



**Wilderness Research Center**

College of Forestry, Wildlife and Range Sciences

University of Idaho

Moscow, ID 83844-1144 USA

Telephone (208) 885-2267 / Telefax (208) 885-2268

**DATE:** February 20, 1996

**TO:** Jean'ne Shreeve, Vice Provost  
Research Office

**FROM:** John C. Hendee, WRC Director

**SUBJECT:** Position Description for Jeff Yeo

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Jean'ne, here is Jeff's job description and performance evaluations for 1993 and 1994. Targets are provided for 1995, and enclosed and provide a basis for this year's evaluation.

Enclosures  
JCH/mjs

## **JOB DESCRIPTION**

Scientist/Manager  
Wilderness Field Station  
(Taylor Ranch)

### **UNIVERSITY DEPARTMENT:**

Wilderness Research Center  
Forestry, Wildlife and Range Experiment Station  
College of Forestry, Wildlife and Range Sciences

### **DEFINITION:**

Resident Scientist and Manager of University of Idaho's Wilderness Field Station (at Taylor Ranch)

### **FUNCTIONS:**

Develop and conduct independent scholarly pursuits including wilderness research, teaching programs and attendance at professional meetings.

Develop and implement a wilderness resource monitoring program conducted from the Wilderness Field Station.

Facilitate and support wilderness research efforts of faculty, graduate and undergraduate students taking place at the Wilderness Field Station; facilitate and support wilderness-related teaching programs using the Wilderness Field Station.

Participate in wilderness research and education planning with the director of the Wilderness Research Center, Associate Dean for Research, Associate Dean for Education, Dean, department heads, and faculty.

Schedule and coordinate field station activities with all interested cooperators, advisors, dignitaries, researchers, and teachers.

### **RESPONSIBILITIES:**

The scientist/manager reports to the director of the UI Wilderness Research Center (WRC) and is responsible for the management of the Wilderness Field Station facilities, associated research, and education activities. The scientist/manager has research and teaching responsibilities which are approved by the director. These include planning and conducting research, writing proposals, developing and instructing classes, assisting other scientists and hosting potential researchers in coordination with the director. As needed, the incumbent proposes field station policy recommendations to the director. The scientist/manager submits a yearly report of activities at the Wilderness Field Station Field Station for the annual report of the Wilderness Research Center

and Focus--Report of the FWR Experiment Station. The incumbent is eligible for election to faculty membership at the initiative of departmental faculty.

The scientist/manager serves as the principal on-site contact representing the WRC to the public, federal and state management personnel, researchers, visitors, outfitters and guides, commercial and private pilots, media representatives and local residents.

#### **SPECIFIC TASKS AND PERCENTAGE EFFORT/TASK:**

Administration (50%).--developing and implementing field station policies and research objectives, overseeing budgets, making purchases, scheduling facility use and collecting fees, supervising temporary employees, overseeing maintenance of facilities (buildings, grounds, livestock care and use), scheduling flights for transportation and resupply, maintaining radio communications, keeping the field station daily log, making emergency radio calls.

Research (25%).--developing a research program to include resource monitoring at the field station, collecting data and publishing results, initiating cooperative research, writing proposals, soliciting funding, maintaining research equipment, maintaining a field laboratory and library, continuing the development of a herbarium and small mammal collection, explaining field station capabilities to visiting researchers.

Teaching and Advising (15%).--recruiting, training, and supervising graduate students and student interns; developing a teaching program incorporating ongoing research efforts, organizing and instructing an annual class at the field station.

Public Relations and Service (10%).--meeting planes, providing field station tours, disseminating literature, making professional presentations to scientific and lay publics, hosting visitors.

