

their policies closely related before they get to the Governor's office. The same situation exists with the proliferation of State agencies in the field of education, conservation of natural resources, industrial relations, the regulation of business and professional activities, and a number of other areas. The State's chief executive frankly needs at least a thirty or forty-hour workday if he is to give all the attention that he might like to the multitude of agencies and activities tied to him by law. When a Governor is not able to devote as much time as he desires to the administrative apparatus, department heads increasingly tend to see their problems from the viewpoint of only their own operation and not of the State as a whole. Decisions of genuine concern to the Governor tend to be made down the line before he has had an adequate opportunity to consider them. And those decisions are too often not coordinated with closely related programs in other offices. The consequences of all that can be unnecessary management problems, economic waste and poor service for the public.

BASIC GUIDELINES

The basic guidelines for organizing an effective, efficient administrative structure are few in number and generally agreed on. I will only summarize them here in terms in which they have been practically applied: (1) The basic plan should be as simple as possible, and the number of separate organizational units should be held to a minimum. (2) Related activities should be grouped together for most effective administrative and minimum overhead cost. (3) Departments should be under single administrative heads to the maximum extent possible. (4) Lines of authority should be clearly defined and the channels of communication open from top to bottom. (5) The span of executive control required of any official should be no wider than will permit adequate supervision of the activities immediately under his direction. (6) Adequate staff assistance should be available to administrators to provide continuing review of organizational and operating procedures. (7) While purely administrative powers should be assigned to single department heads, quasi-legislative and quasi-judicial powers should in some instances be assigned to plural bodies.

Even administrative principles such as those cannot, of course, be arbitrarily enforced upon a particular governmental structure. Tradition and the hard immediate realities must also be considered if practical headway is really to be made on behalf of governmental reform. In that spirit I shall shortly appoint a commission of distinguished citizens of this State, including members of both major