let them eat cake."

Or, perhaps a better designation might be "Thirty wasted years." Your longhand note of recent date re promotions and particularly the vacancy in Operation in Region 1 is, to a certain extent, a disheartening statement. I have just read again the GA-EI-1 section of the manual. A commendable objective to be sure, but one which is as cold as an arctic fish. The milk of human kindness and charity surely could not flow through the intellects which are responsible for such a statement of policy. Nor were those intellects properly cognizant of the past history of the Forest Service. What consideration was given to the years of loyal service by men in the Forest Service who were recruited before there were any "professional" foresters. Also, what of the victims of a long period of no personnel policy, but the whims of a Regional Forester or Supervisor blind to or ignorant of the ordinary requirements of personnel management? Is it our fault that we were not shuffled from this assignment to that, in order to broaden our experience and training?

Over 20 years ago we entered into the study of volumes of words about personnel management and reams of paper was used up in memorandums, and tons of tobacco burned during infinitely weighty discussions concerning the proper way in which to train and direct personnel. And that was about all that was accomplished. Men with brass collars still continue to play hunches where personnel was concerned. Men were rated by fine-haired schemes but little or nothing was done about correcting the low points in an individual's rating. Last June when I had asked for consideration for a Supervisor's job, Major Kelly and you informed me that there were so many young men to be promoted that I could not be given consideration. What in hell do you fellows think I have hung around for the last 30 years for? And while I am on the subject, just how much is there in my personnel file in regard to my accomplishments on any job I have handled in the Forest Service. That is a good example

of how not to personnel manage. The pioneers regardless of their professional standing were good enough to do the dirty work of making the Forest Service a vital force in national affairs, but now the white collar boys will take over and the old timers can be turned out to rustle. Some more crack-pot "social" experimentation typical of present day Washington. And then we have the numerous outstanding examples throughout the Service of Regional Foresters, Assistant Regional Foresters and Supervisors who are notoriously round pegs in square holes and what is ever done about it. It is not necessary to list names, you know them as well or better than I do. Men assigned under these individuals are frustrated in their careers for years, but is any account ever taken of that? Are men chosen as personnel directors who have a knowledge of and insight into these things with the guts to do something about correcting the situation? The answer is obvious. Knowing these things is it any wonder that GA-EI-1 gives me a pain in the neck as just some more wasted words? Actions speak louder than words. I understand that the line of promotion of guards to District Rangers is now closed. What assinine nonsense. The misguided conception that only a professionally trained forester can fight a forest fire, or mark timber, or build a forest trail, or what have you, is one of the absurdities of recent policies. I have helped teach too many trained foresters how to do their job to be any fetish worshipper in that respect. And certainly a chief of Operation has little opportunity to be anything but a good business manager. Well, I don't feel very much relieved, I'm still bilin' and it is all rather futile anyway. One consolation a fellow has in this kind of situation is the good company he enjoys."

In view of the above it seems desirable to record something of the remunerative phase of my Forest Service career. I started in 1917 as a Forest Ranger at \$1,100 per annum. From 1917 to 1930 I received 12 increases in pay to \$3,000. In 1924 there was a jump from \$1,880 to \$2,400. Then it was 4+ years in Operation before another increase came along, and then only because I asked for it and Frank Jefferson recommended it. That raise was substantial and was earned at \$3,800 with the title of FORESTER. October 1, 1941, I became a structural engineer, a P-4 at \$4,000, and on April 1, 1944, a P-4 at \$4,200. Then came a telephone call from Orrin Bradeen at Seattle, "Would I be interested in a job with Treasury Procurement at a substantial increase in salary?" Hell yes, how much and when? "I'll let you know as soon as I can get your appointment approved." Then I went up to talk to Webb about the offer. I told him that I would accept the offer if it came through, but that I very much preferred to stay with the Forest Service to finish out my service to retirement time; and I would like very much to finish out as a Supervisor, preferably on the Flathead where I started in 1907. His reply was "Clyde, the Forest Service does not have a place for you." I just looked at him and walked out. Thus ended the third episode of my Forest Service career on June 12, 1944.