#### **EVALUATION CRITERIA**

##### Administration

- a. effectively oversees field station policies, and research and teaching objectives
- b. effectively facilitates research and teaching activities by other faculty and outside researchers
- c. supervision of temporary employees
- d. facility maintenance

##### Research

- a. development and implementation of a wilderness resource monitoring program to include: permanent photo points, avian

and terrestrial vertebrate, & habitat structure monitoring,  
and environmental quality monitoring

- b. at least 1 refereed publication/year
- c. at least 1 professional presentation/year
- d. development of a funding strategy to support on-going research & students

Teaching and Advising

- a. 1-2 graduate students/year as funding is available
- b. summer course: "Field Research in Wilderness Ecology"
- c. 1-2 summer interns/year

Public Relations and Service

- a. develops and maintains good working relationships with federal and state agencies responsible for wilderness
- b. develops and maintains good working relationships with wilderness users
- c. provides reports of annual research and teaching activities at the field station for public information through local and regional news media

**Annual Performance Appraisal  
for  
University of Idaho  
Non-Faculty Exempt Administrators, Managers and Supervisors**

Name: Jeff Yeo  
Title: Scientist/Manager  
Taylor Ranch  
Department: Wilderness Research Center  
Supervisor: John C. Hendee, Director WRC  
Evaluation Period:

**Part I: Meets Organizational Goals and Objectives**

Rating 4

*Works effectively within the framework of divisional policies, procedures and rules to achieve established goals and objectives of the unit and the division:*

**Comments:**

Rating     

Jeff did a good job flowing with uncertainty and ambiguity through a major transition of the WRC and is working hard with the director to implement a bigger vision and program for WRC.

**Part II: Administrative Skills**

**1. Budget Management and Resource Stewardship:**

Rating 4

*Manages resources to maximize unit and organizational effectiveness; monitors performance to budget; controls costs to remain within budgets; exercises stewardship of resources and ensures their use complies with university and regents' policies.*

**Comments:**

Jeff Yeo does a good job husbanding resources and staying within his budget. For me an outstanding rating would involve the leveraging of available resources to create more resources.

**2. Task and Project Management:**

Rating 3+

*Establishes attainable objectives and timelines, establishes and communicates priorities, recognizes and responds effectively to unexpected situations; handles crucial situations and pressures calmly and effectively; accepts unexpected assignments and responds well to tight time deadlines.*

**Comments:**

Jeff responds quickly to requests and accepts unexpected assignments.

**3. Commitment to Quality:**

Rating 4

*Demonstrates commitment to quality in personal work habits; communicates expectation of quality work by subordinates and considers quality of work when evaluating their performance. Solicits and is responsive to needs and expectations of customers.*

**Comments:**

Jeff is highly committed to quality but can be more patient with persons who cannot yet meet his standards.

**4. Human Resource Management--Hiring and work assignment:**

Rating 3

*Hires competent employees with appropriate skills and experience, demonstrates commitment to institutional affirmative action goals by recruiting and retaining employees who are members of protected groups; assigns work to employees clearly and coordinates work within the unit; resolves conflicts effectively.*

**Comments:**

Jeff is growing in his abilities as a supervisor, understands areas for growth, but does a good job in most situations.

5. Human Resource Management--Motivation and Performance evaluation: Rating 3

*Delegates duties in a manner which encourages professional growth of subordinates and provides opportunities for success; motivates others by providing recognition, encouragement, constructive criticism and effective feedback; develops performance expectations in consultation with subordinates; communicates performance expectations clearly, respects subordinates and earns the respect of subordinates.*

**Comments:**

Jeff does a good job and can point to major successes in leadership for persons in his field. He is working on opening up to different approaches for new and different kinds of employees and co-workers. Achievements by student interns are impressive under Jeff's supervision.

6. Initiative Rating 4+

*Displays enthusiasm, energy and inventiveness in fulfilling responsibilities. Anticipates potential problems for the organization and develops strategies for addressing these problems; organizes work and establishes priorities in a self-directed manner.*

**Comments:**

Outstanding initiative. Sometimes ahead of what is possible within the strategic realities.

