

MICHIGAN STATE UNIVERSITY
VIETNAM TECHNICAL ASSISTANCE PROJECT
OFFICE MEMORANDUM

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Handling

TO : Dr. Wesley R. Fishel, Chief Advisor DATE : 11 August 1956
FROM : Howard W. Hoyt, Chief *HWH*
Police Program Division
SUBJECT :

I am attaching herewith a translated letter I received last evening from General Le, marked URGENT and SECRET. Again, this is an indication of the complete confidence he has in the MSU Group.

It is altogether possible that we do not have in the field these adaptability tests; however, some of our staff should be able to assist him and some of the local professors in drawing up some that will serve the purpose for the time being.

Would you please take up with the appropriate staff members the matter of fulfilling this request?

I will delay answering this letter until we can work out some method of procedure.

HWH/md
1-Attachment

Republic of Viet Nam

Ministry of Interior

Directorate General
of National Police and Security
of Viet Nam

No. 9455/TCSCA/VP/M

Saigon August 10, 1956

General Nguyen Ngoc Le
Director General of National Police
and Security of Viet Nam

to

Mr. Hoyt
Michigan State University

- S A I G O N -

Dear Sir:

In view of processing to a rational use of my personnel, I intend to request permission from the Secretariat for Interior for proceeding psychotechnical tests in order to put each man of our personnel in the position he is most fitted for, and according to his abilities upon the futur reorganization of our services.

Those tests will aim to determine:

1. those personnel fit to hold commanding position (Commander of Division, Chief of Brigade, Chief of Bureau, etc ...)
2. those personnel fit to hold specialized assignment in a specialized branch (filing, identification, administration, etc ...), or who will be eligible for such assignment after training,
3. those personnel who are unfit.

Of course, we will need your technical help to carry out those tests.

I will be very much obliged to you to let me know what help and plan of action you can contribute to the mentioned project.

Sincerely yours,

~~HR 5~~

August 23, 1956

To: Wesley R. Fishel, Chief Advisor
From: John T. Dorsey, Jr., Acting Coordinator *JTD*
Subject: Howard Hoyt's Complaints About Coordinator's Office

As I mentioned in DL-7, we have carbons of two letters Howard wrote on July 9 and 10 to Art Brandstatter in which he took cracks at this office. I have run these matters down and would like to offer the following information on each count:

1. The question of billing Art for five pounds of excess baggage, "when he still had an additional 45 pounds" coming to him. This misunderstanding would have been avoided had we been informed of the arrangements made by Art with Homer Higbee and Bob McKeen before he left, as outlined in Art's memo of June 27, or had we been informed that he had not used his remaining excess baggage allowance. According to your memo of June 1, The Executive Office was not clear on the discretion they were to use in shipping Art's stuff, since it stated that the E. O. did not receive Art's stuff until after his departure, and that Art did not indicate whether he planned subsequently to use any of his unaccompanied baggage allowance. If Art's memo of June 27 was correct, the Executive Office was mistaken on both points. The misunderstanding resulted from insufficient communication, and as soon as we had the complete information we of course charged the five pounds to Art's unused baggage allowance.
2. The Turner-Maxwell delay in leaving the U.S. I hope by now Howard know that the Comptroller's Office does not consider the clearance to be merely a formality, since the University would be stuck with the transportation bill if someone departed and clearance for some reason did not come through. This, I understand, has happened to some other schools who have ICA contracts, and May does not want it to happen here. Also, notification of clearance has to come from ICAW; MSUG cables informing us that such clearance has been obtained, while useful information to us, cut no ice with the Comptroller's Office. We did make a mistake in not sending the Maxwell 57 to you earlier; this was a regrettable oversight. However, it had been our understanding that country clearance is based on the 57 sent to USOM by ICAW. As it is USOM which is responsible for notifying ICAW of country clearance, it would be natural to assume that they would get it with the 57 which ICAW normally sends to them.

Memo: Re Hoyt complaints about Coordinator's Office, August 23, 1956

For future reference, it would be useful to us to know what USOM's normal procedure and responsibility are in such affairs. We went out on a limb allowing Maxwell to leave before ICA's notification of clearance arrived, and a very uncomfortable situation developed here when the College Travel Office wanted to be paid for the Maxwell trip and the Comptroller would not permit payment without documentary evidence from ICA that clearance had been given. This situation lasted for a number of days and almost degenerated into a game of who's got the thimble. To prevent recurrence of these scrapes I wrote the memo to ICA (of which you have a copy) establishing the policy of automatically postponing for one week the departure of anyone who has not received final clearance at least a week before ETD.

3. The package of reports to Art mailed from Saigon on May 28 by pouch. All messages and packages coming through this office to further destinations are ordinarily forwarded immediately. We checked the date Howard's letter got here and did not find the reports in this office, so we concluded that they had been forwarded to Art, according to normal procedure. Joyce had no recollection of any packages being delayed here. As we had no further request from Art about this, we concluded that he received the reports.
4. The correspondence about Rundlett. This correspondence was in the Rundlett file which had been sent to Art at the correct time for his review.
5. Nancy Hoyt's air freight delay. We do not know for sure just why this happened, but we have a clue in the fact that her bills of lading have come through bearing a Lansing address. We immediately notified the appropriate agencies when we discovered this error, and all correspondence concerning the matter has been promptly answered by this office. Wherever the mistake in addressing her freight occurred, it was not in this office.

