

3 July 1956

PERSONNEL COMMITTEE

To consider and recommend with respect to:

1. Effective use of personnel (both technicians and administrators)
  - a. Census of personnel
    - data are to show nature of each person's training and experience
  - b. Reallocation of personnel among ministries
2. Reallocation of personnel among provinces
  - a. Study of grouping of provinces
  - b. Method of selection and removal of area chiefs, area representatives of ministries, members of area councils
3. Development of a reporting and control system to measure the effectiveness of use of personnel in the respective areas (groups of provinces), equality of treatment, recruitment needs, etc.
4. Planning of a smooth transition for the shift of personnel from regions and provinces to the new area groupings of provinces (or, for some personnel, to the central ministries)
  - a. Training of personnel for new or expanded duties
  - b. Preparation of personnel for understanding of the changes, maintenance of morale, and loyal cooperation

Interior/ JWP./ 7/3/56

PERSONNEL COMMITTEE

To consider and recommend with respect to:

1. The method of selection and removal of:
  - a. Area chiefs
  - b. Area representatives of ministries
  - c. Members of area councils
2. Effective use of technicians
  - a. Reallocation among provinces
    - as a result of suppressing regions
  - b. Reduction of absorption in routine, clerical, nontechnical work
3. Planning of a smooth transition for shift of personnel from regions and provinces to the new area groupings of provinces (or, for some personnel, to the central ministry). This includes training of personnel for new tasks and preparation of personnel for the change without loss of morale.
4. Development of a reporting and control system to measure the effectiveness of use of personnel in the respective areas (groups of provinces), equality of treatment, recruitment needs, etc.
5. Census of personnel.

Ordre du jour proposé par Dr. FENLER

le 3 Juillet 1956

COMMISSION DU PERSONNEL

Ax Etudier aux fins de recommandation:

1. Procédure de désignation et de mutation:
  - a - des chefs de localité
  - b - des représentants des ministères dans les localités.
  - c - des membres du conseil de localité.
2. Utilisation rationnelle des techniciens:
  - a - Réaffectation dans les provinces comme conséquence de la suppression des régions.
  - b - Réduction du nombre de techniciens utilisés: jusqu'ici pour faire du travail routinier, sédentaire, non-technique.
3. Elaboration d'un système de transition souple pour la mutation du personnel des régions et provinces aux nouvelles localités (ou pour certains d'entre eux aux ministères) Ceci comprend l'entraînement du personnel en vue des nouvelles tâches et leur préparation à des changements pour préserver leur moral.
4. Développement d'un système d'information et de contrôle pour mesurer l'efficacité de l'utilisation du personnel dans les localités respectives, égalité de traitement, besoins en personnel etc . . .
5. Recensement du personnel

REFORM OF THE NATIONAL ADMINISTRATION  
(The Department of the Interior, Regions and Provinces)

+++++

I. Committee for the Study of Personnel Questions.-

<u>Chairman</u>	Mr.	DUONG VAN TAI, Advisor at the Presidency
<u>Members</u>	Messrs.	LE DINH KHO Director of the Fonction Publique  CHAU NGOC THOI Director of Personnel at the Fonction Publique  TRAN VAN CHI, Director of General Administration at the Ministry of Interior  The Director of Personnel in each Government Delegation  The Director of Personnel in each Ministry

II. Committee for the Study of Administrative Questions.-

<u>Chairman</u>	Mr.	MAI THO TRUYEN, Chief Inspector of Administrative and Financial Services (Presidency)
<u>Members</u>	Messrs.	HUYNH VAN DIEM, Director General of Plan  PHUONG TUAT TAI, Former Province Chief  The Director of Administrative Affairs in each Government Delegation  The Secretary General of each Ministry.



III. Committee for the Study of Budgetary and Financial Questions.-

- Chairman      Mr.      DUCHE TAN HAI,  
 Advisor at the Presidency
- Members      Messrs.      VO VAN DIEU,  
 Director of the Budget
- LAI VAN LE,  
 Director of Direct taxes at the  
 Ministry of Finances
- NGUYEN VAN UNG  
 Director of Indirect Taxes at the  
 Ministry of Finance
- DO VAN CONG,  
 Chargé de mission at the Presidency
- The Director of Finance in each  
 Government Delegation
- An official in charge of the budgetary  
 execution in each Ministry.

o  
o      o

The Committees will meet at least once a week (preferably on Monday, Wednesday and Friday for respectively personnel, Administrative, and budgetary questions) on the order of the President.

In principle, members from Central VN and PMS and representatives of the various ministries will be invited to attend the meetings whenever their presence is deemed necessary.

Mr. Vũ Tiên Huân, Director of the Service of Social and Political Studies at the Presidency will assure the liaison between the Committees, participate in the work of each Committee, assemble the results and synthesize all proposals presented.

Mr. Vũ Tiên Huân will be assisted by Mr. Nguyễn Văn Hoi

Saigon, July 4th 1956

Secretary of State at the Presidency  
Interim Secretary of State for Interior  
Signed: Nguyễn Huệ Châu

Addresses for correspondence:

M.M. Dương tan Tai  
Presidency of the Republic Tel. 21584 poste No. 141

Maí the Truyen  
Inspectorate General of Administrative  
and Financial Services, Tel: 20918

Vũ Tien Huan  
Presidency of the Republic, Tel: 21139

Nguyen Van Hoi  
Presidency of the Republic, Tel: 21584, poste No. 145

Nguyen Quan,  
26 rue Gia Long. Tel: 22022

Mr. Nguyen van Hoi will get in touch with the CHAIRMEN of the Committees to have information on the date, the time and the place of the meetings. He will notify Mr. QUAN each time

COMMISSION FOR THE STUDY OF QUESTIONS  
OF PERSONNEL.

(Letter No 334-PTT/BT/M/VTH of July 12, 1956 of the  
Secretary of State at the Presidency.)

Composition of the Commission

Chairman: Mr. DUONG TAN TAI  
Secretary DO VAN TU (Directorate of Budget)  
VU TIEN HUAN (Presidency)  
LE DINH KHO (Function public)  
NGUYEN VAN HOI (Presidency)  
NGUYEN VAN DONG (South Viet Nam delegate repres.)  
DINH SON TRUNG (National Defense)  
TRAN NHUT HAC (Interior)  
NGUYEN VAN BIEN (National Economy)  
NGUYEN VAN NHU (National Education)  
NGUYEN VAN TRUOC (Public Health)  
TRAN NGUYEN HANH (Public Works)  
No representatives of the MSU

Date: July 24, 1956 (1st. meeting)

Questions listed and recommended to the attention of the com-  
mission by the Presidency (letter No334 PTT/BT/M/VTH...)

