

selected with great care, and I am, accordingly, to request you to give your personal attention to this matter.

4. Please acknowledge receipt.

Memo. No. OM/R1-501/55AR—921, dated the 5th July, 1955, by the Chief Secretary to the Government of Bihar.

Copy forwarded to the Secretary, Board of Revenue, Bihar, Inspector-General of Police, Bihar, Chief Conservator of Forests, Bihar, Director, Central Bureau of Economics and Statistics, Bihar, for information with the request that the names of the persons who will form the O. and M. Cells in his office may be communicated to the Organisation and Methods Section by the 15th July, 1955 through the Secretariat Department concerned.

(iii)

HINTS FOR THE GUIDANCE OF O. & M. CELLS.

The aim of O. & M. Cells is to attain increased efficiency which means achieving the objective with the least expense of time, labour and money. Speed and quality are essential criteria of efficiency. Rules in the Secretariat Instructions have been framed with these objects in view and the aim of the Cells will be to see that these rules are rigorously followed. If there is any draw-back in these rules, or if they can be improved upon, the matter can be settled in consultation with O. & M. Section who will, if necessary, issue orders to be applicable to all departments or to particular departments to suit their particular needs. No departure from the prescribed procedure will be made without consultation with the O. & M. Section.

2. Low efficiency may be due to many reasons, e.g., too few or too many men, poor quality of personnel, faulty methods of handling work or excessive red-tape.

3. Special care should be taken to see that files are not unduly held up at any stage. Test checks should be made of the tables of the Registrars, Assistant Secretaries, Under-Secretaries, Personal Assistants, and Deputies to the Heads of Departments, etc., to find out whether files have been or are being delayed by them. If there is no Deputy Secretary in a Department, tables of Under-Secretaries should be examined by the Secretary; similarly the Head of Department should examine the tables of his Deputies. The object of these checks is not fault-finding; and it is not intended that these checks should be followed by punitive action. The object is to ensure expeditious disposal of work at all levels; to ascertain whether an officer has been entrusted with more work than he can manage; and to discover and correct unsound method of work. These checks should, therefore, be helpful to the officers concerned, as well conduce to general efficiency.

4. Files which have remained undisposed of in the department for more than two months should be specially scrutinised in order to find out whether the delay in disposal is due to any avoidable causes and, if so, to remove them, where possible. The delay may be due to faulty procedure, or to a lack of sense of proportion, or to dilatory habits.

5. Office supervisors are meant to examine regularly the tables of the assistants; but the Cells have to see that this examination is being done properly.

6. The jurisdiction of the Cell will include both the gazetted and non-gazatted officers of the department or office.

7. The synopsis of the work done by the Cell should be sent to the Secretary in an unamalgamated department, to the Secretary and the Head of the Department in an amalgamated department, and to the Heads of the Departments in other offices, a copy being at the same time sent to the Organisation and Methods Section.

8. The assistance and advice of the O. and M. Section will always be available to the Cells.
9. O. & M. officers forming the Cells will generally meet the Chief Secretary once in two months. The first meeting, however, will take place sometime in October next when the work done in the intervening period will be reviewed.

L. P. SINGH,
Chief Secretary.

Memo. no. OM/R2-104/55A-6012, dated the 2nd August, 1955, by the Deputy Organisation and Methods Officer

Copy forwarded to all Secretaries to Government, all Additional Secretaries to Government, Inspector-General of Police, Conservator of Forests, Bihar, Secretary, Board of Revenue, Director of Central Bureau of Economics and Statistics, Deputy Secretary, Political Department and Additional Deputy Secretary, Appointment Department for information and necessary action.

(iv)

Memo. no. OM/R-204/58—4152, dated the 19th April, 1958, from the Chief Secretary to the Government of Bihar, to all Secretaries to Government, all Additional and Joint Secretaries to Government, Inspector-General of Police, Chief Conservator of Forests, Ranchi, Secretary, Board of Revenue, Deputy Secretary, Appointment Department, Deputy Secretary, Political Department, and all Departments of the Secretariat.

The undersigned is to invite a reference to the O. & M. Section memo. no. OM/R2-104/55A.—6012, dated the 2nd August, 1955, in which it was indicated that the Chief Secretary will generally meet the O. & M. Cell Officers of the departments once in two months to review and discuss O. & M. matters concerning the departments of the Secretariat. At the Secretaries' meeting held on the 16th January, 1958, the question was discussed and it was considered desirable that O. & M. Officers of the departments should be afforded opportunity to meet, discuss and review O. & M. matters, as often as possible. It was accordingly decided that a meeting of Cell Officers of the Departments should be held once a month, and that for the first month or two the Relief Commissioner should preside over these meetings and that later, when the procedure of these meetings gets fully laid down, these monthly meetings of O. & M. Cell Officers should be presided over by the Secretaries to Government in rotation.

2. The matter has been considered further and it has been decided that such meetings of O. & M. Cell Officers may be held at least once in three months, or more often, if required and that for each meeting, the Chief Secretary will nominate an officer of the Secretariat preferably a Secretary, an Additional Secretary, a Joint Secretary or a Deputy Secretary to Government in a department who should preside over the meetings.

3. The undersigned is to request Secretaries to Government and other officers of the Secretariat to take greater interest in O. & M. matters.

III—2. ACTIVISING O. AND M. CELL

D.O. no. OM/R-201/62—45, dated Patna, the 1st February 1962, from the Chief Secretary, Government of Bihar, Appointment Department (Organisation and Methods Section).

Subject.—Activising O. & M. Cells in the Departments.

I have to refer to my D.O. letter no. 201/62-12, dated the 15th January, 1962 regarding "Cell" meeting in your Department of which I am sure, you would be arranging to send a reply. The O. & M.