I think this takes care of all the specific grievances mentioned by Howard, and I hope that the explanations will at least soften some of the harsh opinions he had formed about us. We make no pretension to perfection, particularly as we have been short-handed this summer. But there has been no lack of good will and willingness to work overtime, and in fact it is the latter two factors which have enabled Stan, Joyce, Larry, Mike and myself to keep this end going. All we ask is that when a snafu occurs we be given at least a provisional benefit of doubt before the conclusion is jumped to that it is the result of bungling or indifference at this end.

JTD:jb

cc: Howard Hoyt

Dr. Wesley Fishel, Chief Advisor September 13, 1956
Mr. Howard W. Hoyt, Chief Police Program Division
Marine Guard Check September 12, 1956

During the course of the Marine guard check last night, the file at Mrs. O'Brien's desk was shook loose. Although it was locked it can be pulled loose by shaking it with hard pulls. Back in the folders was found a letter from the Director of Cabinet, for the Ministry of Interior, Mr. Tran Van Dat, dated the 12th day of May, 1956, in French, with their mark Tre Urgent and Secret, in the upper left hand corner. It was a letter requesting the names and assignments of the members of the MSU Police Team.

As you know most of the letters from the Vietnamese offices are marked Tre Urgent and Secret in French or Khan and/or Mat for those in Vietnamese. We try in all cases, where these letters are so marked, to scratch it out in red crayon. We had failed to do it in this case. This letter was taken to the Embassy and Mrs. O'Brien had to make two trips there today to get it.

They were also able to force open Mr. Sloane's desk, which was locked as he had his two target pistols in it. He uses them in his instructor training twice a day. The desk was left unlocked the rest of the night with the guns in it.

I will leave it to you to take this matter up with Mr. Heim.

Dr. Wesley R. Fishel

14 September 1956

Howard W. Hoyt

Summary of Current Status of the Police Project.

A. Brief Background Analysis:

The members of the Police Advisory Team of MSUG have felt for some time that insufficient progress is being made with regard to the overall, long-range responsibilities this Team has to the Government of the Republic of Viet Nam, Michigan State University, as well as to the United States. The reasoning for this thinking is briefly as follows:

In July 1955, fourteen (14) months ago, President Ngo dinh Diem favorably accepted an organizational report, which in general recommended:

1. Three (3) civil law enforcement agencies.
2. That they be civilian rather than military in nature.
3. That they be directed by and responsible to one (1) top governmental official.

It was only after a series of bombings and other types of terrorist activities in Saigon and elsewhere throughout Free Viet Nam, that General Nguyen Ngoc Le was appointed by President Diem as the top coordinating officer of all civil law enforcement agencies in this country. With the exception of the Civil Guard, he was placed in charge of all civilian internal security forces. It can be logically assumed that much of the stability in the local security picture, which resulted shortly thereafter, can be attributed to this appointment by President Diem.

On November 19, 1955, over strong objections from MSUG, the Civil Guard was made directly responsible to the President and was removed from the control of the Ministry of Interior. The reasons which were given for this transfer at that time were, "an emergency action due to the forthcoming rice harvest". Later, the Presidency retained control of the Civil Guard because of the "coming Tet". Still later, the reason given for retaining the control of the Civil Guard by the Presidency was given as "because of the March elections". Approximately eight (8) months ago, MSUG was requested by both the Presidency and by General Le to develop and present the combined recommendations of the MSUG Police Advisors, regarding the responsibilities of all law enforcement agencies, re-organization structures and their individual authorities. After many man-hours and considerable effort, this report was made available to Vietnamese authorities on April 15, 1956. As of this date, no official action has been taken by the Vietnamese Government with regard to the implementation of the recommendations embodied in this report, insofar as it is known by the Police Advisory Team.

OFFICE MEMORANDUM to Dr. Wesley R. Fishel
SUBJ: Summary of Current Status of the
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14 September 1956

It has been reported that recently the Gendarmerie has been strengthened and, also, that the President has no intention of eliminating this police organization, as was recommended by the Police Advisory Team, as well as by MAAG officers.

Since April 1956, attempts have been made to secure a definite commitment from President Dien regarding the official status of General Le. Mr. Arthur F. Brandstatter strongly recommended to President Dien that a definite decision be made in this regard and that this decision be reported publicly. Because of President Dien's failure to have taken an official stand on this point, considerable confusion has resulted within Vietnamese civilian law enforcement circles, as well as among other agencies.

B. Current Situation:

In July 1956, a report dealing with the reorganization of the VBI was prepared and submitted to Mr. Nguyen Huu Chau. You will remember that not long thereafter, you advised Mr. Ryan that the President had read this report and declared himself as being in favor of the recommendations set forth therein. At about that same time, Mr. Chau convened a meeting of the leading officials of the VBI at the Palace, which meeting was attended by Mr. Ryan and myself, for the purpose of appointing a committee which was to study the possible implementation of this plan. Nothing whatsoever has been done, nor has any official statement been made by any Vietnamese officials regarding the implementation of this reorganization plan.

General Le has accepted the Plan, but is completely unable to begin its implementation without official approval. I call attention to the fact that at the present time, the Police Advisory Team is required to do business with General Le, although the latter is in the position of being unable to make any decision regarding organizational changes within the VBI. We find ourselves in a most insecure position because of this situation.

Our field work is at a standstill inasmuch as any efforts to improve the situation in the outlying areas of Viet Nam must first wait until after the Headquarters has been reorganized. Any reorganization of a law enforcement agency must always begin at the top and work down.

