

is responsible. He also has the underlying responsibility for seeing to it that all of the administrative staff activities that exist to help him carry out his program are fully integrated and coordinated toward the achievement of the common overall objectives, including both program achievement and the most economical and frugal use of resources.

The second locus of responsibility rests primarily with the supervisor. Here we are concerned with the people-to-people relations that occur at the work site or which may directly affect employees at the work site. This is another area that has sometimes been confused with all of personnel management. It is highly significant because poor supervision and leadership can undo all that the best intentioned management policies and directives try to achieve. We are concerned here with:

- activities that motivate employees to produce to their fullest potential;
- willingness to make differential decisions based on quality of performance as well as the judgment displayed in making these decisions;
- dealing with individual employees and with organized employee groups that represent them in a fair and equitable manner and in accordance with public policy; and
- the responsibility for most efficient use of manpower in terms of assignment of duties, setting standards, measuring performance, using the tools of management that exist, and being aware of the impact of supervisory decisions both on productivity and on economical use of resources.

The third locus of responsibility is the personnel office. Here is where we most usually find what was described earlier as "personnel administration." The personnel officer's basic responsibility is to help both of the other two levels carry out their responsibilities. The personnel office exists only to assist management as part of the management team. The personnel officer has no allegiance to some outside authority, nor is he properly a buffer between management and employees, interpreting each to the other. However, he does have responsibility for:

- functioning as the representative of, and advisor to, top management in relating program and mission requirements to the human resources necessary to carry them out;
- making available to line and top management professional expertise needed in evaluation, selection, motivation, discipline, and utilization of people;
- communicating to the manager what his (the manager's) obligations are if he does not fully understand them;