1st. list

- I. Rational utilisation of technicians
  - a. Census of personnel. Competency of each one.
  - b. Resettlement of personnel
- II. Settlement of personnel at the provincial level.  
Study of an eventual regroupment of provinces.
- III. Study of an efficient system of control.

2nd. List

- I. Procedure of appointment and re-assignment.
  - a. Chief of locality
  - b. Agents of Dept. in Provinces.
  - c. Members of the Council of Locality
- II. Rational utilisation of technicians
  - a. Re-assignment in provinces as consequence of the  
abolishment of Regions
  - b. Reduction of technicians in non technical works
- III. Establishment of a system of transfer of personnel of Regions  
and Provinces to the new localities.
- IV. Development of a system of information and control in order  
to measure the efficiency of the utilisation of personnel...
- V. Census of Personnel



Schedule of works proposed:

- (1) Status and regulations on Personnel
  - a. "cadres" - general status  
particular status
  - b. contractuels
  - c. Daily
  - d. roving
- (2) Recruitment and administration of personnel
  - a. competency of various authorities on personnel matters
  - b. Personnel administration - recruitment  
- appointment  
- promotion  
- discipline
  - c. Appointment and removal  
Chiefs of provinces  
Agents of Dept. in Provinces  
(eventually) members of the Council of locality.
- (3) Rational utilization of personnel
  - a. Ordinary personnel - effective (amount)  
- census and resettlement
  - b. Technicians: - specialists  
- technicians  
training: - at place  
- abroad  
utilization: - objectives  
- census of technicians and technical positions  
- resettlement of technicians  
- at the Depts  
- in provinces  
cases of non-technicians actually performing technical works
- (4) Control of works
  - a. objectives
  - b. control by hierarchical way:  
- executive staff  
- technical staff
  - c. self-control
- (5) Salaries
  - salary
  - indemnity
- (6) Medical and Social Security questions; what is done and what to be done
- (7) Retirement and pensions  
necessity of a Vietnamese regulation on pensions  
Review of the actual regime of pensions
- (8) Miscellaneous  
Regroupment of provinces  
Advantages and disadvantages of such regroupment (budgetary and economical point of view) during peace time and war time  
Solution to be proposed  
Miscellaneous.



The Chairman points out that the Commission has only to formulate proposals - not to prepare the texts.

Minute of the meeting of the  
Committee for the study of the questions of personnel  
(Letter No 334-PTT/ST/M/VTH July 12, 1956 of the Secretary of State at the Presidency).

-0-

July 24, 1956's session  
(1st session)

The committee for the study of the questions of personnel held a meeting on July 24, 1956 at 15:40.

Were present at the meeting:

- Messrs: - Duong Tan Tai, adviser at the Presidency of the Republic
- Vu tien Huan, Director of the service for the political and social studies at the Presidency.
  - Le Dinh Ngo, General Director of Fonction Publique.
  - Nguyen Van Soi, Phu at the Presidency
  - Nguyen Van Dong, representative of the Government Delegate for South Vietnam
  - Dinh son Trung, Lieutenant Colonel, representative of the Department for national defense
  - Tran Nhut Hac, representative of the Department for Interior
  - Nguyen van Bien, representative of the Department for National Economy
  - Nguyen van Nhu, representative of the Department of National Education
  - Nguyen van Truoc, representative of the Department for Public Health
  - Tran nguyen Manh, representative of the Department for Public works and Telecommunications
  - Mr Do van Tu, Chief of Bureau at the Directorate of Budget, is designated to resume the works of Secretary of the Committee.

After stating the purpose of the meeting, the Committee's President read the below lists of questions which were recommended by the Presidency for the Committee's examination.

First list

- I. Rational employment of the technicians  
(this is understood in a large meaning)
  - a/ to make a census of the whole personnel and their abilities.
  - b/ Resettlement of personnel to the Departments.
- II. a/ Settlement of personnel at province level  
b/ To study the eventual regroupment of the provinces
- III. To study a system of control in order to get a greatest efficacy

Second list

- I. Procedure of appointment and transfer of:
  - a/ - the chiefs of locality
  - b/ - the Departments' representatives in the localities.
  - c/ - the locality council's members
- II. Rational utilisation of the technicians:
  - a/ - Re-assignment in the provinces as result of the abolishment of the regional level
  - b/ - Reduction of the number of technicians employed so far in performing the routinist, sedentary and non-technique works.
- III. To work out a supple transition system for the transfer of personnel of regions and provinces to the new localities (or some of them to the Departments). This includes the training of personnel in order to prepare their morale, for handling the new functions.
- IV. Development of a system of information and control for measuring the efficacy of utilisation of personnel in the respective localities, equality of treatment, needs in personnel
- V. Census of personnel

The Committee's President put the question for knowing either the meeting will examine specially the above mentioned points or to establish a plan of work including all questions and those indicated in these lists.

After an exchange of views, the Committee members agreed the establishment of a plan of work.

The establishment of this plan will be long. Mr Vu tien Huan asked the President whether he had any suggestion to this subject. The latter proposed the following plan:

Plan of work

- I. Basic statute and regulation on personnel (to pass in review)
  - 1) Cadre personnel
    - a - general statute
    - b - particular statute
  - 2) Contractual personnel
  - 3) Daily personnel
  - 4) Floating personnel
- II. Recruitment and administration of personnel
  - 1) Competence of the different authorities in the matter of personnel (according to the new administrative organization)
  - 2) Administration of the personnel
    - a. recruitment
    - b. nomination, assignemtn, transfer
    - c. notation, promotion
    - d. discipline
  - 3) Questions of designation and transfer of:
    - a. the chiefs of province
    - b. the Departments' representatives in the provinces.
    - c. (eventually) the locality council's members



III. Rational utilisation of the personnel:

- 1) Ordinary personnel:
  - a - the effectives
  - b - census and re-distribution
- 2) Personnel "technicians"
  - a - distinction:
    - ordinary specialist
    - the properly so-called technician
  - b - training
    - in the country (practical courses, probationary period)
    - in foreign countries (probationary period, schools)
  - c - Utilisation:
    - aims at employing the technicians
    - according to their specializations
    - census of the personnel "technician" and of the employments needing special knowledge.
    - re-distribution of the personnel "technician" to:
      - the Departments
      - the provinces
  - d - case of some civil servants "non-technician" performing at present the functions of direction in province

IV. Control of work

- 1o) Objective (full employment, full speed)
- 2o) the control resumed by the hierarchical chiefs (the proposed system)
  - a - Ordinary personnel "executive"
  - b - personnel "technicians"
- 3o) the self-control (responsibilities of the civil servants, formation of the moral qualities...)

