

Providing TL&S staff with the tools and mobility for their job should be the last thing to cut. There is no reason to maintain a plumbing system if there isn't any water.

Structure. Much of the impact of extension is determined by whether technology is accessed and brought into the system. Therefore deploying staff to make this critical job easy should be carefully considered in project design. Structuring the TL&S staff along the same lines as the research staff can facilitate communication in several ways. For example, if commodity of farming systems assignments are made in research, making assignments along the same divisions in both extension and research will facilitate work. Being organized along different lines or covering different geographical areas makes working together more difficult. Reasons for difference are superficial and need not be tolerated.

Office location. Proximity of office location facilitates communication and joint activity, such as traveling together to observe research underway. Therefore, project design teams should consider deploying TL&S staff so that their office locations place them close to their counterpart researchers as well as to research sites. It may be especially desirable to locate some of these personnel at field research stations or universities that are active in agricultural research. Such office locations tend to enhance the credibility of TL&S personnel and the understanding of their technical roles. In this way extension personnel can take leadership for field days, and research and extension personnel can work together in explaining research and how to apply it.

Joint research and extension appointments. In the United States this technique has been utilized widely to facilitate research-extension linkage. In some staffs, 70% of the specialists have joint appointments in research. This helps to eliminate differences in quality and training between these two groups, as well as to insure that communication gaps do not exist. This may be especially workable at field stations where the two roles may be quite compatible and save much travel to the site from the central office.

Instructional support services. TL&S personnel should have most of their training in subject matter, although they need some training in the educational phases of their work. Instructional aids and communications techniques are important to getting the job done. Therefore the availability of persons specialized in communications are important colleagues to technical and administrative personnel in program planning and execution. Availability of communicators should be one of the areas considered by design teams. Facilities to perform these roles must also be available. It also facilitates the process if communications personnel form an integral part of extension rather than being placed in a separate administrative entity.