

struments, it requires sharpening to function effectively, continuous care to operate efficiently and redesign to serve progressively.

The responsibility of leadership for sharpening its sensitivity to need and change is no different in the State House than in the County Court House. A good administrator in the county seat can be expected to be a good administrator in the capital. The ability to translate opportunity into progress has no real geographic or political boundary.

The problems of states, cities and counties are different in degree but alike in nature and essence, for they concern lives, welfare and happiness of people. In the hand of the professional administrator the treatment will differ but the talent and experience put to it remain the important and indisputable constant.

To administer professionally, to finance courageously, to plan and execute with imagination — these are requirements of county leadership too often accepted in principle but denied in deed. We have seen limited perspective impede progress with more pulverizing effect than any restrictions imposed upon county government by state and nation.

We have seen an acceptance of the status quo preempt initiative. We have seen defensive and protective precepts obscure honest evaluation, retard realistic change and strangle necessary development. The positive state of mind comes first. The adoption of principles and standards comes second. Out of this, the revitalized county and the new professionalism are born.

The new professionalism depends upon several factors. It depends upon the recruitment and retention of the best people. It depends upon better pay and more tangible and realistic benefits for these people. It depends upon a climate of opportunity in which creativity is encouraged, ability rewarded and security assured for those unafraid to think or do their best.

It depends upon acknowledgment that computerization and other recent technological advances can be as useful to government as they are successful for industry. It depends on an acceptance of modern management techniques and an enthusiasm for them. Finally, new professionalism depends on a discipline that demands that every plan, every procedure and every program be subject to continuous review.

In Maryland, I have established a Task Force on Modern Management to conduct an intensive and comprehensive evaluation of the present State administration. This unit's immediate objectives are