You may be interested to know that the morale within the VBI has been declining in recent months. General Le suffered a severe loss of face as a result of President Dien's handling of the recent embezzlement case at the National Treasury, in having given the responsibility of the investigation of this crime to General Mai Huu Xuan, instead of to General Le. It has been reported, but unconfirmed, that President Dien held a meeting between General Xuan and Mr. Tran Ba Thanh, who is the Director of the VBI for South Viet Nam, shortly after the discovery of the foregoing crime. The VBI agents, under the direction of Mr. Tran Ba Thanh, were assigned to General Xuan, but General Le was not advised of this action officially at any time.

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Continued delay in the reorganization of the Surete will prolong the lack of sound operation and efficiency in this organization. This, of course, will act to the detriment of the well-being of this nation.

You may be interested to know that recently I was approached by officials of the Thai Embassy regarding my opinion of General Le's current position within the Vietnamese Government. These officials desire to invite General Le and his wife as guests at the Police Anniversary Celebration which will be held in Bangkok in October of this year. Mrs. Hoyt and I have already received our invitation. The Thai Government is hesitant about inviting General Le by reason of the fact that they feel that there is a possibility that General Le may be removed from his present office.

It is anticipated that considerable equipment and supplies which were ordered in the United States for use by Vietnamese Police organizations will shortly be arriving in Saigon. This necessitates that plans must be formulated for its receipt, storage and distribution. Any plans now made with present police authorities might well be invalidated by future appointees. Plans are now being worked out regarding a series of lectures to be given to VBI officials by Jack Ryan; lectures will deal with organizational administration, operations, etc.

With regard to the Civil Guard, the recent appointment of military personnel to key positions in this organization has led us to believe that the Civil Guard, in essence, is a reserve military organization on active duty, rather than a civilian police agency.

In conclusion, I wish to point out that the training programs at the National Police Academy, within the Civil Guard, as well as within the Saigon-Cholon Police Departments, are showing encouraging results; however, the only encouraging action thus far taken by the Vietnamese Government, with respect to its civil law enforcement agencies, has been the assignment of the Camp des Mares to the VBI.

I am bringing this situation to your attention so that you may be kept advised as to developments of this nature. The members of the Police Advisory Team strongly feel that the official and permanent appointment of the Director of the VBI and Police Services for the Republic of Viet Nam will materially aid in the success of our Program in this country.

HWH/JER/mmd

HOWARD W. HOYT, Chief
Police Program Division

Dr. Wesley Fishel

September 14, 1956

Mr. Howard W. Hoyt

Saigon Jaycees and Saigon Rotary Club
Safety Council

The Saigon Jaycees and the Saigon Rotary Club jointly have been attempting to organize a Safety Council for all of Vietnam.

An original meeting was held at 8:30 p.m. on the 31st of August. At this meeting Dr. Wang Tsio Yong, past president of the Jaycees and now an international officer of Jaycees, was authorized to call a meeting for Tuesday, September 11th, to set up the organization. He was invited, as chairman of the Rotary Traffic and Safety Committee, to attend.

There were about twenty-five (25) people present and the following officers were elected to the various offices:

- | | | |
|--------------------------|--|------------|
| Tran Van Khien | Ministry of Interior | President |
| 2A Lanzarotte Rue | Saigon | |
| Nguyen Tan Kien | President of Cyclo Motors | Vice-Pres. |
| 30B Rue Huynh Quang Tien | Saigon | |
| Howard W. Hoyt | Michigan State University | Vice-Pres. |
| 26 Gia Long | Saigon | |
| M. Wattaire | Insurance and treasurer of the Rotary Club of Saigon | Treasurer |
| 11 Rue Nguyen Cong Tru | | |
| Pham Huu Vinh | | Secretary |
| 27 Rue Duy Tan | - Saigon | |

There were five divisions agreed upon.

Division one (1) was Division on Legislation, which will study the present traffic laws, discuss and recommend new legislature. The chairman of this Division is Robert Delastre, who is general secretary of the organization of insurance companies of Indochina.

There is a division of Public Education. It was not clear to me who was elected as chairman of this group.

Memo For the Record
Safety Council for Viet Nam
Page 2/

Another division of Rural Traffic was set up, and General of the Army, Tran Van Don, who is in charge of Camp Tran Hung Goa, on Rue Cong Ly, was elected.

Another division of Urban Traffic was organized and Commissioner of Police, in charge of traffic, Tran Van Quoi, was elected chairman.

A division of Public Information was organized and someone in the Ministry of Information, whose name was never put on the blackboard, was elected to that position.

Each of these chairmen was asked to organize their committee immediately to draw up an agenda of their proposed activities.

A meeting was set for 8:30 p.m., Tuesday, October 2nd, at which time each of these committeemen will report to the Safety Council on their projects.

Considerable interest was shown and I believe this is a kickoff to what will be a successful democratic operation.

Copy for Rotary Traffic and Safety Committee

MICHIGAN STATE UNIVERSITY
VIETNAM TECHNICAL ASSISTANCE PROJECT

OFFICE MEMORANDUM

TO : Mr. Howard Hoyt, Division Chief DATE : September 17, 1956

FROM : Dr. Wesley R. Fishel, Chief Advisor *WRF*

SUBJECT : Safety Council

Congratulations on your election to the post of Vice President of the new Safety Council. As you know, I have been happy to see you taking the lead in stimulating the organization of such a body, for it seems to me that we make as strong an impact on Vietnam through "extra curricular" activities of this character as through our more formal operations.

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Dr. Wesley R. Fishel, Chief Advisor October 2, 1956
Howard Hoyt and Walter Mode
Ralph H. Smuckler, Assistant Chief Advisor *RHS*

Attached Report

Attached is a second draft of the recommendations we discussed yesterday. Can we have a session to discuss this revision, either late this afternoon or early tomorrow?