V. Remuneration

- 1o) treatment (study of the possible simplifications)
- 2o) diverse allowances (study of the special case)

VI. Questions medico-social and social security

What is done already and what is left to do

VII. Retiring pensions

- 1o) Need of the establishment of a Vietnamese regulation on the retiring pensions



- 2o) Revision of the present retiring pensions regime

VIII. Diverse questions

- 1o) Regroupment of the provinces
  - a/ advantages and inconveniences of a regroupment (particularly on budgetary and economic viewpoint)
    - during ordinary time
    - during trouble period
  - b/ proposal
- 2o) Miscellany

Different questions have then been asked:

1o) The representative of the Secretary of State for Information asks whether it is advisable or not that the question of cadres should also be examined. The President replies that this question will be studied under the heading III: Rational use of personnel.

2o) The representative of the Secretary of state for national defense points out that, as a result of the difference between the military and civilian salaries the graduates are not willing to take up the military career. They suggest the study of a military salary scale equal to that of the civilian personnel.

Mr Trần van Chi replies that he thinks that the determination of salaries comes under the jurisdiction of the secretary of State for national defense.

The commission President says that the question may be brought up for discussion the moment the "remuneration" is studied and that if the commission finds itself incompetent it can send it to the qualified organism.

3o) Mr Châu Ngọc Thôi points out that according to the questions appearing in the 2 above-mentioned lists, it is only the administrative reform that is concerned. Under these circumstances, he thinks the commission confined only to the study of these questions instead of enlarging the area of discussion.

The commission president makes a remark that the list of questions Mr Thôi mentioned is marked with the following words: "the lists of questions are not limiting. They can be revised or completed in the course of study sessions so as to arrive at a rational stable and effective structure in the proposed reform. It is in reference to that mention that the President thinks he must suggest that the commission should review a plan of work including a minimum of over - all questions.

4o) Mr Lê đình who says that different commissions on personnel have been established and operating such as the commission of public function and the commission on the pensions. Consequently, he proposes

- that the questions of census or re-assignment of personnel, of work control and regroupment of provinces should be examined carefully by the commission.

- that as for other questions the commission will gather the member's opinions and transfer them to the existing commissions.

The commission President answers that so is his opinions and it is for that reason that the suggested plan of work includes more details for the questions appearing in the list than for the others.

The President specifies, on the other hand, that the commission after examining these questions will merely formulate proposals to be mentioned in the session minutes, that it does not have to prepare texts as the Hội đồng công vụ and Hội đồng hưu-bổnng do.

5o/ Mr Chi says that the present commission has been created upon the suggestions of M.S.U. He does not know what

is the exact objective the Secretary of State for the Presidency aims at, and that is one thing one should know. He does not think the present commission must, at any rate, take care of questions that other commissions are responsible for.

The representative of the Secretary of State for Public Health notifies that the commission of the public function is at present held at the National Institute of Public Administration and proposes that one of its members be invited to come over and give a briefing on the questions studied by the commission of public function.

To avoid all misunderstandings the President points out:

- a/ That the suggested plan of work determines only spotting point to facilitate the study, in logical order, of questions concerning personnel.
- b/ That the questions recommended by the President of the Republic being non-limitating, and notably the mention with which the questions list is marked, the commission is authorized to determine itself the field of its activity.
- c/ That besides the questions recommended by the President of the Republic which should be studied carefully, the other questions are simply reviewed so as to enable the commission members to formulate proposals they deem useful, with a view to harmonize the existing regulations with the reform recently realized by the Government.

In all cases, the commission confines itself to making proposals the drafting of texts being not its task; so, there won't be any duplication of work.

Nevertheless, the President will ask the Secretary of State for Presidency to specify the objectives to be achieved, the, and the method of work to be taken by the commission. This is due to the difference of viewpoints of the members.

In the meantime and to save time, he asks the members to think over the questions included in the two lists so that they can discuss them the next session.

The session is ended at 05:30 pm

The second session will be held on Tuesday, July 31, 1956 at 3:30 pm.

Saigon July 24, 1956  
The Commission Secretary.

Approved  
The Commission President.



COMMISSION OF PERSONNEL

-000-

Date : July 31, 1956 (2nd meeting)  
Present: members of the Commission  
plus Al. A. Regenfeld. MSUG  
Than-trong-Hue MSUG

The agenda proposed during the 1st meeting being approved by the Secretary of State at the Presidency will be adopted by the Commission.

But the Chairman propose that the Commission will study first questions recommended by the Presidency, so: shall be studied in the following order:

(1) Census of Personnel and rational utilization of technicians.

- a) Ordinary staff: the chairman thinks that permanent staff is too crowded. A normalization of that situation is needed. For that end, he suggests the census of personnel of all categories of every Depts.

A tentative of census on that way was tried by the Function Public. But the statements was not always correct. Most of them must be refiled or completed. The function public has made standard forms in 3 colors to be filed by interestees (officials, contractuels and Daily agents).

A Service of Mecanography is running at the Dept of National Defense and could be use to Services which needs it help.

MSU suggests the use of perforated cards.

The Chairman observes that:

That process is excellent but depends on the final objective. This census has for purpose the resettlement of personnel. The chairman proposes to present to the Commission a Form made for that purpose ~~last~~ meeting, very easy to file and having almost the same informations that one established for the preparation of Budget.

It is basing on that statement that the Commission may considers the maintenance or the reduction of the actual effective

This duty must be committed to a special Committee including

{	Repses of	Directorate of Budget	}
"	"	Function Public	}
"	"	Concerned Dept	}



Officials or agents recognised as super<sup>51</sup>fluous shall be at the disposal of the Function Public

Then, it shall be necessary to fix for each Service "regular effective" to be kept for the future, in the recruitment and the preparation of Budget.

b) Technicians: At present, it is a lack of Technicians in Vietnam.

