

tions affecting the respective departments, duplication of effort will be avoided by waiting for the Council to determine its program before deciding on questions of policy in these respects on the part of the Executive branch of the government.

But in addition to the ever-present justification for invoking every economy measure several other topics immediately present themselves for consideration. Discussions might be had as to the possibility of interchange or reports of activities of different departments handling similar matters, with a view to preventing over-lapping. Also, suggestions as to how the activities of the several subdivisions of the State may be coordinated in order to produce the best results.

Because of the fact that a decidedly large portion of the State budget is made up of salaries of employees, it stands to reason that anything which makes for better service by the employees of the State will be advantageous to the functioning of the State Government as a whole. Accordingly, it will be in order for this Advisory Council to consider the question of standardization of salaries in connection with which question a Board is now engaged in formulating revised scales of proposed salaries. It is generally agreed that disparities and inequalities exist in salaries paid by the State to different persons performing substantially the same kind of service. Again, the question of uniformity of hours and of working days also might be considered by this Council.

It is clear that because some of the State institutions, such as the hospitals, etc., are on a 24-hour-day operation, different conditions affect those units which are foreign to the departments open only during the ordinary business day. It is significant that officials having contact with the hospitals and similar institutions are members of this Advisory Council and their advice and experience should prove most helpful in this respect.

From time to time, the question of a comprehensive pension system, set up on a sound actuarial basis has also been discussed. While the State has made certain advances in this field, many urge that it would be to the advantage of the Public and, therefore, for the better functioning of the government itself, if a broad pension system were in effect. In this respect, policies might be determined upon to guard against the over-loading of the State payroll with aged persons which might constitute a drain on such a pension system as has been proposed.

Another question which sooner or later will have to be faced squarely and decided, might present itself before this Advisory group completes its task. I refer to the serious problem which is becoming more serious all the time, resulting from the unprecedented growth of administrative law in our State, as well as in other sections of the Country. Today, more citizens transact their business before boards and commissions than before the courts. For example, under one Maryland administrative agency, the State Industrial Accident Commission, there are handled 12,000 workman's cases annually. These bodies frequently make their own rules, draft their own forms of applications, petitions, notices, forms of licenses and decisions..

The primary purpose of the creation of the administrative bodies is to give the citizen prompt, simple and expeditious justice. But there is a great danger of this primary purpose becoming lost under an avalanche of administrative procedure.