

THE FOREST RANGER: A STUDY IN ADMINISTRATIVE BEHAVIOUR. By Herbert Kaufman. 279 p., diagrams and maps. John Hopkins Press, Baltimore, U.S.A. Distributed by Oxford University Press, London, 1960. 40s.

The group chosen for investigation is that of the Forest Ranger, the least grade of University trained professional officer in the United States Federal Forest Service. The author analyses how and where the leadership of a large organization gains its objectives and how co-operation between field officers and administrative planners is effected. To understand the Ranger's position in the administrative stream, the author focuses attention on the form of management which stems from the head of the Forest Service and conversely how these instructions are influenced by information provided by the Ranger and fed up to headquarters. In a large scale organization the process of telling subordinates what to do, and seeing that they do it, proves to be far from simple. The book is an attempt to explain how it works.

In the process of describing this, the terms *esprit de corps* and *morale* have not been used but at the same time one is aware of a code of ethics that permeates the Forest Service from top to bottom. Conformity to this code appears to be largely responsible for the effectiveness of this system and the secret of its success.

The book does not overlook the impact of the policy "multiple use" and the extent to which this doctrine has widened and raised the authority of the Ranger. This is no mere catch phrase but an effective means of winning the support of the people in the cause of forestry; its implications for the action and authority of the Ranger are fully described.

Professor Kaufman's main interest is Political Science. In his treatment of the Forest Ranger the reader must be prepared to view this investigation through the spectacles of an advanced administrative expert. The technicalities of ordinary forestry are not present. Terms such as motivation, behavioural dynamics, general integrating inspection, the centrifugal effects of intensive functional specialization, administrative pyramid, behavioural norms of face-to-face work-groups, are misleading to the average English reader and make many passages a little tiresome. The picture of the Forest Ranger becomes confused at times with too much jargon and for this reason the book will not appeal to many. But for those who can read between the lines, and especially for those who have met the U.S. Forest Ranger in his own territory, the book has a special interest because so many elusive aspects, which have not hitherto seen the light of day, are discussed and recorded.

My impression after reading the book from cover to cover is that it would be difficult to find a counterpart to the U.S. Forest Ranger in any other part of the world.

— J.A.B.