To be studied: -the professional formation  
-resettlement of technicians

- In order to train specialized staff, must be considered the creation of courses (practice) in-training courses.

- to send abroad for in-training stages

Actually Public Works has few courses and Vietnam has a Superior School for Public Works, Air Navigation. And training of tele Communications agents.

A Commission for scholarships is running and gives scholarships to officials for training stages abroad.

- Concerning the training of technical staff abroad, the Chairman makes the difference between

- training stages (practice)
- Formation in technical schools

(2) Resettlement of technicians

- assignment of technicians to specific technical jobs
- assignment in province of a sufficient technical staff in order to carry out governmental programs

MSU wonders to know why exists the fact of lack of technicians in provinces. Function Public answers that generally speaking, the first consideration is the needs of the Service (?)

In order to make a rational and equitable resettlement, the Chairman proposes that the statement must include 2 parts:

Specialized staff  
Technicians

Dept. of Interior suggests to make the census of technical positions and officials able to assume these functions. But after deliberations it was recognized as more expeditive to consider only officials having technical knowledge and having assumed technical functions.

The Chairman propose that must be considered:

as technicians agents graduated from technical school  
 as specialized staff the one trained by practice and having at  
 least assumed during 2 years functions needing special  
 knowledges and so are supposed to have the minimum of ne-  
 cessary experiences.

Shall be considered as specialists official of the Labor cadres trained  
 by special training courses.

Resettlement in ordinary cases. A project of text is prepared by the  
 function Public instituting a Commission which shall investigate at  
 place Administratives Services staff.

The Chairman suggests to proceed to the census of technical staff  
 by the way of statements, then to committed these statements to the  
 Commission in order to that Commission: to check at place if needed  
 informations entered in the statements, to study and to propose con-  
 cretely resettlement of services

Resettlement of technical personnel if regrouped provinces must  
 be studied simultaneously with the establishment of system of transi-  
 tion for the reassignment of personnel of regions and provinces to  
 the new localities. Training of these staffs in function of their  
 new jobs, and their preparation to the change for preserving the mo-  
 rale

MSU points out that with the new administrative organization,  
 it shall be an important discharge at the Central level and a consi-  
 derable increase of responsibility at the provincial level,

The Commission (the Chairman) thinks that it shall be difficult  
 to set up firm regulations on that way... the solution depends on  
 the disponibility of technicians.

So, if there are enough technicians in province for the new needs,  
 one may choose the best to whom must be committed the supervision role,  
 the others being his assistants etc...

To solve this problem the census of the needs in provinces of  
 technicians must be made.

The Commission estimates - concerning officials to be send abroad -  
 to let each Dept carry out their own problems

However, the Commission suggests:

If the agent is good element, he may be sent to Saigon for a in-  
 training stage. After the stage, if he is qualified, he can be main-  
 tained at his new function.

If the agent is not good and can't be better, but still young, a similar position can be committed to him, in province if it is the case, or in the next province, or at the province of his preference (to manage his susceptibility)

If the agent is old and can't be better, a similar post can be committed to him until his retirement.

(3) System of Control and Information.

The Chairman remarks that the objective is the full employment and the full average of personnel.

Dept. Labor suggests the use of statistics.

Function Public observes that up to now, there are 2 ways of control:

- control by hierarchical way
- self-control

The Chairman suggests that a distinction can be made between  
the control of work of ordinary staff  
the control of work of technical staff

As Control of ordinary staff.

The Chairman says that once attendance sheets were used...

He suggests that chiefs of services must be responsables of their staffs.

Dept. of Interior thinks that the question of self control is a matter of good selection of chiefs.

MSU suggests to set up standard of works in order to evaluate the average of the personnel.

The Chairman estimates that it is to the Commission to suggests only the means of control. It is to the Special Committee to make the census of Personnel, to check the works at place, if necessary, to get large informations before formulating concretes proposals of resettlement.

Control of technical staff.

(1) the Chairman remarks that this control is in order to evaluate the professional skill of technicians, of the result and the efficiency of his works.

A manner of control as following can be instituted:

a) yearly:

individual cards were shall be entered the works of each one with precise indications of the results.



report on each work undertaken  
periodic reports

b) at the end of the year: marks with motives for promoting proposals, awards or penalties if it is case.

(2) The Chairman thinks that with the new administrative organization, Chiefs of provinces shall be able not only to follow the works of National Services in his field, but also to control them. This form of control shall be very efficient.

(3) The Chairman points out that one of the control is effected by investigators.

We must distinguish:

The General Inspection of political, administrative and financial affairs which depends to the Presidency.

Technical Inspection which depends to the concerned Department.

Permanent inspections are much interesting:

We can have:

- an overall view of the running of Services
- to be assure of the carrying out of laws regulations, directives and governmental programs.
- to record failures and errors in order to remediate or to consider perfections to be realized.

The Commission recognized as necessary:

The increase of number of Investigators of various categories.

To intensifies the control and the carrying out of economical and or social programs interesting the public.



Report

on the meeting of the Commission  
for the study concerning the per-  
sonnel questions.

(letter No 334-PTT/BT/M/VTH of  
July 12, 1956 of the Secretary of  
State to the Presidency.)

Session of August 7, 1956  
(3rd session)

The session is open at 15.30  
Presentees:

M.M. DUONG TAN TAI,	Advisor to the Presidency of the Republic.....	Chairman
- LE DINH NHO,	Directeur general of the Public Function.....	Member
- VU TIEN HUAN,	Director of Political and Social Studies to the Presidency of the Republic.....	id
- TRAN VAN CHI,	Director of general Administra- tion to the Department of Interior.....	id
- CHAU NGOC THOI,	Director of Personnel to the Function Public.....	id
- NGUYEN VAN HOI,	Phu, from the Presidency of the Republic.....	id
- NGUYEN VAN LINH,	Representative from the Directo- rate of Personnel of the Government Delegation to Saigon.....	id

The Representatives of the Personnel Service of different  
departments (Foreign Affairs, Justice, Information,  
Interior, Agriculture, Agrarian Reform, Public Health,  
Social Action, Finance, National Economy, National  
Education and Public Works)..... id

M. DO VAN TU, Chief of Bureau to the Directorate of  
Budget acting as Secretary of the Commission

Being busy, the Members of the Michigan Mission  
cannot attend the meeting.