I would appreciate it if Mode, in particular, would examine Part B for any additions of a general nature which he would like to make.

SECOND DRAFT

The following recommendations are based on the assumption that a high degree of ^{Administrative} centralization is necessary in Vietnam at present and in the immediate future. Experience ^{during} ~~with~~ similar national emergency periods in other countries would tend to support this assumption. The system which is recommended -- with a broadly defined and powerful Presidency -- would provide ^{this} ~~a~~ relatively centralized administration. The recommended Councils would facilitate coordination ^{AND} Presidential control and stimulation for the work of the various General Directorates and Departments involved in internal security and economic development. Through the Secretary of State at the Presidency and the Assistant Secretaries, the President would be able to oversee provincial administration, the operation of the governmental services in the areas outside of the city and the operation of key security services and administrative services, such as budget, plan, and personnel. And yet, by providing for a strong Secretary of State and an Undersecretary as well as a series of Assistant Secretaries enough decentralization within the Presidency could be attained to keep things running smoothly and efficiently.

The administrative danger in a system such as this is that the centralization provided for in the organizational structure will not be accompanied by a ^{REASONABLE} ~~a~~ delegation of authority to act. Unless delegation is a general principle of operation within the Presidency, the Government is bound to become delayed and even paralyzed on important as well as merely routine operations. Each of

*discuss councils here before they are explained.
Should these comments come after.*

-2-

the Directors-General and the service departments must be empowered to act and to make important decisions in line with general policy guidance laid down by the President and those immediately under him. The Advisory Councils, on the other hand, would not be action bodies, but coordinating, discussion and advisory bodies which would tend to crystallize the issues in their areas and in this way assist the President.

Part A. Recommendations on the Presidency

1. The Presidency should be reorganized to include directly under the President, the Secretary of State for the Presidency and a personal staff to the President including military aides, personal secretary, personal secretariat, chargé de missions, chargé d'études, and a press secretary. The Secretary of State at the Presidency should be assisted by an Undersecretary, who would be his main assistant and act for him in his absence, and three Assistant Secretaries -- for Internal Security, for the Provinces and for Staff Services.

- a. The Assistant Secretary for Internal Security should have under him the Directorates General for the Civil Guard, the V.B.I., and the Police. The Assistant Secretary would be responsible for their smooth functioning, coordinated action and efficient administration. (See Police Reorganization Plan, MSUG)
- b. The Assistant Secretary for the Provinces would be the channel through which Province Chiefs keep in regular contact with the National Government. Periodic reports

would be handled through this office and instructions from the Government would flow from the office of the Assistant Secretary to the Province Chiefs. The individual Province Chiefs would have the role of coordinating National Government services, serving as representatives of the Government in the province, inspecting and reporting on the services of the Government, and acting in other ways as the administrative representative of the National Government. (See report on the Interior Department by MSUG) These functions ^{sh}would evolve just as the shift to larger provinces should evolve over the next few years. As for the organization of the office of the Assistant Secretary, it should have a geographic breakdown, with one bureau designated as the Bureau for PMS affairs to guarantee sufficient attention to the problems of the mountainous areas and people.

- c. The Assistant Secretary for Staff Services should have responsibility for operations of the General Directions of Budget, Plan (to include the AEA), Personnel, and General Services. Each of these General Directions should be revised so as to incorporate modern techniques, procedures and objectives. Plan, Budget, and Civil Service are self-explanatory. For the General Direction of General Services, see MSUG Presidency Report, "Organization Proposee".

2. The President should be the Chairman of two Advisory Councils -- the National Internal Security Council, and the National Development Council. These councils should meet at least twice each month and be presided over by the President. They should discuss matters relating to their interest; vote on advisory resolutions, and serve as the coordinating body for activities within their respective areas. In this latter respect, each should have a permanent Executive Secretary who would be assisted by a small staff. The Executive Secretary should be located within the personal staff of the President. Membership on each of the Councils should not exceed ten persons. Non-permanent members ^{would} ~~may~~ be invited at the discretion of the President as the subject under discussion may require. However, in no case should the total participating membership at any meeting exceed 15 persons. Non-permanent members should be given the right to vote on advisory resolutions at the discretion of the President.

- a. The National Internal Security Council. The Council should be presided over by the President. Members should include the Secretary of State for the Presidency, the ~~Secretary of State for Defense~~[?], the Assistant Secretary for Internal Security, the armed services Chief of Staff, and the Directors General of the V.B.I., Civil Guard, and Police. The Assistant Secretary for Staff Services and the Council Executive Secretary (~~a member of the President's immediate staff~~) should assist the President in the bi-weekly meetings.

- b. The National Development Council. Presided over by the President, the Council would be composed of the Secretary of State ~~for~~^{at} the Presidency, the Secretaries of State for Public Works, Agriculture, Finance and the National Economy (revised as "Trade and Industry" -- see), the Assistant Secretary for Staff Services, and the Directors General of Plan and Budget and others directly interested in national economic development.
- c. Discussions in both councils should be based on the work of a sub-council which would be composed of representatives of the member agencies. Work procedure should consist of deliberation on policy papers prepared by member agencies on problems of general concern. The Executive Secretary would keep things moving under the general guidance of the President, follow up on decisions made by the President related to the matters before the Council, and assist the President in routine coordination.
- d. The Executive Secretary for each council would be an extremely important position. In the case of the National Development Council, he would have a somewhat larger staff and take on somewhat broader responsibilities at the direction of the President and in his name. The Directorate General of Plan would also play an important part in the general staff support for the National Development Council.