7. Leadership Rating 3+

*Guides and positively affects the actions and results of individuals and groups; establishes direction and achieves intended results by working through others; displays high degrees of integrity and trustworthiness. Develops and maintains smooth and effective working relationships with supervisors, peers and subordinates; displays personal concern and professional respect for subordinates; reinforces and supports subordinates as appropriate; fosters cooperation between subordinates and peers. Holds subordinates accountable for their performance while assuming personal responsibility for actions of subordinates.*

**Comments:**

Jeff has provided some outstanding examples of leadership (Minshall, Peterson, Jason, etc.) and will continue to grow as he opens up to a broader, accepting and understanding of the broad range of persons working in wilderness.

8. **Problem Solving:**

Rating 4

*Demonstrates willingness to initiate novel ideas and problem solutions; encourages and considers ideas of others; consistently seeks better ways of doing things. Makes sound and timely decisions; solicits and considers all relevant information in making decisions; develops effective solutions to organizational problems.*

**Comments:**

Jeff has had to be strong in this area since he spends so much time away from sources of help. He is resourceful.

9. **Teamwork:**

Rating 3+

*Manages participatively without micromanaging; actively encourages and supports group objectives; gives credit to subordinates and to peers for their successes. Encourages subordinates to accomplish tasks through inter-unit teams, facilitating such cooperation through appropriate communication with administrators to whom other team members report.*

**Comments:**

Some good examples. Jeff will work to develop a role on the team of graduate students and soft money staff in WRC. We all need his ecological point of view and knowledge.

10. **Employee Training and Development:**

Rating 3+

*Identifies staff training needs and provides opportunities within available resources to enable subordinates to address those needs; teaches and coaches subordinates; assists subordinates in improving their job skills. Praises publicly, critiques privately.*

**Comments:**

Does real well with people in his discipline and is growing in breadth that will make him more effective with others from different disciplines and views.



11. **Working Effectively with External and Internal Constituencies:**

Rating 4

*Communicates effectively with supervisors, subordinates, and other administrators; obtains and disseminates information to others with a need to know; represents the university appropriately and effectively before external public and private constituencies; performs outreach activities in the community.*

**Comments:**

Good with many groups, internal and external, and is growing in understanding of people with broader views.

**Part III: Narrative Summary**

*Provide a narrative summary of the supervisory employee's performance in carrying out general or routine undertakings. Describe any noticeable improvement or deterioration in performance, acknowledge performance beyond normal expectation and/or elaborate on any part of this performance appraisal or the overall rating.*

Jeff exceeds expectations in many areas and will continue to grow in his performance as he expands in breadth.

The outstanding work by Jeff is evident in the specific accomplishments documented in the attached sheet.

Goals for next year are also attached.

**Part IV: Overall Rating**

*This rating may be explained in the narrative summary.*

- |                        |           |
|------------------------|-----------|
| 5 Outstanding          | _____     |
| 4 Exceeds Expectations | <u>4-</u> |
| 3 Satisfactory         | _____     |
| 2 Needs Improvement    | _____     |
| 1 Unsatisfactory       | _____     |

**Part V: Employee Comments**

*This form although specifying managers seems inappropriate for my position, i.e. Scientist/Manager, which entails 50% administration and 50% research and teaching. This form focuses on my abilities to supervise and manage but not my abilities to facilitate and conduct research and teaching. I'll request a different form for next year.*

Part VI: Signatures

Jeffrey G... 2-15-95  
Employee Signature Date

John C. Hildee 2/18/95  
Supervisor Signature Date

\_\_\_\_\_  
Second-Line Supervisor Signature (if applicable) Date

10395

Jeff Yeo  
Performance Evaluation  
CY 1995

Facilities, Buildings, and Grounds Management

Taylor Ranch Field Station is in the best condition in its history. Maintenance and upkeep are continuous. Small battery houses were built for both solar arrays to isolate hazardous gases from facilities. The remaining hazardous wastes, leftover from previous years, have been removed from the field station. Hand-powered clothes washing machines have replaced the old, gas-powered machines. An arrangement with Wayne Minshall, ISU, provided mowing of the air strip and several cords of firewood hauled to cabins using his draft horses in exchange for lodging of his research team.