As it has been agreed, the Chairman of the Commission has the two models of the personnel census handed over to the members and he asks them if they have any remarks to do.

1. The representative of the Department of Foreign Affairs proposes to add up in these models a column in order to indicate the family status of each public-servant.

The Chairman replies that this mention could be useful to the Directorate General of the Function Public, but it is not necessary here because the aim followed is the census and redistribution of the personnel and not the census of the family members of this latter; the forms to be used should be simple in order to facilitate their establishment by the services and the examination work of a committee which will be in charge of.

2. M. LE DINH WHO remarks that the proposed models have not a column for the numbering and the totalization of each class of public-servant.

The chairman deems that the lists should be set up according to the cadre; consequently, the services will be free to number the public-servants whose name figures on the list. On the other hand, the essential is that anyone be omitted in the notings and that the attributions of each one be indicated in a complete and precise way, in order to facilitate the work of the committee in question.

The Chairman adds up that, when the time comes, the services will have to furnish, besides, organigrammes or copies of organisational texts and that the committee will have all freedom to come on the spot for collecting all necessary complementary informations.

The Commission agrees on these points.

3. Mr. TRAN VAN CHI says that the lists set up will be long and voluminous and that, on these conditions, it should be difficult for the Commission to carry out the examination.

The Chairman specifies that the carrying out of the census and of the examination does not belong to the Commission but to the committee referred to above, and that this latter should have necessary time and means of work.

On the other hand, the Chairman remarks that, whatever the difficulties encountered may be, the census proves itself indispensable, because the personnel increases every year in the budget : everytime that the creation of a new organism is envisaged or everytime there is a mere increase of work, the services do not proceed to a new distribution of the existing personnel for the best use of it, but they always have the tendency to increase the effective.

4. The representative of the Department of National Economy proposes to set up, for each cadre, a distinct census, in order to facilitate the examination.

The Chairman thinks that, it is a question of material consideration: while it is foreseen that the forms must be drawn up according to each cadre, it sounds better as to leave to each service the freedom to set up one or several forms, following the importance of the effective. In anyway, the disposition of the information in the set up forms shall have to be conformable to the models.

5. The Representative of the Department of National Education suggests to add up in the model for the ordinary personnel, a column for the indication of the date of entering upon duties of each public-servant or agent. This proposition, admitted as interesting, is accepted by the Commission.

6. M. TRAN VAN CHI, wishes to know in which class the typists will be classified. The Commission agrees to classify them among the executive ordinary personnel.

7. M. TRAN VAN CHI, remarks the absence of the representatives of the Directorates of Personnel of the Government Delegation to Centre Viet Nam and the P.M.S., and fears that there are difficulties in the setting up of census forms for the services of these regions.

The Chairman underlines that the envisaged census will not be carried out de plano after the resolution of the Commission. This latter only proposes solutions or methods. If the President of the Republic approves its proposals, a circular will be prepared in order to indicate in detail the modalities of the execution.

8. After this exchange of views, the models of the personnel census, annexed to the present minute, are adopted.

The Commission then resumes the questions recommended to its examination.

4. PROCEDURE ON DESIGNATION AND TRANSFERT OF THE PERSONNEL.

The Chairman deems that the question of the "PROCEDURE ON DESIGNATION" is bound to the question of powers of different authorities on personnel matter and suggests to study it on the following plans:

- President of the Republic
- Departments
- Government delegates or interprovincial Inspectors
- Chiefs of Province or "Chief of localities".

1. President of the Republic.

The Chairman of the Commission remarks that under the new regimen, the President of the Republic has extended powers in all



fields. Concerning the personnel matter, the President of the Republic reserves to himself the right to designate the Directors general of the services and Secretaries general in the Departments.

a/ The Chairman reminds that formerly the authority who pronounced the nomination of a public-servant, at the same time administered him. Also, he asks whether for the Directors general, the assignment, the transfers, the rewards and the disciplinary measures should they be pronounced by the President of the Republic.

M. TRAN VAN CHI thinks that by this procedure, we involve again the present basic principles of the Public Function.

M. LE DINH NHO informs that the promotions of the Personnel are pronounced by the authorities who differ from one another following the cadres to which the public-servants interested belong. He proposes that for the case of the Directors general, the Commission only studies the question of designation; otherwise, we should be involved in re-examining the particular statutes.

After several exchanges of views, M. LE DINH NHO's proposal is adopted: the Committee confirms that the Directors general are assigned by decree of the President of the Republic, on proposals of the secretaries of State interested.

b/ M. LE DINH NHO lets know that, according to the texts in force the secretaries general of the Departments are assigned by arrêté of the President of the Republic on proposals of the secretaries of State interested. The Commission agrees to maintain this procedure.

## 2. Secretaries of State.

The chairman suggests that the Commission places itself in the 2 following viewpoints in order to examine the powers of the Secretaries of State concerning the personnel matter.

- a/ for the personnel assigned in Saigon
- b/ for the personnel assigned in province

Always, in order to avoid the modification of the existing statutes, M. LE DINH NHO proposes to study only the procedure of designation.

M. TRAN VAN CHI agrees that presently, it should be impossible to set any principles, owing to the fact that we do not know exactly in which way the administrative reorganisation which has just started, will be carried out.

An exchange of views is set up, during the course of which, the question of the procedure and of the powers, are raised. As the



members of the Commission are not informed yet of the proposed reform by the Michigan Mission, M. NGUYEN VAN HOI hands over to each member a pamphlet containing the study notably on the Department of Interior, the Regions and the Provinces, carried out by the said Mission.

The lecture of this document having required a long time, so the members agree to postpone the meeting to the coming week in order to allow them to look through it over quietly and thoroughly. The Chairman is at one on that point and he asks them to compare the system proposed in this pamphlet with the one in force, in order to see clearer the problem, and to give him their opinions in the coming meeting.

The meeting is up at 16.30.

The coming meeting will be held on Tuesday August 14, 1956 at 15.30.

Saigon, August 7, 1956  
The Secretary of the Commission,  
DO-VAN-TU

Seen:

The Chairman of the Commission  
DUONG-TAN-TAI.