3. Other agencies now within the Presidency, such as the Commission for Civic Action and the National Institute of Administration, should be kept within the Presidency for the immediate future. Policy guidance for each of these semi-autonomous agencies should come from the President, with administrative support provided by the General Direction of General Services.

Part B. General Recommendations

1. Reorganization of Departments ^{throughout the Government} should be accomplished so as to group like functions together. Specific examples of changes that could be made in this respect follow:

- a. General responsibility for matters related to trade and industry should be assumed by the Department of National Economy reorganized into the Department of Trade and Industry. (See .)
 - b. In the agricultural field, the Agrarian Reform Department should be eliminated and responsibility for Agrarian Reform should be assigned to a General Direction within the Department of Agriculture. The Department of Agriculture should in turn be reorganized essentially along the lines in the MSUG report of
-
- c. The present Department of Interior should be eliminated since its major functions will be absorbed into the recommended Presidency organization.

2. The role of the Province Chief should be redefined as discussed above and as outlined in the Interior Report, MSUG, for

the Area Chief. A gradual transition toward larger provinces should be continued. Generally speaking, responsibility for initiating and operating programs in the provinces should rest with Service Departments and their provincial Chiefs of Service.

3. Revision of the budget system, strengthening of the Directorate General of Planning, and revision of the Civil Service System should be started.

4. A positive approach to problems should be stressed throughout the Government. With strong leadership, the Cabinet meetings and the two recommended Council meetings could be the vehicle for attaining this. The program of the Ministry of Information should be diverted from its present course toward a more positive statement of Government plans, needs, problems and accomplishments.

5. Possibilities for maximizing village and local area self-help or local development projects should be examined. With proper stimulation at national and provincial levels this could be an inexhaustible national resource.

6. The program of the Department of Information should be substantially revised and turned toward a more positive approach to the development of the nation.

Dr. Wesley Fishel

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October 3, 1956

Mr. Howard W. Hoyt, Chief Police Program Division

Boudrias' Monthly Report

I am attaching a copy of George's monthly report of Special Division activities.

For obvious reasons this was not incorporated in our published report.

I have requested English copies of the two English manuals referred to in paragraph four (4) to complete our files.

H.W.H.

MICHIGAN STATE UNIVERSITY
VIETNAM TECHNICAL ASSISTANCE PROJECT

Copy
File

OFFICE MEMORANDUM

TO: Doctor Wesley Fishel

DATE: 18 October 1956

FROM: Howard W. Hoyt

SUBJECT: Report on Trip to Bangkok to Attend Thai Police
Day Celebration.

As a result of a personal invitation from Director General Phao Sriyanond, Deputy Interior Minister of Thailand, we attended the Police Day Celebrations, which are held annually in Bangkok.

This year, Premier Pibulsonggram and General Phao decided to use this occasion to invite the Director Generals of other South East Asian countries to participate in the Police Day Celebrations, and to use this occasion to become better acquainted with each other and to discuss together certain mutual problems.

Those attending were:

JAPAN - Mr. Kakuji Tateno, Chief Superintendent, Director of the Kanto Regional Police School.

Mr. Waichi Takahashi, Senior Superintendent, Principal of the Metropolitan Police Department School.

VIET NAM - Brigadier General Nguyen Ngoc Le, Director General of the Police, and Madame Le.

Mr. Nguyen Yan Hay, Directeur des Services de Lasurete Auxpays Montagnards Sud.

Captain Tran Van Do - Gendarmerie.

BURMA - Sithu, Inspector General of Police, and Mrs. Sithu.

TAIPEH - Lt General Lo Kan, Commissioner, Taiwan Provincial Police Administration.

Major Lo Sze-Po.

PENANG - Mr. P. H. O'Flynn, Chief Police Officer, and Mrs. O'Flynn.

MALAYA - Mr. Carbonell, Commissioner of Police, and Mrs. Carbonell.

Mr. Che Saleh, Assistant Commissioner of Police.

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Memorandum to Doctor Fishel
SUBJ: Report on Trip to Bangkok to Attend Thai
Police Day Celebration.

18 October 1956

CAMBODIA - Tunkim Tec

Kuz Kuzl

Sruvo

Captain Kovit

SINGAPORE - Mr. N. G. Morris, Commissioner of Police.

Mr. William Cheng, Assistant Superintendent.

SPECIAL GUESTS - Mr. and Mrs. Howard W. Hoyt, Chief, Police Program
Division, MSU Viet Nam Project.

Mr. E. T. D. Lambert, Special Advisor to the Office of
the Commissioner General for Southeast Asia,
Phoenix Park, Singapore.

Mr. Paul Lawrence, Treasury Attache,
U.S. Consulate General, and Mrs. Lawrence.

In addition to those present, officials from Ceylon, India, Pakistan, The Philippines and Hong Kong were invited. Some expected to attend until the last minute, and for official reasons had to send their regrets. Others sent their regrets right from the start that they could not attend.