Research

Facilitated expanded research on amphibians by Chuck Peterson, ISU, (funding from Leopold Inst., Payette Forest, and Interntn. Exp. Sta.), stream community monitoring by Wayne Minshall, ISU, (funding from Leopold Inst.), and landscape ecology by Karl Chang, UI (funding from Leopold Inst.).

Facilitated 2 new research proposals by Kirk Lohman and Pat Heglund, UI.

1 Ph.D. and 1 M.S. student are conducting research on bighorn sheep at Taylor Ranch resulting from a proposal written by Jim Peek and me.

Expanded my terrestrial monitoring program.

Continued cooperative research with Alaska Dept. of Fish & Game on Sitka deer response to landscape patterns resulting from timber harvest.

Presentations, Publications, and Conferences

"History of population and habitat management of the Lochsa elk herd," - The Wildlife Society (Idaho chapter), March 2-5, 1994, Post Falls, ID

"Monitoring avian, mammalian, lepidopteran, and vegetative communities in the Frank Church River of No Return Wilderness," - Partners in Flight (Idaho & Montana chapters), Nov. 30 - Dec. 1, 1994; Missoula, MT

"Ecological monitoring in the Frank Church River of No Return Wilderness," -  
U.S. Forest FCRNRW Annual Managers Meeting, June 9-10, Stanley, ID

Organization of Biological Field Stations, Sept. 14-18, 1994, Flathead Lake  
Biological Station, MT (gave 10 min. presentation on facilities and programs at  
Taylor Ranch; participated in Research and Monitoring subcommittee)

National Wilderness Conference, Nov. 12-19, 1994, Santa Fe, NM (group  
spokesperson for science and monitoring)

Chang, K., D.L. Verbyla, and J.J. Yeo. In press. Spatial analysis of habitat  
selection by Sitka black-tailed deer in southeast Alaska. Environ. Manage.

Yeo, J.J. In press. Bird research at Taylor Ranch Wilderness Field Station  
FOCUS.

### Proposals

Research synthesis for the Frank Church River of No Return Wilderness -  
submitted to USFS, accepted (\$2,000) but not pursued at direction of WRC  
director.

Research experience for undergraduates at Taylor Ranch Field Station -  
National Science Foundation (\$44,780).

Forum to establish an intellectual and operational agenda for research and  
monitoring in the Frank Church River of No Return Wilderness - prepared for  
WRC director.

Ecological monitoring protocol for the Frank Church River of No Return  
Wilderness - prepared for WRC director.

The Waterfall Creek Transect: A long-term wilderness ecosystem research and  
monitoring cooperative program in the Frank Church River of No Return  
Wilderness (FCRNRW), w/ J. Hendee - submitted to NBS, IWAES, BLM, FS,  
FWS, ARS, IWRI, Aldo Leopold Wild. Res. Inst., INEL, IDFG, and UI faculty.

### Teaching

Field Research in Wilderness Ecology: capacity enrollment, 9 of 12 registered  
through UI

Guest Lectures:

Eng. 404 - Writing about Nature, UI Honors Program  
ResRc 496 - Monitoring Human Impacts in Wilderness

Wilderness Internships: 1 intern will be lead author on 2 professional reports to  
FS, Leopold Inst., and Interntr. Sta.

Professional Development

Interpersonal communications skills short course at Clark Fork, April 22-24,  
1994.

First Aid and CPR certification for myself, field station employees and interns

Jeff Yeo  
Goals for CY 1995

Facilities. Buildings and Grounds

- construct landing field irrigation system, funds permitting
- Complete the buildings assessment (begun with Tim Clømm) and develop prioritized recommendations for maintenance, enhance and improvement of functionality of buildings and grounds. Establish architectural information data base.

