

CHAPTER 3

THE PROCESS OF ADMINISTRATION

BEFORE WE examine the various conditions of service which are going to affect your career in the Public Services, it might be wise to make sure that we know what the main ingredients of administration are.

Marshall E. Dimmock in his book, *The Frontiers of Administration*, writes: 'Whenever people associate for common purposes, the problem of administration presents itself'. That sentence suggests that there are three elements involved: an organisation or association of people; a common purpose or policy; and a problem (How is this organisation or association of people to achieve its purpose or execute its policy?).

The people of Singapore, through the Legislative Assembly and through the executive Council of Ministers, associate to define their needs in the form of a policy. So much for the first two elements of Dimmock's definition. What of the third?

To achieve this purpose or carry out this policy two basic resources are essential, namely men to do the job and money to buy materials, to pay for services, etc.

We can then define the process of administration as being concerned with the use of men and money to achieve an agreed purpose. Public administration simply limits this purpose to the carrying out of public business.

The domestic arrangement of the basic resources of men is known as Personnel Administration; that of money as Financial Administration. In Singapore, personnel administration is co-ordinated throughout the Service by the Director of Personnel, a senior officer in the Chief Secretary's Office. Financial administration is similarly co-ordinated in the Treasury.

The roles of the Personnel Branch in the Chief Secretary's Office and that of the Treasury are for the Public Service as a whole the counterparts of the roles of the Personnel and Accounts (Finance) sections in a department. These sections co-ordinate the personnel and financial administration of the department. The principal broad aspects in personnel administration to which Establishment Officers must give their attention are briefly:—

- (a) systems and methods of working;
- (b) organisation and classification of positions;
- (c) general conditions of employment (including welfare);
- (d) recruitment and staffing (including appointment, transfer and promotion); and
- (e) training of staff.