Natural Resource Agencies and Social Values Explored

Craig Shafer, an ecologist with the NPS Natural Systems Management Office, recently enjoyed reading two papers by

Jim Kennedy, a professor of natural resource management at Utah State University. Presently serving a stint as Special Assistant to the Director of the Bureau of Land Management in Washington, D.C., Kennedy writes about natural resource management and social values, and has analyzed the integration of technically oriented natural resource managers into agency culture in the first paper. The second paper presents the results of a survey of several thousand employees of the U.S. Forest Service, probing their perceptions of agency priorities and its reward system. The analysis gives insight into what large organizations value most and how these values can be vastly different from those held dear by employees. The two papers are:

Kennedy, J.J. and J.W. Thomas. 1991. Exit, voice, and loyalty of wildlife biologists in public natural resource/environmental agencies. Pages 221-238 *in* W.R. Mangun, editor. American Fish and Wildlife Policy: The Human Dimension. Southern Illinois Press. Carbonbale.

Kennedy, J.J., R.S. Krannish, T.M. Quigley, and L.A. Cramer. 1992. How employees view the USDA-Forest Service value and reward system. Presented at the 4th North American Symposium on Society and Resource Management, School of Natural Resources, University of Wisconsin-Madison, 17-20 May 1992. Unpublished.

Kennedy has written many other papers. Although he has not yet read them, Shafer suspects these will especially interest resource managers trained in the natural sciences, for Kennedy delves into social science issues in natural resource management. They include:

Kennedy, J.J. 1991. Integrating gender diverse and interdisciplinary professionals into traditional U.S. Department of Agriculture-Forest Service culture. Society and Natural Resources **4**:165-176.

Kennedy, J.J. 1988. Legislative confrontation of groupthink in U.S.

natural resource agencies. Environmental Conservation **15:**123-128.

Kennedy, J.J., B.L. Fox, and T.D. Olson. 1995. Changing social values and images of public rangeland management. Rangelands **17:**127-132.

Kennedy, J.J. and J.W. Thomas. 1995. Managing natural resources as social value. Pages 311-321 *in* R. Knight and S. Bates. A New Century for Natural Resources Management. Island Press, Washington, D.C.

Kennedy spoke at the December Tucson meeting on ecosystem management (see the article on page 13) and recently presented two training sessions to new NPS resource managers at the Albright Employee Development Center. In the near future, he will be returning to Utah State University where he has worked for 25 years. Any potential readers who can not locate the papers are encouraged to contact Kennedy himself at (202) 208-3898; fax (202) 501-6718.