Commission of Personnel

Date : August 7, 1956 (3rd meeting)  
Present: Members of the Commission  
No representatives of the MSU

The Chairman submits to the members of the Commission 2 statements forms for the Census of Personnel. He points out that those statements must be as simple as possible, so to facilitate the works of the special Committee. The essential is that nobody shall be omitted in the statements and the assignments of each one must be indicated precisely and completely.

In times, Services must furnish organizational charts and structural texts.

The Census is indispensable - the amount of personnel increase each year in the budget. Services never try to make a adequate repartition of personnel each times it is created a new agency or bureau. The tendency is always to increase the amount of staff.

National Economy suggests that a separate statement must be set by each cadre.

Chairman thinks that is a point of material order.

National Education suggests that, for ordinary staff, a column where shall be indicated the date of the entry in function of the Servant be added to the initial statement.

The Commission agrees that interesting suggestion.

Department of Interior asks in what category must be classified typists

The Commission thinks that typists must be considered as ordinary executive staff.

Department of Interior remarks that the lack of representatives of Directorates of Personnel of Delegation of Center Viet Nam and PMS will create difficulties for these Services in the establishment of the statements for Census.

Chairman underlines that the Commission has to propose solutions and methods. If the President agrees proposals, a circular shall be prepare to that effect.

The statements forms are adopted by the Commission.

The Commission studies again points recommended to its attention

Procedure of assignment and reassignment of personnel

The procedure of assignment is liable to the power of various authorities in matter of personnel.

Following plan is suggested:

- President of the Republic
- Secretaries of State
- Delege of Government or interprovincial Investigators
- Chief of province or Chief of locality.

1 - The President of the Republic.-

The Chairman points out that under the new regime, the President has large powers in every domain.

In personnel matter, he has the authority to assign Directors General of Services and Secretaries general in the Departments

The Chairman suggests that for Directors general shall be assigned, moved, swared or punished by the President (Same authority who assigns, same one who administrate) Department of Interior remarks that if the Commission follows that point of view, basic principles of the Function public must be reconsidered.

Function Public proposes that for Directors general, the Commission studies only the question of assignment.

The Commission adopts that Directors general are assigned by Presidential Decree on proposal of concerned Secretaries of State.

Function public points out that according to texts in force, Secretaries general of Departments are nominated by Presidential arretes, on proposition of concerned Secretaries of State. The Commission maintains that process.

2 - Secretaries of State.-

Chairman suggests that 2 points are to be considered

- a) Staff assigned in Saigon
- b) Staff assigned in province

Department of Interior says that at present, it is impossible to issue any principle. Nobody knows in what sense shall be the administrative re-organization.



Presidency submits to each member a copy of the Recommendations of MSU on the Re-organization of the Administrative.

The meeting breaks up in order to let to each member time to study the new document.

Personnel Census  
-----

I. List of names of the ordinary  
Personnel on duties at (service)  
.....on (date)..... 1956

Item and Total	Names	Instruction degrees (diplomas, certificates, etc....)	Rate and class or level	Functions or Attributions (I)	Date of entering upon duties	Budget employer	Remarks
I	.....	.....	.....	<u>A. Cadre Personnel</u> (2)	.....	.....	<input type="checkbox"/> To be detailed with care <input type="checkbox"/> To be classified according to cadre and each cadre according to rate and class
I	.....	.....	.....	<u>B. Contractual or assimilated Personnel</u>	.....	.....	
I	.....	.....	.....	<u>C. Daily Personnel</u>	.....	.....	
I	.....	.....	.....	<u>D. Floating Personnel serving in the offices</u>	.....	.....	

Saigon ..... 1956  
The (Chief of Service)

II. List of names of the Technical Personnel  
on duties of (service).....on (date)...1956

Item and Total	Names	Instruction degrees (diplomas, certificates, etc) (1)	Rate and class or level	Functions or Attributions (2)	Date of entering upon duties (3)	Budget employer	Remarks
I	.....	.....	.....	A. <u>Properly said Technical personnel</u> (4) a) <u>Cadre personnel</u> (5)	.....	.....	(1) To be specified (2) To be detailed with care (3) a/ For the last employment b/ For the anterior technical services
I	.....	.....	.....	b) <u>Contractual or Assimilated personnel</u>	.....	.....	(4) Titular of diplomas of Superior Technical Schools
I	.....	.....	.....	c) <u>Daily personnel</u>	.....	.....	(5) To be classified by cadre, and for each cadre
I	.....	.....	.....	B. <u>Ordinary specialized personnel</u> a) <u>Cadre personnel</u>	.....	.....	(6) Non technicians but having occupied during at least 2 years, functions requiring technical knowledges.
I	.....	.....	.....	b) <u>Contractual or Assimilated Personnel</u>	.....	.....	
I	.....	.....	.....	c) <u>Daily personnel</u>	.....	.....	

Saigon .....1956  
The (Chief of Service)



Commission of personnel.

Date : August 14 1956  
Present: Members of Commission  
W.W. Mode MSUG  
Thân trọng Huê, MSUG

Agenda : Authority of Secretaries of State on assignment of personnel.

- a) Secretaries for Technical Depts
- b) Secretary for Interior

I) A. Secretaries for Technical Departments.

- i - Personnel assigned in Saigon
- ii - Personnel assigned in province

i - Personnel assigned in Saigon. Function Public notes that according to Laws in force, Secretary of State assigned Directors of Service, chiefs of Service and Chiefs of bureau by arrete.

The Commission agrees to maintain that procedure

ii- Personnel assigned in province.

- Assignment of ordinary staff
- Assignment of chiefs of service

- Ordinary staff. Department of foreign affairs lets know that actually, this staff is assigned by concerned departments.  
- Chairman mentions that formerly, advice is taken from the Chief of province in order to prevent inconveniences

Function Public thinks that is usefull if the position of Delege of Government is abolished.

The Commission adopts the "consultation" process for assignment of officials in province.

Assignment of Chiefs of Service in province. Actually, Chiefs of Services in province are assigned by their Secretaries, with the approval of the Delege of Government. In case of the abolishment of that position, Function Public proposes to request the approval of the Chief of Locality.

Department of Foreign suggests that Department of Interior must be consulted for those assignments.

MSU thinks that with the new administrative reorganization, Chiefs of Locality are responsible of every Services running in his area. In those conditions, his approval is sufficient.