Research

- Synthesize past and ongoing research findings in reports and articles to cooperators and public; develop two press releases, also Frankly Speaking articles.
- Proposals for FCRNRW research synthesis, IWAES monitoring station (cooperative proposal with IWAES, BLM, FS, ALWRI, INEL)
- Expand research by UI and other scientists at field station; develop standard application procedure for researchers requesting use of field station
- continue personal research and monitoring studies - provide documentation in an article and slide show.
- publish one refereed journal article; summary articles in FOCUS and elsewhere.
- Develop and implement data base management system for field station research

Education

- Successful "Field Research in Wilderness Ecology" class without cooperative offering with SFSU's Wildland Studies program
- Successful recruitment and supervision of Wilderness Interns
- re-evaluate and resubmit NSF-REU proposal
- Develop campus-wide, team-taught course on wilderness (possibly part of Environmental Science program)

Program Development

- Participate in WRC staff meetings.
- Enhance the recruitment, supervision, and administration of interns.

Professional Development

- Participation in supervision and delegation course as well as use of training cassettes offered by the university

STAFF PERFORMANCE EVALUATION  
University of Idaho

Name: Jeff Yeo Department: Taylor Ranch Field Station  
Title: Research Scientists/Manager Rating Period: 7/1/93 to 6/30/94  
Exempt \* Classified \* PayGrade Step Type of Evaluation: ANNUAL

Describe the performance for each applicable category by providing written comments and examples in accordance with the employee's job description. Check the rating for each applicable category:

U = Unsatisfactory, IN = Improvement Needed, SS = Satisfactory/Solid,  
HC = Highly competent, E = Exceptional, NA = Not applicable

1. PRODUCTIVITY: HC

Consider the number of assignments completed and the amount of work performed, taking into account the nature of the work, working conditions, and the amount of responsibility assigned. Consider how well the employee manages time and resources efficiently.

Jeff is an extremely hard worker. I look forward to the opportunity of spending more time working with Jeff and developing a strategic plan for the WRC and Taylor Ranch to take full advantage of his energy and productivity.

2. QUALITY OF WORK: HC

Consider thoroughness, accuracy, and orderliness, of work completed by this employee.

Jeff produces high-quality work. His articles in the "Frankly Speaking" newsletter for the FC-RNRW newsletter have been excellent as was his article in the *Idaho Forester* and the paper to the FC-RNRW Future Visions conference for which he was senior author. Again here, strategic planning and subsequent prioritizing and management offer opportunities for increased quality of work across the spectrum of assignments.

3. COMMITMENT, DEPENDABILITY, AND ADAPTABILITY: SS

Does the employee possess knowledge of established policies and procedures; put forth extra effort when needed and approved in emergency or deadline situations; refrain from abusing leave practices; arrive on time for scheduled work; demonstrate flexibility to adapt to unanticipated schedule changes and changes in departmental programs.

Jeff is highly committed and dependable, as he must be while working so far from the college and without supervision. He delivers on time and projects a demeanor of commitment. I feel Jeff could strengthen his adaptability through exposure to different kinds of people, perspectives, situations and world views. The interpersonal skills training offered by the college would be an excellent way to do this and Jeff is scheduled to participate. Jeff is an expert wildlife biologist and natural scientist but can grow through exposure to understanding of social science, recreational and experiential perspectives of wilderness that will make up part of the WRC mission.



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**DECISION MAKING AND INITIATIVE: SS**

How well does the employee resolve day-to-day problems; take responsibility for and make decisions within assigned authority; and ensure decisions are made at or referred to appropriate administrative level. Evaluate demonstration of imagination, innovation, and ambition as well as tendency to take the initiative in determining what needs to be done.

Jeff continually exercises initiative and willingly makes decisions. He is learning to consult a broader range of viewpoints. Jeff is not afraid to move ahead making use of available knowledge, and this is a strength.

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**5. COMMUNICATION: HC**

Consider how well the employee responds effectively and courteously; keeps appropriate people informed; conveys a professional image to others; ensures that oral and/or written communications are complete, clear and understandable; exchanges information when needed.

