

## II-1

## III-1 "O. AND M." CELLS.

(i)

Departments at headquarters of the State Government were advised in O. and M. Section memo. no. OM/R2-104/55A—6012, dated the 2nd August, 1955 to constitute O. and M. Cells and maintain a close liaison with the Deputy Organisation and Methods Officer. These O. and M. Cells were constituted in most Departments but, for a variety of reasons, they have not functioned with uniform effectiveness in all the departments. The matter was discussed at a recent meeting of the Secretaries and it was agreed that the O. and M. Cells should be fully activated. While Organisation and Methods of work should be a matter of interest for all Government functionaries beginning from the junior most assistants going up to the Head of Department or the Secretary to Government, the O. and M. Cell is charged with a special responsibility in this behalf. The detailed revised instructions for the working of O. and M. Cells have now been issued in memo. no. OM/R-204/58—4152, dated the 19th April, 1958. Considering the nature of the work of the O. and M. Cells it is clearly necessary that the Cell Officers should meet together at suitable frequencies. Since all Secretaries to Government are now to preside in rotation at these meetings of the Cell Officers it is hoped that there will be greater interest in the working of these Cells. It has been made clear in the latest instructions that the Cell will be a study group which will offer necessary advice to the Officers responsible for the working of different sections of the Department and will suggest necessary increased attention or corrective action to particular matters. It will not generally initiate departmental cases with a view to punitive disciplinary action. Disciplinary control remains the responsibility of the normal hierarchy of officers responsible for the working of particular departments or particular sections of the Departments, and the O. and M. Section as well as the O. and M. Cells in the Department should as far as practicable be kept disassociated from actual disciplinary control in order that they may perform their positive function of increased help to departments, more effectively.

(ii)

Memo. no. OM/R1-501/55AR—921, dated the 5th July, 1955, from the Chief Secretary to the Government of Bihar, to all Secretaries to Government and all Additional Secretaries to Government.

For improving efficiency in the Ministries, the Central Government have set up an O. and M. Division with a part-time Director, a wholetime Assistant Director, and a small office staff. The division works through an O and M. Cell in each Ministry; and these Cells are in charge of selected Deputy Secretaries who combine this work with their other duties. The Cell is in intimate touch with the day-to-day work of the Ministries and suggests ways and means for improving its efficiency. If the suggestions are of general application, instructions on the basis of the suggestions are issued to all Ministries by the Central O. and M. Division.

2. In Bihar, too, there is a Central O. and M. Organisation located in the Appointment Department; but there are no O. and M. Cells in the various departments. It is now proposed to establish such a Cell in each Secretariat Department or amalgamated office, and each attached office not amalgamated with the related Secretariat office. In an unamalgamated Secretariat Department, the Cell should be in charge of a Deputy Secretary or a keen Under-Secretary. In an amalgamated office also the Cell should be in charge of a Deputy Secretary wherever possible, but should also include a Deputy or an Assistant to the Head of Department. In an unamalgamated attached office, the Cell should be in charge of a Deputy or Assistant to the Head of Department. In each case, the Cell should include the Registrar or the Office Supervisor, as the case may be.

3. I am to request you to report, positively by the 15th July, 1955, the names of officers who will form the Cell in each department or attached office under you. It is important that the officers are

selected with great care, and I am, accordingly, to request you to give your personal attention to this matter.

4. Please acknowledge receipt.

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Memo. No. OM/R1-501/55AR—921, dated the 5th July, 1955, by the Chief Secretary to the Government of Bihar.

Copy forwarded to the Secretary, Board of Revenue, Bihar, Inspector-General of Police, Bihar, Chief Conservator of Forests, Bihar, Director, Central Bureau of Economics and Statistics, Bihar, for information with the request that the names of the persons who will form the O. and M. Cells in his office may be communicated to the Organisation and Methods Section by the 15th July, 1955 through the Secretariat Department concerned.

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(iii)

#### HINTS FOR THE GUIDANCE OF O. & M. CELLS.

The aim of O. & M. Cells is to attain increased efficiency which means achieving the objective with the least expense of time, labour and money. Speed and quality are essential criteria of efficiency. Rules in the Secretariat Instructions have been framed with these objects in view and the aim of the Cells will be to see that these rules are rigorously followed. If there is any draw-back in these rules, or if they can be improved upon, the matter can be settled in consultation with O. & M. Section who will, if necessary, issue orders to be applicable to all departments or to particular departments to suit their particular needs. No departure from the prescribed procedure will be made without consultation with the O. & M. Section.

2. Low efficiency may be due to many reasons, e.g., too few or too many men, poor quality of personnel, faulty methods of handling work or excessive red-tape.

3. Special care should be taken to see that files are not unduly held up at any stage. Test checks should be made of the tables of the Registrars, Assistant Secretaries, Under-Secretaries, Personal Assistants, and Deputies to the Heads of Departments, etc., to find out whether files have been or are being delayed by them. If there is no Deputy Secretary in a Department, tables of Under-Secretaries should be examined by the Secretary; similarly the Head of Department should examine the tables of his Deputies. The object of these checks is not fault-finding; and it is not intended that these checks should be followed by punitive action. The object is to ensure expeditious disposal of work at all levels; to ascertain whether an officer has been entrusted with more work than he can manage; and to discover and correct unsound method of work. These checks should, therefore, be helpful to the officers concerned, as well conduce to general efficiency.

4. Files which have remained undisposed of in the department for more than two months should be specially scrutinised in order to find out whether the delay in disposal is due to any avoidable causes and, if so, to remove them, where possible. The delay may be due to faulty procedure, or to a lack of sense of proportion, or to dilatory habits.

5. Office supervisors are meant to examine regularly the tables of the assistants; but the Cells have to see that this examination is being done properly.

6. The jurisdiction of the Cell will include both the gazetted and non-gazatted officers of the department or office.

7. The synopsis of the work done by the Cell should be sent to the Secretary in an unamalgamated department, to the Secretary and the Head of the Department in an amalgamated department, and to the Heads of the Departments in other offices, a copy being at the same time sent to the Organisation and Methods Section.