It is agreed that administration has a major leadership role to fulfil
in the work of the agency or organisation. The following are some of
the major areas within which administration should take leadership.

1 Administration is responsible for giving leadership to the conti-
   nuing process of identifying social welfare needs in the community
   where the agency serves. Naturally, attention will always be
   devoted to those areas of need that are in the general realm of the
   agency's service mandate. However, administration must be concerned
   about needs breadly defined even though programmes for meeting
   those needs may ultimately be assigned to some other agency. In
   the need identification process, administrators are seen as working
   with: Boards, committees, teams staff, clientcle, other agencies
   or organisations or groups, and the community (people) as expert
   analysts of problems, trends, and possible programmes.

2 Administration is responsible for giving leadership to the matter
   of defining, redefining, interpreting, and utilizing agency purposes
   as guides for programmes and services. Perhaps no task is more
   demanding or more difficult. However, without clear objectives, it
   is impossible for an agency or organisation to operate efficiently
   or evaluate its work.

3 Administration is responsible for giving leadership to provisioning
   the agency or organisation in terms of financial resources, faci-
   lities, staff, and other forms of support. Administration always
   has the responsibility to inform the community what is needed in
   the way of resources to do the job. Furthermore, administration
   has to work diligently through every available channel to see to
   it that these resources are obtained.

4 Administration is responsible for giving leadership to the deve-
   lopment of the agency's or organisation's programme services. To
   be sure, this task is widely shared with the professional staff
   and with otheres, but it ultimately is the job of administration
   to see to it that the programme meets the needs of the community.

5 Administration is responsible for giving leadership to the deve-
   lopment of a form or organization and structure that will provide
   for the co-ordination of the efforts of all persons engaged in
   the work of the agancy and that will support the programme of
   services.

6 Administration has a major responsibility for giving leadership to
   the process of policy formation, procedure development, and general
   operating principles. Without clearly stated policies and proce-
   dures, it is impossible for any agency to operate soundly and
   efficiently.

7 Administration is responsible for giving leadership to the conti-
   nuous assessment and evaluatinn of how well the agency is doing
   its job. Here it is assumed that objectives are clear, standards
   have been set, and criteria of evaluation are understood and
   followed.

8 Administration is responsible for giving leadership to the change
   process. In a dynamic and changing age with new needs emerging
   all of the time, most agencies are in a process of change during
   their entire history. When administration is change-oriented and
   takes responsibility for helping to bring about needed changes,
   it can be assumed that the agency will remain viable.

NOTE: While the eight points given above are by no means all that could be written, it does seem that they are the major ones, and if they are done, one can expect a generally healthy and effective administration.

Characteristics of the Administrator's Job

The Council on Social Work Administration of the National Association of Social Workers (U.S.A.) has for example spelled out a detailed list of the administrator's functions - any administrator. In their words; "The administrator, directing and co-ordinating all operations with the assistance of appropriate staff, is responsible for the quality and effectiveness of the total agency programme and for seeing that things get done well and on time. He sets tone of the agency. In carrying out his duties the administrator has a shared responsibility with the official board to whom he is accountable".[1]

It is clear therefore, that the administrator is specifically responsible for the following:

1 Giving leadership to policy-making bodies plus staff.

2 Identifying, in a continuing process, social needs that can be met by his agency.

3 Taking leadership in defining and redefining agency purposes.

4 Formulating, recommending, and evaluating policy in relation to the agency's mission.

5 Developing and planning short and long-range programmes with readiness for adaptation to changing conditions and new needs.

6 Maintaining a leadership role in meeting community needs.

7 Developing leadership in appropriate policy-making bodies.

8 Maintaining positive relationships with community leaders and forces, especially in the constellation of social agencies, both voluntary and governmental.

9 Interpreting the agency to the community and developing a proper public image and financial support.

10 Establishing and maintaining positive relationships with current and potential users of the agency's services.

11 Projecting the budget and obtaining finabancial resources.

12 Recruiting, employing, and developing the staff.

13 Organizing and directing the staff and resources.

14 Providing conditions, resources, and climate conducive to optimum staff utilization and development for productive effectiveness.

15 Administering the financial assets and resources.

16 Maintaining records and reports as a basis for accountability and evaluation.

17 Evaluating programme achievements and personnel effectiveness in accordance with goals and standards.

18 Accounting to the appropriate policy-making bodies and to the community for the total agency programme and operation.

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[1] Social Work Administration, (New York: National Association of Social Workers, March 1968), pp.6-7.

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