Jeff is a good writer, an improving speaker and is doing a much better job of keeping me informed. The latter is difficult because of my heavy travel schedule and duties as dean. Communications should be much easier for both of us when I can concentrate full-time on responsibilities as WRC director.

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**6. INTERPERSONAL RELATIONSHIPS: HC**

Consider how well the employee maintains working relationships; supports and respects others; demonstrates tact and diplomacy; maintains sensitivity; contributes to improving the level of employee morale; recognizes quality work accomplished by others; cooperates with and obtains cooperation from others.

Jeff is personable and congenial but can continue to grow through self-knowledge and exposure to a wider range of viewpoints—such as he will receive in the interpersonal skills training. Personal relationships are an area where Jeff has many positive skills and attributes that make this area an opportunity for continued growth.

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**7. TASK AND PROJECT MANAGERMENTS: HC**

Consider how well employee develops and meets priorities, schedules and deadlines; develops methods and procedures; monitors quality control and work completion within given level of resources; maintains an effective level of service in assigned areas.

Jeff is improving his organization which, combined with his strong work ethic and productivity, make him a good project manager.

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## RESOURCE MANAGEMENT: HC

How well the employee provides supervision, feedback, and training; performance planning and appraisals; ability for developing goals and objectives consistent with the organization; resolves personnel issues; utilizes skills and abilities of staff.

Jeff does an excellent job working with the interns at Taylor Ranch. He had worked well with faculty on projects. Dealing with cooperators is a continuing challenge for everyone in WRC, perhaps most challenging for Jeff in his sensitive location at WRC. The interpersonal skills training will give Jeff additional skills for this.

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9. ADDITIONAL CATEGORIES: NA

Add any department-specific elements that are pertinent to performance and are not evaluated above. (Optional)

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SUPERVISOR'S GENERAL COMMENTS:

Please provide general comments concerning the employee's performance, covering any of the following: (a) changes in this employee's performance since the previous evaluation; (b) this employee's strength and weakness; (c) areas which need immediate correction; and (d) goals/objectives or a work plan for the next year. Please attach the current position description against which performance was evaluated.

Jeff is doing a good job. He and I need to communicate more and spend more time together in order to reach a common understanding and vision for the Wilderness Research Center. I am impressed with Jeff's high energy, commitment and productivity. It must be very frustrating for Jeff trying to get to see me and communicate with me, given other demands on my time and the distractions of being dean. I'm looking forward to working more closely with Jeff. We should be a good team emphasizing his natural science and my social science perspectives.

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S RECOMMENDATION:

the appropriate recommendation below. The recommendation should weigh the evaluation in relation to the particular job description and reflect the overall effectiveness of the employee in this position.

I recommend the following:

- Terminate or Reassign . . . . . [ ]
- Counsel and Place on Probation . . . . . [ ]
- Recognize and Encourage . . . . . [ ]
- Recognize and Commendation . . . . . [X]
- Recognize with Distinction . . . . . [ ]

EMPLOYEE'S COMMENTS:

Please comment, if you wish to, on any subject such as: conditions and circumstances you have identified as helping or hindering your performance. Comment on accomplishments of the past year; specific plans for your professional growth; specific targets to be achieved during the next evaluation period; how the supervisor can assist you in meeting your goals; or anything else you would like to add.

see attachment

I agree with this evaluation

I do not completely agree with this evaluation for the following reasons:

My performance was reviewed with me on 4-19-94 *Jeffrey Yip*  
 (Date) (Employee's Signature)

Rated by *John C. Hendee* *Dean* 4/19/94  
 (Signature of Immediate Supervisor) (Title)(Date)

Reviewed by \_\_\_\_\_  
 (Signature of Next Higher Administrator, as Appropriate) (Date)

All three signatures are required.

Please distribute copies of the completed evaluation form as follows: Original to the employee's open file in the Human Resources Office; a copy to the evaluator's departmental file; a copy to the employee.

Please refer to the "Faculty-Staff Handbook," sections 4560 and 4565. The associate director of human resources will work directly with the supervisor and dean/director in these cases.