

You will find in your department a personnel (or staff) section. This unit exists to help you contribute to your maximum to the purposes of the organisation and to help you in return to receive the maximum satisfaction from your employment. You should remember, of course, that you are one of many people employed in the organisation and that yours are not the only problems with which the Personnel Officer has to deal. By respecting this fact, you can help the Personnel Officer to help you.

The very nature of public administration demands consistency in managing men and a recognition of responsibility to the public. In private undertakings the test of efficiency is profit, and responsibility is to the shareholders or the employer. It is not so easy to find 'cut and dried' criteria of efficiency in the Public Service. The pattern of personnel management is essentially derived from legislation. Personnel administration in the Public Service is therefore inherently more rigid than in non-government organisations.

Similarly, with financial administration, accountability to the public is a primary consideration. The legislative framework within which the accounting officer in the Public Service must work is provided by the Colonial Regulations, General Orders and Treasury Circulars. The procedures followed involve the reconciling of the principles of the maximum of decentralisation, to give the most effective action, with the maximum of control, out of regard for responsibility to the public. We find throughout then a specified system of checks and balances. To this the public applies the label 'red tape'. But to relax these provisions generally would be to ignore responsibility to the public for the expenditure of its money. On the other hand, checks must have real value. The results of employing them must, both justify the cost involved, and restrict the effectiveness of action as little as possible.

The Treasury is the bookkeeper for the whole of the Singapore Public Service, and it is in that Ministry that final control is centred. Just as the Accounts Section in a department is the bookkeeping unit and provides the financial control of the department.

Checking for accuracy, honesty and legality of financial transactions (but not for detailed efficiency) is the responsibility of the Director of Audit.

The main aspects of financial administration consist of:—

- (a) determining what money is required;
- (b) getting that money;
- (c) spending that money;
- (d) accounting for the money spent and relating it to the money received or in hand; and
- (e) the checking or auditing of transactions.

Men and money are then the lifeblood of your organisation and their proper use is the essence of good administration. Financial and personnel administration are important functions and you should learn all you can about them so that you will be better equipped to help them serve the primary functions of your organisation.