

MICHIGAN STATE UNIVERSITY

VIETNAM ADVISORY GROUP

OFFICE MEMORANDUM

TO : Howard W. Hoyt, Chief
 Police Administration Division DATE: November 15, 1957

FROM : Research and Training Section

SUBJECT : Assignment and Duties of Norman Clowers
(Firearms Instructor)

Mr. Clowers' work is unique in that he must cross ordinarily set lines by which we divide the work of the division. Being involved in the training of firearms for the various services, Sureté, Guard Civil, Municipal Police and Palace Guard it requires him to frequently make contact with many of the officers of these services. While this is true of the whole training effort it is particularly evident in his case because of the complexity of securing guns and ammunition and the very vexing problem, which has not been solved, of securing adequate range facilities for all services, plus the selection of instructional personnel from the Vietnamese. It would seem to be an unwieldy method to require that every time he needs to consult with the service heads or lesser members that he should have to go through the representatives of the Division who are a regular contact with the agency.

To require him to work through these various representatives merely puts him in this position - if the division representative is possessed of a high degree of interest in Mr. Clowers' work and the problems associated then perhaps we can expect a high order of performance in this respect. On the other hand, if there is no interest or a mediocre interest there can be no significant production or at best a mediocre performance which is contra to the intention of specialization. Since by the creation of a specialized position to fulfill the firearms instruction requirements, it is evident that it must have been deemed to be of greater importance or at least on a different basis than the ordinary concept of advising. To require the speciality to conform to the standards of performance of the non-specialists seems to be a distortion of administrative purposes. This also is true of the whole training effort.

I do believe, however, that when he does make contact of any importance that either by word of mouth or by memorandum the division representative affected should be

notified, or whenever correspondence is written it should at least be reviewed prior to mailing. Further, whenever the effort of the division representative can aid in the process of advising, Mr. Clowers is bound by good reason and logic to seek such aid at every opportunity.

Since there are no specific existing instructions to the contrary, it is requested that Mr. Clowers assignment be established on the basis of the foregoing discussion with freedom to contact whom he feels it is necessary for the furtherance of the specialized firearm instruction objective, recognizing of course the wisdom of keeping the service advisor and his immediate superior informed as to his activities.

RT/RLG/mt