

20, 1941, the schedule calls for a total reduction in the outstanding indebtedness of the State of \$9,000,000, or 20% of the entire State indebtedness.

You may be interested to know the "inside story" of the most recent move made to secure the best possible results in the administrative side of the State government. I sent out a request several weeks ago to the heads of all State Departments, Boards and Commissions, asking for a brief narrative of their accomplishments during 1939, together with an outline of their plans and objectives for 1940.

While to any business man who has been accustomed to exercise such a check upon the various departments under him, such a request from the Governor of Maryland might have seemed merely a routine of State Administration, the fact is that it was not routine. To the best of my knowledge, this is the first time that any such request has ever gone out to all departments from the Chief Executive of Maryland. I personally believe that it will have a strong influence upon the future conduct of the business of the State of Maryland.

One of the weak points of public business, it has always seemed to me, has been the readiness of many elected and appointed officers to consider themselves merely a "cog" in the machinery of the Government, and to carry on the affairs of their particular department or division entirely as a matter of routine. Such is not, however, and never has been my concept of the proper way of conducting a public office.

I believe that there is just as much incentive and opportunity for initiative, imagination, and concentrated effort in matters of State Government as there is in private industry or commerce, and while I am entrusted with the handling of your affairs, I propose to see that all responsible officials of the State look upon their duties in this light. I fail to see how any head of an important department could conscientiously look to the future and hope to do an effective job, if he did not first reflect upon, not only what has been accomplished in the recent past by his department, but also, and possibly even more important upon what of importance had been left undone and why.

On the same basis, I fail to see how any intelligent department head could face a new year without fairly definite plans for the conduct of his business during that new year. It is only by setting up aims and objectives, and by striving to reach them that we will be able to make any progress in the world, and I do not believe that the administrative departments of Maryland are a proper place for any official who doesn't feel that there is something of importance that he can achieve while he is in office.

That is the psychology, if you wish to call it such, behind my request to all the major and minor State officials for information about their accomplishments and plans. We would never have had a balanced budget in Maryland if we hadn't planned for it. We would never have had such a marked reduction in the funded indebtedness of the State if we hadn't planned for it. We would never have had the largest amount of reversions to the State Treasury in any single year in our history if we hadn't taken some steps to bring it about.

When I pledged last January that the administration would be as efficient as it could be made, it was not imagined that I could do it all myself. Anybody could understand that it had to be done in great measure by the heads of the various divisions of our State. Where I had the appointment of such heads, the best qualified men have been secured. Now that they are in office, I am taking this further step to insure that they realize at all times that their work