The program was quite tight from Thursday on through until Monday midnight. On Monday at 10 o'clock the above group was received by the Prime Minister. This was followed by a conference of the delegates from Burma, Malaya, Singapore, Cambodia, Viet Nam and Thailand. We consultants were not invited for obvious reasons. This was the conference at which they discussed among themselves the problems they are faced with on centralizing records, control of aliens, Chinese problems, etc. I understand the narcotics problem was not discussed. They agreed to form an association of Asian police administrators. Singapore agreed to serve as the host government agency for the first such conference. Singapore will serve temporarily as the Central Records Agency. I feel sure, however, that the feeling will be to move these records to Thailand, since there is suspicion wherever a colonial power still has its influence. For example, I cannot believe that the free, independent Malayan Government, after next August, will wish to put its records in a central agency where the British will have access to them. I am sure Burma and Ceylon will feel the same way and possibly India and Pakistan as well.

I thought I sensed in this conference a feeling that has been described in several books as it existed in the Bandung Conference. We were certainly made to feel at home. They were very hospitable to us and we were given prominence of position at the dinners, in toasts, on reviewing stands and all, but we were not advised when this conference was to be held, nor invited in. Had I been, I would have rejected the invitation because I feel sure they would feel much freer in their discussions without a Westerner

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being present. Mr. Carbonell, Commissioner of Police in Malaya, when learning of the proposed conference and its agenda, immediately stated that he was in no position to discuss some of these matters, since he had not cleared them with the British Government. He left Sunday night so that he would not have to attend the Monday conference. Mr. O'Flynn also left early Monday morning. Mr. Morris, a Britisher, sat in representing Malaya, but stated he was unable to speak for Malaya. Mr. Eric Lambert, although uninvited, presented himself to the Conference Room and, to keep from embarrassing him, they let him remain. I was led to believe by the Thai Police officials that he was certainly uninvited.

General Le and his wife became the favorite couple amongst the delegates before the week was over. Le conducted himself in an excellent manner. He always wore the appropriate uniform and dress. He was not too forward and yet he spoke up when the occasion demanded and made a very good account for himself.

We were met at the airport by high police officials with their wives. Our delegation was presented with flowers. The general from Burma arrived just before we did and the delegations from Penang, Singapore and Malaya arrived just after we did. Each delegation had a car assigned to them with their country's flag on the fender. They had a high police official assigned to them for the entire time of their stay, who took care of the language barrier.

When going from one appointment to another, we had a police escort, but never once did we exceed the speed limit, barge through red lights or violate any traffic regulations. This was a good impression for General Le.

We were impressed with the high caliber of men in the high offices of the Thai Police. Most of them have had several years of college training in the United States, England or other European countries. Thailand is certainly not lacking in highly trained police administrators. They have established a police academy which provides a 4-year college course for their cadets. It is out of Bangkok about 30 miles and is spread out over some 150 acres. The King and Queen were present at the Academy on Saturday during the Police Day Celebration. It was interesting to watch Asians trying to hurdle language barriers, facing the same problems a Westerner does when he comes to this part of the world. Most of them were using English as the vehicle of communication.

Mr. Sithu, Inspector General from Burma, talked to me several times about the possibility of some police advisors to his government. He stated that they have had plenty of British advice and influence. What little he has been able to read on American techniques, makes him feel he would like to have more guidance, especially on administration, along American lines. It may be that there is some American university who has, or will have, a contract similar to ours that could be used as the vehicle of getting police consultants to his government.

HOWARD W. HOYT, Chief
Police Program Division

HWH/nmd

Mr. Hoyt's File

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Dr. Wesley R. Fishel

8 November 1956

Howard W. Hoyt

Regarding the discussion a week ago in the Planning Group about establishing an office for auditing all translations, I would like to state that this has not been discussed with the rest of our staff, but I believe they would be agreeable to anything that can be worked out satisfactorily to the entire MSU operation.

I still feel, as a consensus seemed to show at that time, that there would be difficulties internally involving personal feelings, etc., if such a procedure were to be set up. Even if the personal feelings angle did not develop, it would have, in my opinion, the effect of the regular interpreters relaxing a bit in their thoroughness, knowing that their work would be checked by someone else later.

There is something to be said for establishing a translation pool, where all letters, manuscripts, reports, lectures, etc. are translated and, of course, within this pool it would seem logical to establish one or two monitors of anything turned out. With this procedure, all regularly employed translators in the many offices would be moved over to the pool. There would be drawbacks to this, in that someone would have to establish priority on the material sent in. It would cause a certain amount of delay on such routine matters as correspondence.

With our operations conducted both here and at the Institute, a central pool would necessitate more courier service.

It may improve the quality of material turned out.

HWH/nmd

HOWARD W. HOYT, Chief
Police Program Division

File

Dr. Wesley R. Fishel

13 November 1956

Howard W. Hoyt

Dinner Given by Director General of Civil Guard and Attended
by Police Division Staff Members.

On November 6th, the members of the Police Program Division were invited to attend a dinner given by General Oai for all of his provincial commanders who had been in Saigon for several days' conference. George Boudrias, Dick Rogers and I were the only ones able to attend.

The dinner was held at the Vietnamese Army Officers' Club and consisted only of a social get-together. A lovely dinner was served, accompanied by entertainment provided by an orchestra and entertainers from Quang Trung. There were no speeches given.

Besides General Oai and his top officers of the Civil Guard, the following military generals were present:

General Le Van TY
General Nguyen Van DON
General Duong Van MINH
Lt. Colonel Vu Hung PHI

Director General Ton That Trach, of the Bureau de Fonctionner Publique (Civil Service), was a special guest. As you will recall, he was the original Director General of the Civil Guard.

Very cordial relations were had amongst all those present. We were the only non-Vietnamese there. We were impressed by the Americanized way of entertainment -- even to the point that when the orchestra struck up "Auld Lang Syne", it was the signal for conclusion of the ceremonies.