Department of Interior remarks that Department of Interior must be informed of each assignment. He proposes that each copy of correspondence between depts and Chief of Locality on that topic (assignment) will be communicated to Department of Interior.

The Commission agrees Dept. of Interior proposal.

B. Secretary of State for Interior.

Any difficulties for the assignment for the staff to be located in Saigon.

1) Assignment of Chiefs of Provinces. Function Public informs that actually Chiefs of Provinces are nominated by Dept. of Interior and assigned by delegate of Government. In case the position of Delegate will be abolished, the secretary for Interior assigns directly Chiefs of Provinces.

MSU mentions that generally speaking, there are 5 different ways to nominate Chiefs of Provinces.

- election
- assignment by the Council of Province or Locality
- assignment with the approval of the Council of Province or Locality,
- assignment by Secretary for Interior
- assignment by the President

Each process has its own advantages and disadvantages MSU proposes to the Commission to study separately each process in order to select the most convenient.

1st and 2nd methods: Presidency underlines that the Chief of Locality is the representative of the Government, and so is part of the Executive body: in each case, it is convenient to study the problem under the executive body view. The 1st and 2nd methods must be out of consideration. The Commission makes own that point of view.

3rd method. Function public remarks that MSU project considers as effective the creation of Council of Locality. He proposes to postpone any decision on that subject until the end of works of the Commission on Administration. The Commission agrees that point of view.

4th and 5th methods. Function Public signals that after the administration reorganization, the position of Chief of Locality will be much important than that one of Chief of Province. He proposes that chiefs of Locality will be assigned by the President for giving more importance to that position.

duty and giving him much time to carry out National Economy.. Foreign Affairs etc...

Presidency thinks that before stating on that question, the problem of assignments of Secretaries must be take in consideration:

"Shall them be assigned by their political party or by the President?"

According to him, the intervention of the President is a kind of warrant, of control. The intervention or the non-intervention of the President depends upon the answer to that question.

MSU answers that the President must assign Secretaries without any political reason. And Secretaries must apply the general policy of the government.

The Commission suggests to submit the 2 following solutions to the selection of the government.

- a) assignment of Chiefs of Province by Secretary of State for Interior and assignment of Director-general of Services by Concerned Secretaries.
- b) assignment of Chiefs of Province and Director-general of Services by the President, on proposal of concerned Secretaries.

2) Removal of Chiefs of Province. The Commission agrees that the same authority assigning officials in province has the right to remove them.

3) Assignment and removal of Chiefs of Locality: The Commission proposes the application of same regulations to the assignment of Chiefs of Locality than to chiefs of province.

4) Assignment of administrative delegates or District Chiefs: Chairman suggests to the commission to consider two cases:

- 1) maintenance of the present provincial system
- 2) Case of regroupment of provinces in Locality.

a) Case of Provinces. Dept. of Interior lets know that actually District chiefs are assigned by Chiefs of Province, after approval of the Delegee of Government, in order to the latter to assure the legality of the process. After the abolishment of the "Delegee" position, these assignments must be approved by Secretary for Interior.

MSU suggests that Chiefs of province must take the responsibility of assigning their chiefs of District. Presidency thinks that if the function of District Chief is committed to:



Candidates selected in a list proposed by Function public, MSU's proposal can be agreed. But in the case where private people can be assigned directly to those positions, that may bring many complications.

MSU proposes then to Function Public to establish "previous conditions" for the position of chiefs of District, in order to limitate the power of chiefs of Province in that topic.

Function Public points out that preventive control made by higher authorities for the assignment of chiefs of district is needed in order to prevent abuses or exagerations.

After discussion, the Commission proposes that assignment of District Chiefs must have previous approval of Delegué of Government and after abolishment of that position, previous approval of the Secretary for Interior.

b) Case of Localities. Same process than above

5) Assignment of Prefect General or Interprovincial Inspectors

These positions must be assigned by the President by the fact they are hierarchically upper than the position of chiefs of Locality to be created eventually.

II) Authority of Chiefs of Province on National Services in Province

Presidency mentions that chiefs of Provinces must help and control National Services in Province because they are morally responsible of these Services. For instance, the Chief of Agrarian Reform in province must carry out reform procedures policed by his Depaatment. The Chief of Province must follow the running of this Service and take security measure in order to help the Chief of Agrarian Reform.

The Chairman notes that the question of responsability must go with that of authority. A formular must be found to conciliate these two notions for the Chief of Province in regard to Chiefs of National Services in his field, mainly in technical point of view.

MSU thinks that the position of Chief of Province and that one of Chiefs of Local Services must be definted. MSU proposes to make that definition next meeting.

COMMISSION OF PERSONNEL

Date : August 21 1956 (5<sup>th</sup> meeting)  
Present: members of the Commission  
James W. Fesler MSUG  
Albert A. Rosenfeld MSUG  
Nguyễn-Quân MSUG

-000-

- Lecture of Dr. Fesler

- a. abolishment of Délégué of the Government level
- b. regroupment of provinces in localities
- c. Definitions and explanations for a better conception of the powers of the Central Government

This lecture includes 2 parts:

- Relationship between central Government and officials in province in matter of authority and responsibility
- Position and function of the chief of locality

(1) Relationship

Dr. Fesler declares that the present administrative system of Vietnam is an "overlapping of powers and responsibilities" and can't run.

It is needed to definite the authorities and responsibilities of Ministers and those of Chiefs of Localities, to set a system which maintain close relationships among "thinking services" and "doing services". The system that Dr. Fesler proposes shall bring a big change in the present administrative system. But he will do the best for finding out a transitory system. Dr. Fesler makes the comparison between French Administrative system and taxon one

- a/ in french system, chiefs of services depend upon the prefets who contact the President thru the Minister for Interior.

Chiefs of Services in province receive orders from Chief of Localities; in their relationship with Ministries, they are formulated "advices" and "technical advices", but no direct orders.

So:

- Ministries don't have direct and efficient supervision of technical services in province: "One head but no body"

- The good or bad carrying out of a program depends on the Chief of Locality; so there will be a lack of "standard" among the localities in

- b/ In xaxon system, it is a "unilateral" system in which Minister gives direct orders to technical services in province. So, chiefs of technical services are responsible to the minister.

In regard to chiefs of localities, chiefs of technical services have only "Advises relationship".

