

BOOK CIRCULAR NO.8.

GOVERNMENT OF ORISSA
HOME DEPARTMENT

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MEMORANDUM

SUBJECT- Duties of Heads of Departments

Heads of Departments are fully aware of of their duties, but apart from certain duties laid upon them by statutes or statutory rules, their executive and administrative functions although well-known to departmental heads, do not appear to have been reduced to writing. It is the object of this circular to fill this gap in the hope that although the circular does not contain anything new, it may be of some assistance to the Heads of Departments and the officers under them.

Broadly speaking, the duties of Heads of Departments are-

- (I) to administer their departments efficiently and impartially;
- (II) to advise the Provincial Government on policy. ~~It is the main part of provincial policy~~ policy largely consists of development schemes. These schemes often concern more than one department, and the duty of advising the Provincial Government must therefore be taken to include also the duty of advising Heads of other Departments;
- (III) Once policy is approved, to frame detailed schemes in close consultation with the other departments concerned;
- (IV) to carry out development schemes promptly, to watch their progress from time to time, to make or suggest modifications wherever necessary in the light of experience and generally to ensure that these schemes fulfil their purposes.

3. In order that these duties may be carried out in their entirety and to the satisfaction of Government as well as the public, the following prerequisites are essential:-

(a) The Head of the Department must exercise close personal supervision over the work of his officers and must spare no pains in training and guiding them from time to time in the discharge of their duties. He must also concentrate his attention on progressively improving the efficiency of his department and must impress on all his officers the vital necessity of hard and systematic work. He should be able to inspire confidence in all those working under him. This necessitates not only firmness, but strict impartiality and sympathetic

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that matters to the services under him. Given this confidence and efficiency, the whole department will be imbued with the spirit of service and as a corollary, will work together as one team, engaged on the common task of developing the Province.

(b) The Head of the Department and all his officers must not only be in close touch with one another, but also with officers of other departments. Isolation, narrow departmentalism and petty jealousies are quite out of place in properly run departments.

(c) The Head of the Department and all his officers must not only be in close touch with non-officials and non-official agencies where such exist, but must make it a point of obtaining their willing and whole-hearted co-operation in the formulation and the implementation of development schemes. Without such co-operation many development schemes will not be framed properly, and will not be executed at all, or if executed, will fail to achieve either wholly or partly the results expected of them.

(d) The Head of the Department must know what is going on in other Provinces, so far as his department is concerned, in order that he and the Province may benefit by experience elsewhere. If he does not do this, or in other words does not keep abreast of modern developments whether in technical or in administrative fields, there is risk of stagnation. A department which is stagnant and has no new ideas is worse than useless.

(e) The Head of the Department must give the best possible advice to Government. In tendering this advice he should not be influenced by any extraneous considerations.

(f) The Head of the Department must regard it as his definite responsibility to maintenance of discipline in the institutions under him; for this purpose it is essential that he should be particularly vigilant for any signs of trouble and in fact should do all that is possible to forestall any undesirable developments.

(g) The Head of the Department must tour systematically and throughout the whole Province, paying, in particular, special attention to the partially-excluded areas which are apt to be neglected. During these tours, he must establish and foster contact with leading non-officials interested in the work of his department, and must also contact the District Officer. Systematic touring will also enable him to watch that the development programme progresses properly and that money is not wasted and that all effort is properly co-ordinated.

(h) Heads of Departments do not at present send any tour notes to Government. The Provincial Government thinks it important to know what Heads of Departments do during tours. The Provincial Government therefore directs that each Head of Department should send to the concerned Secretary to Government by the 5th of each month a brief description of his work during tour in the previous month. The Provincial Government trusts that the notes would not merely be routine but would be informative.

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(i) There are undoubtedly difficulties and obstacles at present. There are also organisational weaknesses. It is the duty of the Head of the Department to overcome these impediments and if he is unable to remove them himself, to report them promptly, and preferably personally, to Government. Heads of Departments must not rest content with writing letters to the Secretariat or other Heads of Departments and then awaiting orders indefinitely. They must pursue these cases personally until answers or orders are extracted from those addressed. The alternative to this is inertia or lethargy and this is the most potent way of inviting just adverse criticism, if not condemnation.

4. Briefly, a good Head of a Department is energetic, alert, enthusiastic and impartial. He is also prompt in the disposal of business and takes deep personal interest in the affairs of his department. He also treats his subordinates not only firmly but also justly and sympathetically, and does everything possible to train and guide them and make them contented. During this transitional period when much is expected of Government and there is a good deal of impatience on the part of public, nothing but the very best effort on the part of each Head of Department is good enough or likely to give satisfaction to the public whose servant every public functionary in the Province is. The Provincial Government is confident that all Heads of Departments and in fact, everyone working under them, will rise to the full measure of their responsibilities.

Sc/-B.C.MUKHARJI
Chief Secretary to Government.

Memo.No.4348(30)-A.

Dated Cuttack, the 14th May 1947.

Copy forwarded to all Departments of Government
all Heads of Departments
all District Officers
Secretary to His Excellency the Governor

Sc/- Q.U.SHAHAB
Additional Deputy Secretary to Government

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