HWH/nmd

HOWARD W. HOYT, Chief
Police Program Division

Dr. Wesley R. Fishel

19 November 1956

Howard W. Hoyt

Summary of Recent Developments in Police Program Division.

PROCEDURE:

I. ORIENTATION:

a. Police Team members spend many hours in the field with police officials, learning present methods of operation and organization, the amount of training and experience of police personnel, equipment and condition of equipment, crime problems, terrain, legal procedures, etc.

b. Police Team members become personally acquainted with Vietnamese officials of all levels, gaining their confidence, learning their wishes, developing recommendations on reorganization of training, operations, and equipment needs.

II. ACCOMPLISHMENTS:

a. Training:

1. Police Academy established in Saigon on November 1, 1955. 8-week course for in-service training. Police from Provinces and Saigon-Cholon. Part-time instructors from government services. Subjects are general - from Judo to firearms to law to traffic public relations. Completed 6 classes of 160 men each.

b. Quang Trung:

1. Mass in-service training for Civil Guard only. 6-weeks course; 4-weeks military training; 2-weeks police subjects. From two to three thousand men there at a time. 12,000 Civil Guard completed course. Graduates are responsible for many successful operations, e.g. Ba Cut.

c. Firearms repair and maintenance training. Two classes of 20 men each.

d. Traffic training course established for traffic officers. Traffic training film developed with the help of U.S.I.S.

e. Three months course for 45 top administration and leadership personnel of Saigon-Cholon Police.

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Memorandum to Dr. Wesley R. Fishel
SUBJECT: Summary of Recent Developments in
Police Program Division.

19 November 1956

f. Five (5) men completed a course in repair and maintenance of police radio equipment.

g. Six (6) classes of from ten (10) to twenty (20) men each sent to Malaya for specialized training.

h. The personnel of the modern Identification Bureau have been trained and have started the establishment of a modern bureau with fingerprint equipment furnished by USOM.

III. SUPPLIES:

Considerable equipment for police services has been ordered from the States from USOM American Aid funds. Some of this equipment is beginning to arrive. Following training in its use, it will be distributed where it is needed. The MSU Police Team has assisted in re-assignment of existing equipment, so as to make more efficient use of it. MSU Police Team has assisted USOM and MAAG in distribution of excess Lisbon transportation equipment.

IV. REORGANIZATION:

Two (2) thorough Reorganization Reports have been prepared at the request of the Vietnamese Government and presented. They are in the process of study, but have not been implemented. Minor reorganizational ideas have been adopted at lower levels, however.

HWH/nmd

HOWARD W. HOYT, Chief
Police Program Division

MICHIGAN STATE UNIVERSITY
VIETNAM TECHNICAL ASSISTANCE PROJECT
OFFICE MEMORANDUM

TO: Dr. Wesley R. Fishel

DATE: 19 November 1956

FROM: Howard W. Hoyt

SUBJECT: Summary of Recent Developments in Police Program Division.

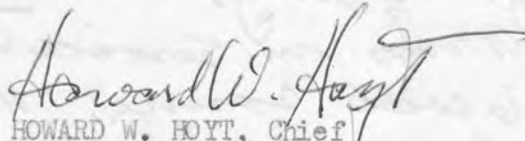
During the early stages of the operations of the Police Advisory Team in Viet Nam, considerable time was spent in learning the present operational system, organization, and type and use of police equipment. Based on this information, recommendations on reorganization were prepared and presented to the Government, as they requested.

As ICA/W made funds available, our Group prepared equipment lists and recommendations for civil police services. In full cooperation with representatives of all the American official agencies in the field and the Vietnamese Government, these equipment lists were perfected and some equipment has been ordered and is beginning to arrive. Distribution and control is very carefully handled by the MSUG Police Group.

With our aid, a number of training establishments for police have been operated for over a year. Specialized training has been conducted for smaller groups. Specialists have been sent to third countries for training.

We have assisted in establishing a modern Identification Bureau, including new type records, new methods of fingerprint classification and filing.

HWH/mmd


HOWARD W. HOYT, Chief
Police Program Division

Dr. Wesley R. Fishel, Chief Advisor

29 November 1956

Howard W. Hoyt

Attached Telegram.

Dave Wood dropped the attached copy of a cablegram received from ICA/W yesterday by the office this morning.

I advised him that I was sure there was some mistake somewhere, since we have confirmation from MSU/EL to the effect that O'Brien is no longer being considered.

I suggested that a cablegram with this information be sent back to ICA/W.

You will want this cablegram in your files, I believe.

HWH/nmd
1 Attachment
Cablegram

HOWARD W. HOYT, Chief
Police Program Division

File
114

Dr. Wesley R. Fishel

30 November 1956

Howard W. Hoyt

Departure Dates for Police Division Staff Members.

As per your request at the Staff Meeting for information regarding the departure dates of my staff members, so that East Lansing might be aware of replacement schedules, they are as follows:

DICK ROGERS..... March 10th

COREY DYMOND..... May 4th

GILBERT SHELBY..... June 10th

CHARLES SLOANE..... June 15th

JACK RYAN..... August 12th

Present plans call for me to leave about the first of May.

As you know, Rogers, Dymond and Shelby have no thought of returning. Dymond emphasized a point I have made in correspondence with East Lansing - the fact that his replacement should be here at least 30 days before his departure time - preferably 6 weeks. If East Lansing wishes, Corey can suggest several possible sources of recruitment.

HWH/mmd

HOWARD W. HOYT, Chief
Police Program Division

Dr. Wesley R. Fishel

30 November 1956

Howard W. Hoyt

Suggested Economy Measures for Local Government Services.