A priori, this system may seem too "concentrate" everything must go to the central authority. In fact, it's a real decentralization of responsibility and of authority. This decentralization will be different for different programs. Anyway, Ministers are responsible of the carrying out and good running of National programs.

Dr. Feiler suggests that the second system will be adopted by Vietnam because:

- Vietnam is a Nation
- Each citizen must benefit, thru the administrative system, national programs elaborated by central government
- Concerned Ministries are charged of programs which shall be carried out to the benefit of people.
- Ministers are directly responsible of the execution of government programs: Ministers will make sure that "responsibility" will "go thru" technical services in province.

(2) Function and position of the chief of locality.

The chief of locality is the representative of the Pres in province his function is a "function of prestige". He use his position to coordinate the activities of chiefs of technical services in province. However, he has not the right to give "orders" to technical services.

The chief of locality must have direct contact with inhabitants. So, as coordinator for one hand, and being in contact with the population in other hand, the chief of locality is the "ears and eyes" of the President. He reports directly to him on activities of his locality.

Besides, the chief of locality is a V.I.P. in province. He proposes re-assignment of chiefs of technical services and penalties against them.

Concerning the carrying out of Government programs, it is to the Technical Services to assume them via concerned Departments. Technical Services will report directly to their respective Dept.

The chief of locality shall be entrusted of the function of Police. Dr. Feiler will study that question with the Commission later, when Police Division of MSU will finished the report on that topic.

Remarks of the Commission.

Department of Interior (Mr. Chi<sup>2</sup>) thinks that in theory, Dr. Feiler's



point of view is quite well. But in fact there are many difficulties.

Department of Interior points out that for current affairs too there are many problems to be solve by various Services. He wishes that MSU prepare a text of law easy to put in practice.

Dr. Fesler thinks that is a question of detail. Department of Interior underlines that its relationship between services that make troubles in the practice (textual). He asks MSU which have experiences on raxon regulation to "help to solve those details". Some texts are draft now. Discussion on those texts are needed.

Chairman observes that problems raised by Department of Interior are effective. Members of the Commission sympathize with MSU project. They want to improve the present system.

Chairman wants to have more details on the 2nd system. He suggests to study this system in two parts:

- on planning of programs or budgets
- on their execution

(1) Planning of programs. Chairman wishes to know if the chief of locality may propose programs to the Ministers. Dr. Fesler said that Chief of Locality has this right.

Chairman suggests to study that point in 3 parts:

- Plan initiated by the Chief of Locality
- Suggestions of Chief of Locality in case of Minister's consultation on plan
- Study by Chief of Locality, as coordinator, of programs proposed by technical chief of service.

For the two former cases, there is no difficulty. Chief of Locality only made proposals or suggestions to the Ministers, out of technical chiefs. But in the third case, how can the chief of locality runs his function of "coordinator"? Are they entrusted to modify plans submitted to him by technical services?

According to Dr. Fesler, Chief of Locality may initiate plan. Plan, must be understand also "Services" and "extension of services".

Mr. Rosenfeld thinks that Chief of Locality may suggest plans and programs. For instance, in a province where there are more fishes that can be used, chief of locality may suggest the building of a fish-manufactory. But he can't order Public Works to undertake that building.

For the 3rd case, chief of locality have not the authority to modify programs elaborated by chiefs of national services. They may call up

the attention of the concerned service in requesting supplementary investigations of studies.

Chairman asked how is effectively the rights of "coordination" of the Chief of Locality. Mr. Rosenfeld said that for instance the supply of fertilizer and seeds are undertaken by Department of Agriculture and loans are made by Department Agrarian Reform. The Chief of Locality has to meet representatives of concerned Departments, to make the liaison for the best running of affairs.

Chairman points out that in such case, the chief of locality not "properly talking" a "coordinator". He just can make suggestions in view of the coordination.

Mr. Rosenfeld said that in a certain point of view, this remark is correct.

Chairman adds that everything it will be good if there is accordance between the Chief of Locality and Technical Chief of Service in the planning of programs; But what happens if there is non-accordance?

MSU thinks that on such case, the problem must be transmitted to their respective technical services.

Chairman asked that, in case of non-accordance with National Chiefs of Services at the provincial level, the chief of locality must transmit himself involved programs with his observations to concerned Depts, or must technical services transmit themselves their cases?

MSU thinks that in case of non-accordance, it is to the chief of locality to transmit the files to concerned Depts. But in case of accordance, he must give back files to concerned services.

Chairman asked then how concerned Depts can be informed that programs have been studied by Chief of Locality and had their approval. MSU answers that each Technical chief of service must report to his Dept and the chief of locality must report to Dept. of Interior that the coordination is made.

The process indicated by MSU is different according to the approval or the non-approval of a program. Chairman asked if MSU maintain his point of view. MSU shall give an "official reply" next meeting.

- Planning of estimates of budgets. Chairman points out that in MSU project, chief of services present their budget to the study of the chief of locality. But being not the "sous-ordonateur" of the National budget, how can the chief of locality may have exact informations in order to study proposed estimates?

MSU said that the chief of locality study separately estimates of each service and gives his point of view.

He must not centralize all estimates for making an unio document to be submitted to the National level.

Then Chairman thinks that practically, the chief of locality does not "coordinate" the programs nor the budget. MSU precises that the provincial budget will not be maintained and that chief of locality "examine separately each branch and each activity". Chairman points out that its concern the National budget. Not the provincial budget.

Chairman considering the hypothesis that chief of locality and technical chief of service would not be in accordance on the propositions of budgetary estimates, asked MSU what procedure to be followed then.

According to Mr. Rosenfeld, in such case, projects of budgetary estimates must be transmitted to concerned Depts by concerned Chief of Service, without modification. The Chief of Locality reports to the Dept. of Interior which shall contact concerned Dept.

Chairman remarks that:

Are we sure that in such process reports of the Chief of Locality and those one of technical chief of services shall be "in concordance"? especially when the observations of the Chief of Locality are not wrote out?

- In case of non-accordance, the process would not be too long and too heavy?

MSU answers that observations of the Chief of Locality are written a copy shall be transmitted to the Secretary for Interior and one other is annexed to the file sent by the chief of service to his Dept.

For the second point, if the Secretary for Interior approves the chief of locality, He will convince concerned Secretary. If they will be in disaccord, the question shall be submitted to the President. This point is actually in study by Mr. Murphy. This study shall be submitted to the Commission later.