

## GENERAL

### 1. The Need

Secretaries to Government and other Secretariat Officers, as also Heads of Departments and their subordinate officers find themselves "snowed under" with work and are disinclined to look into the organisation and working of their offices. Yet, a little attention to this for some time will soon be found to reduce the general pressure of their work. This will not only reduce the time lag in the disposal of cases, and the taking of necessary decisions or other action but will also improve the quality of the work done. If the assistants and officers of a department work under great pressure, but not very systematically, the chances of correct decisions or effective action being taken get reduced. Much time is wasted in tracing the papers and collecting the material on which decisions have to be based. Matters which could be settled in an atmosphere of calm, by getting delayed, come to a head, and often have to be decided in haste, in a mood of worry and impending crisis. The activities of Government now impinge on all sides of the life of the common people. The pattern of administration is truly democratic, in the broadest sense of the term. The administrative machinery is always in full view of the critical eyes of the public and, therefore, constantly on trial. It is common knowledge that even an increase merely in the volume of the work, would require not merely a proportionate increase in the number of men, but also a change in the methods of work. Besides the enormous increase in the volume of work, that has taken place, there are entirely new problems to be tackled by the administration from time to time. The need for efficient and neat working is very much greater than ever before. It will not do to adopt an attitude of "we are not amused", to public criticism of delays and administrative confusion caused by "red tape". It is the "services" who are required to give concrete shape to the "will" of the "people" expressed through the mechanism of a democratic Government. Every department of Government and, in fact, every Government office big or small, has to function as if it were one highly efficient, powerful and intelligent mind. The system of sensory and motor "nerves" and the "low, the middle and the higher brain centres" "in this mind" must perform their duties promptly and efficiently.

### 2. The O. & M. Section—What it is and what it is not.

The O. and M. Section has been functioning now in the Bihar Secretariat for a number of years. Its main objectives are :—

- (I) to standardise the clerical organisation on modern lines with clearly defined responsibility for each member of the office so as to achieve maximum efficiency and enforce compliance with the rules, regulations and instruction issued;
- (II) to facilitate quick and smooth flow of work by distributing it properly between the different members of the staff in each office with the least possible overlapping of duties and responsibilities and avoiding bottle-necks; and
- (III) to secure adequate control at each level by means of proper supervision and inspection of office at regular intervals to expedite the output of work and to arrange substitutes for absentees.

It is hoped that by now all concerned have realised that its object is neither "espionage" on the internal affairs of the different departments, nor interference, nor any kind of attempt at centralising 'control'. The object of this Section is only "Help". There are obvious advantages in having a small wing in an appropriated department of Government, which should do the necessary thinking and planning for the improvement of Organisation and Methods on behalf of all the Departments. The Organisation and Methods Section is merely a "common service" of which all the departments of Government can and should take advantage. This small section which has been functioning in one of the Chief Secretary's Departments in this State since 1951 has been in touch with similar organisation in the other State Secretariats and in the Government of India, and has also studied recent improvements