

"Every complete piece of work, no matter how small, involves all the sections of the efficiency outline — some phases of operation, business transaction, accounting, organization and administration. Departmental efficiency can be the product only of efficient details of procedure and of effective conduct in all the various sections of its work. Bad conditions in any single section may make a high standard of accomplishment absolutely impossible. A complete efficiency plan must concern itself, therefore, with endless detail, and with every phase of work performed, while moving steadily toward a definite general plan for the undertaking as a whole."

Plan and Methods of the Bureau.

In setting to work to try to secure the above ideal for their city, the Milwaukee bureau at the start conducted certain general and rapid studies or preliminary surveys. A knowledge of the problems of government as a whole, and the information necessary to intelligently conduct and properly coordinate the latter detailed study and development were thus obtained. Especially interesting was the study made by the bureau into the organization of the Departments.

This organization survey includes all city officials and employees and shows their relations, their authority, and the duties undertaken by them. The results have been worked into charts which show relative position and authority, and by brief accompanying digests, the work performed by each man. These charts show to what degree the work of the department is organized. Subjected to careful study they indicate the lines of organization that will give the best attention to the entire work involved, and the most effective distribution of duties and responsibilities. Such charts furnished to the various departments permit new officials or employees to gain in a few minutes a general knowledge of

the work of their department, and of the particular responsibilities resting upon them. Under previous methods an officer frequently spent a year or longer in his office before gaining through the routine of the work a complete knowledge of his responsibilities. An example of one of these charts is given herewith as suggesting to any interested reader a similar analysis of his own situation.

Departmental Surveys.

The greater part of the work of the bureau is being devoted to department surveys. The entire city will be covered, the work of each separate department being completed, however, before that of another is undertaken. The work of the department is studied in every detail of operation, business transaction, accounting, organization, and administration. The problems of the department are then analyzed as a whole and betterments suggested whenever they appear possible.

The first step in a department survey is a general conference with department officials and employees to put the bureau in thorough touch with the work performed and its principal problems, and to secure suggestions as to the direction in which the department most feels the need for help. The work of the bureau is entirely one of assistance to departments desiring efficiency, and it has been received with cordiality by both officials and employees and given hearty cooperation.

The second step is a rapid preliminary survey of the department by members of the bureau's staff. This survey is based upon the knowledge gained in the general preliminary surveys, the careful study of which immediately precedes it. Its principal purpose is to give the men who are to make the further investigations a comprehensive knowledge and grasp of the problems of the department in order that they may proceed most intelligently, and with