

Principles of Administration Applied to Nursing Service

Paper read by Miss E. Paull at the ICN Congress, Rome

Administration.

Administration has been defined as the selection, provision and employment of resources for a purpose, the fulfilment of which is desirable or compulsory. It has also been defined as the development of people, not the management of things. As such, *"knowledge of the nature of human motivation and human relations is as important to the administrator as is technical competence in his particular field".

The principal factors in administration are planning, organisation of resources to put the plan into effect, execution of the plan, and evaluation.

Planning.

The guide lines for planning will be the aims and objects and general policies of the organisation. The plan itself, will be, in a sense, a forecast of some action which is to be taken and is, therefore, liable to be affected by factors which were not foreseen. An essential of good planning, therefore, is to reduce the unforeseeable factors to the minimum by a careful preliminary investigation of the situation and resources by persons competent to analyse the facts obtained. The plan should be realistic and workable, the objectives being thought out and defined clearly, and within reach. The plan should also be flexible so that it can be adapted to any unforeseen changes in the situation or resources. Unless a plan is being made for a new project, it should, as far as possible, be designed to fit into the framework of the existing administrative structure.

Organisation.

***"The purpose of organisation is to

*WHO Expert Committee on MCH—Second Report.

**WHO Expert Committee on Nursing—Third Report.

unify effort." It includes determination of the workers and materials needed to do the work, as well as the establishment of policies and conditions which will be conducive to the best use of available resources, human and material. As said earlier "Administration is the development of people" and certain principles have been recognised as fundamental for that purpose. They are :—

- *(1) That the quality of the working force is the most vital factor in success.
- (2) That initiative is to be encouraged.
- (3) That the raising of morale in the working group is more important than the imposition of a right discipline.
- (4) That training based on careful selection must become a conscious and continuous process.
- (5) That proficiency is not dependent on skill alone, but in the use made of available energy and latent ability, and that potential qualities can be drawn out under favourable working conditions by the proper guidance, direction and stimulus by those who administer.

Execution of the Plan.

As the purpose of the plan is to do something, execution is the tangible outcome of planning. To ensure that the work is carried on in accordance with the plan, and that the major objective does not suffer because of other associated objectives, it is necessary to have one person responsible for the overall direction of the plan. This does not mean that all authority is vested in one person ; delegation of authority is an essential component of good administration.

Evaluation.

Evaluation may be said to be ***"the

*WHO Draft Manual on Nursing Service Administration.

**WHO Expert Committee on MCH Administration—Second Report.