

Experienced Management of Administration.

The next step to complete the plan of civic government outlined in this paper in order to obtain the highest standard of efficiency is to concentrate responsibility in experienced management.

It has already been suggested that the Council appoint only two Committees, and their duties have been outlined, but so that the administration of the various civic departments can be supervised in detail and in order to obtain the best co-operative effort of these departments, it will be necessary for the Council to appoint an experienced manager who will be responsible to it for the civic administration.

At the first meeting in the financial year of a Council the Manager should submit a report upon the contemplated capital and current expenditures during the year, setting out in detail the appropriations for such department. These estimates should be passed upon by the Council at the earliest possible date, so that the work of the year can be planned and organized immediately.

It would then be the duty of the Manager to

- (1) Direct the preparation of Plans and Specifications and obtain tenders for the various contemplated works to be carried out during the year, and to submit same to the Council for their approval and acceptance.
- (2) Direct the proper supervision of such works and pass upon and submit to the Finance Committee progress estimates in connection therewith.
- (3) Supervise the expenditures of the various departments to see that the appropriations are not exceeded.
- (4) Report to the Council and Committee upon the work being carried out by the various departments.
- (5) Direct the work of the departments in accordance with up-to-date municipal methods.
- (6) Control and supervise the staff and employees.
- (7) Report to the Council and Committees from time to time upon matters affecting the best interests and development of the community.

The Departmental Heads, instead of reporting to Committees, would report to the Manager upon the work of their respective departments.

The administrative departments and plan of organization required to properly carry out the above system of administration is shown in Appendix B, by means of a graphic diagram.

It may be argued that the above system of management and control cannot be successfully carried out because—

- (a) It is impossible for one man to supervise such a large and varied amount of work; and
- (b) It is not possible to obtain men with sufficient experience to fill such positions.

The answer to the first objection is that it has been carried out in practice and has proved successful. The Departments of a civic authority do not exceed in number the departments in many large stores or manufactories, or the many branches of one of the large chartered banks, all of which are supervised and controlled by one General Manager. The question resolves itself into one of organization.

The answer to the second objection is that there are at present many men in the municipal service throughout Canada with excellent experience and good organizing ability who would be far superior in exercising experienced control and obtain better results than can ever be obtained by Boards of Control, or Committees, the individual members of which have had no municipal experience. Within a few years, with such a system, an experienced class of municipal managers would be created, which would guarantee a continuity of municipal efficiency.

It is time that the unconscious civic motto of "Muddle on and muddle through" be eliminated from civic government. The keener competition and increased national taxation of the future as a result of the war will demand efficiency in civic development.

Efficiency with economy is the parrot cry of many candidates for Aldermanic honours. It is impossible to obtain the former without the latter, and vice versa, and it is also impossible to obtain efficiency without experience.

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