

MICHIGAN STATE UNIVERSITY

VIETNAM ADVISORY GROUP

OFFICE MEMORANDUM

CONFIDENTIAL

TO: Ruben V. Austin, Coordinator

FROM: Lloyd D. Masoff, Chief Advisor

SUBJECT: Personnel Replacement Memorandum No. 31

DATE: February 23, 1961

I shall try to combine the discussion of personnel with the submission of the attached personnel chart requested in your memorandum of January 20. As you pointed out, the whole question is "iffy," but for budgetary purposes it is important that we list our maximum requirements. Let me follow through in discussion of personnel in the same order as on the chart.

Chief Advisor: The question of the next chief advisor was thoroughly discussed with Joe LaPalombara when he was here. It was agreed that we would seek to have Guy Fox become the next chief advisor. This would mean his extending to the end of the current contract. I am scheduled to leave about April 27, but I intend to say about a month longer. This will get us just that much closer to the move to the new campus, as well as permitting a number of staff members to depart just ahead of me. It would appear that the move to the new campus may come in June or July. My successor will be concentrating mainly on the NIA and therefore Guy's nomination is appropriate. It is probable that at the time of Guy's takeover the divisions in MSUG will be abolished. This seems particularly advisable, not only because of the decreasing size of the group but also in order to prevent a certain amount of friction among remaining personnel in the Administrative Services and Police Administration divisions. As to clearances for Guy's appointment, the matter was mentioned to you earlier and you indicated a favorable opinion on campus in your memorandum of December 31. Please get such other clearances as are needed. Within MSUG the question of succession has been discussed separately with the three division chiefs. Guy is aware that further clearances outside the group are necessary before the appointment can be announced and he is aware that there could be hitches somewhere along the line. This morning I discussed Guy's appointment with Mr. Gardiner and he indicated approval of the choice. His comment was that Guy is experienced and is well liked. Very shortly I shall attempt to discuss the appointment with Secretary of State Tamm and, assuming approval, it will be possible thereafter to inform Rector Thong and our own group. If there are further reactions from campus I should of course appreciate having them as soon as possible.

Short-term Staff: Lines on the chart indicate possible short-term staff members. There is an outside possibility that a police consultant from campus will want to come out the last three months of the contract to close out that portion of our activities. Actually Ralph Turner is already preparing records for transmittal to East Lansing, and he has arranged with Handville and Adkins to take care

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of further closeouts. A second 3-month tour has been listed (for December-February) as a possibility in the event that the NIA decides to change its present system of educational administration. In the budget we should allow for the possibility of having an advisor come out to help the NIA; although I do not see much possibility of action by the NIA in this area.

Administrative Services: On the chart the possibility of extension for both Aschom and Hanes is listed, although only one of these gentlemen will actually be here until the end of contract. The question of which it shall be is our most perplexing dilemma at the moment and, again, we should appreciate your advice. It is of course important that the University have a person in charge of financial affairs in whom there can be the fullest confidence. There is reason to think that Don Aschom fits this bill more closely than Bob Hanes, both on the grounds of experience and skill in human relations. There are three possible difficulties that stand in the way of Aschom's acceptance of this responsibility: 1) he is as yet uncertain whether he wants to extend (he is already extending from February to July 1, 1961); 2) ICA/W may refuse to grant him the 30-day home leave which he would regard as necessary before continuing in his present job to the end of contract; and 3) he is uncertain whether his boss on campus, Gordon Shehe, will be willing to guarantee him a job upon his return after June, 1962. Don is taking a much-needed vacation in Singapore this week and, on his return, will let me know his verdict on the first point. As to Bob Hanes, I recall your reporting some doubt on campus as to whether he is the person to exercise this important responsibility to the end of contract. I have little first-hand knowledge of Bob's capabilities here, but a few second-hand reports indicate that there is some doubt about his ability to deal with people. I have proposed to Don Aschom that if he should not be continuing with the responsibility himself, it would be desirable to have Bob assume Don's functions now on a trial basis, in order to give us a better insight into Bob's capacity. If Hanes does take over from Aschom it will be desirable to delineate carefully the responsibilities of Hanes and Emery.

Police Administration: With respect to the Police people remaining after May, namely Handville and Adkins, there has also been some question as to the person who should be the senior man. Again, the abolition of the Division and a careful delineation of functions would be appropriate. The more serious problem has been that provided by Gardiner's long-standing drive to absorb out two Police people. I say "long-standing" because in Adkins' case, at least, Gardiner tried to persuade me four or five months ago that Tommy should be reporting directly to Walton. At this morning's conference with Gardiner the subject came up again. It was prepared for his question with a long series of arguments, but fortunately needed to employ only two or three before he gave way. There does remain, however, the question of supervision of Handville and Adkins. Obviously, Guy Fox would not be able to give technical direction, but it is possible he will have to sign certain papers having to do with their work from time to time and he will have to familiarize himself with aspects of their work. USOM will be informed on a daily basis, if USOM desires, about the activities of Handville and Adkins. This I proposed to Gardiner in lieu of his proposal that Adkins and Handville be housed at USOM and take directions from Walton. There is a possibility that Walton will give Adkins or Handville instructions in a technical field, but with Ralph Turner's concurrence I have informed Adkins and Handville

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that the University will stand behind them in their technical advice. As both Adkins and Handville have already been keeping USOM/PSD informed of their activities on a highly informal basis we do not anticipate a great deal of difficulty in the future. Even the paper work in which Guy Fox would be involved would be reduced within a few months after he took over, if the proposal to merge the former Civil Guard and the Sureté-Municipal Police ProAg is accepted by GVN. As yet there has been no decision on GVN's part and it is not likely to be made until after July.