In reply to your request at the Planning Group Meeting yesterday, in which you asked us to point out economies that can be made in the local government services, I have done considerable checking and would like to make the following recommendations:

1. Immediate Economies:

General Le has told us repeatedly that if he could get the approval of the Ministry of Interior, and have full backing for the action, he could cut his staff of 1,200 people at Camp des Mares by 500 without impairing the efficiency in the least. It would, however, result in a disgruntled attitude on the part of some who are now loafing, who would have to go to work, and complaints from those separated from the service and forced to secure employment in some productive capacity. He feels he can cut the force by 500. If they average 2,500 piastres per person per month cost to the government, this would be a savings of 1,250,000 piastres per month, or 15,000,000 per year.

2. Long-Range Economies:

We have started, at General Le's request, a personnel inventory for the entire VBI. This will take several months to complete, but when completed, Jack Ryan is firmly convinced the overall VBI can be cut by 2,000. Taking an average of 2,500 piastres per person per month, this would be a savings of 5,000,000 piastres per month, or 60,000,000 piastres per year.

3. Civil Guard:

When the Police Advisors arrived in May 1955, and started working with the Civil Guard, we found approximately 65,000 Civil Guard on the government payroll, either national, regional or provincial. The President and the Minister of Interior at that time told us they were working toward a goal of 45,000 by October of that year. Listed hereafter you will find the strength month by month since, taken from the official Monthly Report of the Civil Guard:

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Memorandum to Dr. Wesley R. Fishel

30 November 1956

SUBJ: Suggested Economy Measures for Local Government Services.

CIVIL GUARD STRENGTH MONTH BY MONTH

May	1955	65,000	(Approximate)
October	1955	44,253	+ Students at Quang Trung - Approx.
* November	1955	48,988	1,500
December	1955	50,965	
January	1956	50,928	
February	1956	52,958	
March	1956	53,102	
April	1956	52,257	
May	1956	52,888	
June	1956	54,467	
July	1956	54,461	
August	1956		(Change of Commanders; no report received.)
September	1956	54,579	

* Civil Guard was changed from Minister of Interior to Minister of Defense (President) in November.

You will note that the Civil Guard since October 1955, has crept back up slowly until it is now approximately 10,000 above their goal; this, in spite of the fact that security problems have decreased consistently since that time. You will recall that General Oai told us that his primary goal was reducing the Civil Guard to 45,000 as soon as possible, putting the 10,000 released men to constructive employment. The Civil Guard pay is an average of 1,500 piastres per month. This would create a savings of 15,000,000 piastres per month, or 90,000,000 piastres per year.

His next goal is to reduce to 35,000, which will create another 90,000,000 piastre savings, unless in doing this, he seeks for and gets an increase in pay for the remaining Guardsmen which would be a very logical move.

4. Centralization of Records and Fingerprint Bureau:

It is very difficult to estimate what the savings would be for a centralized Bureau, since we do not know how many duplications there actually are throughout the country, but it would be a safe bet that another million a month can be saved, if the Central Records and Identification Bureau had been approved a year ago. We could have by now had it operating efficiently. Mr. Dymond estimates that no more than 70 employees will be necessary in the Central Identification Bureau for the entire nation. This would include Immigration, armed services, all civil police agencies and services rendered to other governmental agencies requiring identification of individuals.

Memorandum to Dr. Wesley R. Fishel

30 November 1956

SUBJ: Suggested Economy Measures for Local Government Services.

This request from the government gives us an excellent leverage to push for the adoption of these top-level reorganization decisions that have been hanging fire for considerably over a year. The two purposes for the reorganization advisory work that we have been giving are:

1. Increased efficiency.
2. Decreased cost of government operation.

Instead, as shown by these figures above, costs to the government have been increasing each month and efficiency certainly has not increased.

HWH/mmd

HOWARD W. HOYT, Chief
Police Program Division

MICHIGAN STATE UNIVERSITY
VIETNAM TECHNICAL ASSISTANCE PROJECT

OFFICE MEMORANDUM

TO : Mr. Hoyt *WH* DATE : December 11, 1956.
FROM : Dr. Wesley R. Fishel, Chief Advisor *WRF*
SUBJECT : Briefing for MAAG Officers.

General Williams has requested that our staff brief his staff on our program and accomplishments. Most of them apparently know nothing about MSU's operations, other than the fact that we are interested in the Police and Civil Guard.

We have tentatively set 3:00 P.M., Friday, December 14th for the briefing. We will try to handle it in our Conference Room. Division Chiefs, with the exception of Hoyt, should prepare a briefing not to exceed 12 minutes. Since these MAAG officials are more interested in the Police and Civil Guard phases of our work, I am asking Hoyt to prepare about a 20-minute presentation. The whole briefing is to be followed by a question and answer period.

Following the briefing, we will take them on a tour of our Pasteur Headquarters.

It would be well to confine our remarks to what our Program is and to our accomplishments. It will not be necessary in this briefing to emphasize the road blocks, difficulties, or discouragements of the job.

MICHIGAN STATE UNIVERSITY
VIETNAM TECHNICAL ASSISTANCE PROJECT

OFFICE MEMORANDUM

TO: Mr. Howard Hoyt, Police Division

DATE: December 14, 1956

FROM: Dr. Wesley R. Fishel, Chief Advisor *WRF*

SUBJECT: Acting Chief Advisor

During my absence from Saigon, I would like you to assume the responsibilities of Acting Chief Advisor from December 24 through December 31.