

special problems in obtaining and holding many of our more able younger people interested in public service. This is especially true in the more specialized technical fields. To meet this problem, I am asking a special task force, consisting of the Commissioner of Personnel, the Director of the State Planning Department, The Director of the Department of Budget and Procurement and a representative of the president of the University of Maryland, to study and recommend by next December 1 ways to attract a substantially larger number of the more talented young people to State service. This task force would work with the chairman of the proposed reorganization Commission. I am particularly anxious that this personnel study appraise the possible merit of a management intern program such as private business already makes such extensive use of and the federal government now has. A novel and useful aspect of the new federal intern program gives exceptional individuals between 25 and 40, a year of experience in high level government offices. I believe that innovation should be adopted here. Consideration should also be given to establishing a series of special graduate scholarships at institutions of higher learning in this state for residents interested in a career in our Maryland government and capable of undertaking special research for it. The intern and scholarship programs might even be combined at least in part.

*Beyond that stage, additional career incentives and advancement opportunities should be developed so that really able individuals can move more rapidly along within the career system. Appropriate means will have to be provided inside the merit system to preclude political intrusion in these special cases. But the executive branch must develop a cadre of unusually qualified and experienced career executives who are prepared to cope with the demanding tasks in Maryland's future and can readily be moved about within the executive apparatus to relate diverse programs and help give coherence to the overall administrative organization. Our State government, in brief, must seek out specially qualified manpower as well as the latest technology and most efficient organization to meet the responsibilities and opportunities before us. In a very considerable sense, we must not only modernize but futurize our governmental machinery.*

In closing, I ask each of you — and all the people of Maryland — to consider carefully these proposals to modernize the Executive Branch of our State Government and prepare it for the challenges of the decades ahead. It is my sincere hope that this cause of administrative reform will receive widespread support from all segments of our