Public Administration: You will note on the chart that only one replacement is anticipated for Child, Woodruff and Finkle. We had anticipated earlier that it might be possible to complete the last year of the contract without an additional person, but it seems to us that we would be failing in our contractual responsibility if we did not get at least one more person. On the chart the person has been listed as a public administration man who would arrive about May. It is realized that this may place you in a very difficult position because of the shortness of time. Joe LaPalombara was doubtful whether anyone from his Department would be interested in coming out for such a length of time. He did foresee a possibility of recruitment from off campus. Another possibility for this position is to employ a short-term staff member, defined by the ICA contract as anyone who serves less than one year in the cooperating country. As the contract ends June 30, 1962, it is conceivable that, even with the best of intentions, we cannot bring a replacement on the scene before July, 1961, and would therefore actually be hiring a consultant, or short-term staff member, rather than a regular staff member. Add to this the fact that we might want to move our advisor out before June 30, 1962, if there will be no new contract (reference: your previous memoranda on the subject), and it looks more and more as if a short-term staff member is the probable answer. In anycase, the crucial months for a new staff member to be here would be from August, 1961, to March or April, 1962.

Joe has suggested that perhaps Chuck Adrian could be persuaded to come out, although Joe is dubious whether he would come for longer than three months. Although we would prefer to have someone in the public administration area, one might argue that Hendry or Hunter, because of their previous experience here, could fill this slot very well. That is to say, advice in the economics area is needed almost as much as in public administration, and these gentlemen would bring the benefit of their experience. In any case, one important point is that anyone who is appointed within the last year of the contract presumably could not bring his family. If we do, then, end up with a short-term staff member it may be well to concentrate on hiring a bachelor, in view of the likelihood that a family man would not leave his family for something like nine to twelve months. I should appreciate your early exploration of possibilities as to filling this position. An excellent off-campus (bachelor) nominee would be Dr. William O. Farber, Chairman, Department of Government, University of South Dakota, Vermillion, South Dakota. He served as a public administration consultant under the Minnesota contract in Korea.

Although the question of Len Maynard's extension is not firmly indicated on the chart, there would seem to be good reason to have him extend. He could act as a senior man in public administration, as well as a steadying influence on Jack

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Donoghue. It becomes more and more apparent that USOM is not interested at this time in adding an in-service training man to their Public Administration Division. Also Joe LaPalombara was convinced, after several weeks here, that there would be an advantage in having the in-service training advisor be a member of the same group as the remaining advisors. As we all know, USOM is reluctant to give its advisors as much freedom of association with counterparts. Maynard has indicated to me that he is willing to extend to the end of contract on one condition: a substantial increase in salary. By this Len seems to mean a \$2,000 increase, which would bring him to the GS-15 level that he would have hoped to have reached had he remained in federal civil service. I have hinted to him that his expectations are unrealistic, but I have also told him that I would contact you to see what could be done about giving him an incentive increase in return for extending. You have previously mentioned the possibility of a 3-1/2 per cent regular salary increase, comparable to that to be given civil servants of the State of Michigan. If to this were added an incentive payment equivalent to that granted to Woodruff (\$800) I suspect that Maynard would be agreeable to staying, although I cannot be sure. The work in the in-service training area has reached sufficient momentum that Maynard's departure would be a real loss, in my opinion. We need an early decision on Maynard's salary because he wants to send in applications for another position soon if his connection with MSU is severed.

IDM/dv

NETS THROUGHOUT GRATE
 Produced as of February, 1961

Chief Advisor	(Dunlop)																	
Chief Advisor's Sec'y	(Turner)																	
Personnel Specialist	(Bass)																	
Range-top Staff																		
Admin. Services Chief	(Lusk)																	
Planning Officer	(Bump)																	
General Sec. Officer	(Dunlop)																	
Secretary	(B. Fox)																	
Police Division Chief	(Turner)																	
Police Specialist	(Clayton)																	
Police Specialist	(Shelley)																	
Police Specialist	(Burdette)																	
Police Specialist	(Adrian)																	
Secretary	(Punch)																	
Police Admin. Div. Chief	(G. Fox)																	
Police Admin. Specialist	(Cald)																	
Police Admin. Specialist	(DeLuca)																	
Police Admin. Specialist	(Parker)																	
Police Admin. Specialist	(Murray)																	
Police Admin. Specialist	(DeLuca)																	
Police Admin. Specialist	(DeLuca)																	
Secretary	(DeLuca)																	

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UNIT RECORDS, CASE
Projected as of February, 1961

Chief Clerk	(Name)																			
Chief Auditor's Office	(Name)																			
Regional Specialist	(Name)																			
Short-term Staff	(Name)																			
Admin. Services Chief	(Name)																			
Finance Officer	(Name)																			
General Svcs. Officer	(Name)																			
Personnel	(Name)																			
Police Division Chief	(Name)																			
Police Specialist	(Name)																			
Police Specialist	(Name)																			
Police Specialist	(Name)																			
Police Specialist	(Name)																			
Personnel	(Name)																			
Police Admin. Div. Chief	(Name)																			
Police Admin. Specialist	(Name)																			
Police Admin. Specialist	(Name)																			
Police Admin. Specialist	(Name)																			
Police Admin. Specialist	(Name)																			
Personnel	(Name)																			

PROPERTY INDEX
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