

Dr. Wesley R. Fishel
Chief Advisor

July 8, 1957

Albert A. Rosenfeld, Acting Chief of Field Administration

Information Re Natural Resources Concessions in the
United States

There is no "Bureau of Natural Resources" in the United States. The disposition of land and other natural resources is largely in the hands of a number of bureaus in the Department of the Interior and the Forest Service in the Department of Agriculture. A general summary of the functions of these bureaus is as follows:

Department of the Interior

Bureau of Land Management

This Bureau is responsible for the management, production and disposal of the natural resources of unappropriated public land. As manager of the public domain, the Bureau administers mining, mineral leasing and homestead laws, supervises Federal range lands and conducts cadastral surveys. It grants grazing permits on public lands.

Specifically:

1. All of the public domain is managed by this Bureau.
2. If an individual wants to farm, he can get a title up to 640 acres after spending a fixed length of time on the land and spending a certain amount of money on improvements. The government retains sub-soil rights.
3. If an individual wants to graze sheep or cattle on this land, he can get a permit for a three(?) year period covering a fixed number of acres and a maximum number of animals.
4. If an individual wants to dig for uranium, oil, coal or other sub-soil products, he can get a permit for an indefinite period, again conditional on certain improvements being made. The government gets a royalty on any minerals found.

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Residual authority for granting these concessions, leases, etc. is with the Secretary of the Department. With respect to about 98% of the transactions consummated, actual and final approval takes place at the District and Regional offices.

Bureau of Reclamation

The Bureau of Reclamation builds irrigation facilities for use of private landowners. In most cases these facilities are sold to a cooperative association of users who own and manage the facilities, paying for them out of earnings. Power production is a by-product of some of its facilities.

Fish and Wild-Life Service

This Bureau manages breeding ground areas and issues hunting permits.

Bureau of Indian Affairs

The Bureau of Indian Affairs covers all of these programs with respect to lands for which the United States acts as trustee for the Indian tribes.

Department of Agriculture

Forest Service

The Forest Service manages all publicly owned forests and gives licenses for the cutting of timber. In certain forests livestock grazing is permitted and the Forest Service also manages this program.

The Bureau of Land Management of the Department of the Interior is also responsible for cadastral operations. It differs from the cadastral service here in that it is concerned only with land owned by the government; as soon as a piece of land is sold and title transferred to an individual, responsibility for registration of the land, title transfers, etc. goes to the county (usually) in which the land is located.

AR:mw

SCHEDULE FOR DR. LAWRENCE BOGER

Tuesday, July 9

1830 Arrive Tan Son Nhut
2015 Dinner (Chief Advisor)

Wednesday, July 10

0700 Visit to agricultural school at Blao, tea
plantation and tea processing plant in the
vicinity of the agricultural school, accom-
panied by Mr. Cole.
2015 Dinner at Home of Chief Advisor

Thursday, July 11

0800 Conference with Chief of Agriculture Division,
to USOM
1000
1100 Visit with USOM Director
1300 Lunch (Planning Group)
afternoon Free
2020 Depart Tan Son Nhut

Chuan

Reports published during the period January-June 1957

- | | |
|--|------------------|
| Report on the Organization of the Department
of Information and Youth and Sports
English and French | 15 January 1957 |
| Report on the Organization of the Department
of National Economy
English and French | 31 January 1957 |
| Administrative Organization in the Province
of My Tho
English | 28 February 1957 |
| Research Report, Department of Education,
Volumes I and II
English and Vietnamese | March 1957 |
| Community Development (summary of Programs)
(Translation from Vietnamese--written by
Direction of Plan) | Undated |
| Review of Recommendations on the Reorganization
of the Department of Land Registration and
Agrarian Reform
English and French | June 1957 |
| Preliminary Research Report on the PMS
English and French | June 1957 |

Messrs. Fishel, Murphy, Cole
Ryan and Stoutenburg

July 13, 1957

Albert A. Rosenfeld, Acting Chief of Field Administration
Exposition of Government Progress

A group of Field Administration employees will visit the Exposition of Government Progress being held on the Ton-Tho-Tuong School grounds (opposite Dai Han Theater) on Tuesday, July 16. Cars will leave 137 Pasteur at 8:50 a.m. You may wish to have some of your staff, especially newcomers, join us.

ARR:mv

Field Administration Staff

15 July 1957

Albert A. Rosenfeld, Acting Chief of Field Administration
Exposition of Government Progress

Arrangements are being made for a group of Field Administration employees to visit the Exposition of Government Progress being held on the Ton-Tho-Tuong School grounds (opposite Dai Nan Theater) on Tuesday, July 16. Cars will leave 137 Pasteur at 8:50 a.m. Will you please indicate whether or not you will require transportation to the Exposition.

AAR:mw

July 15, 1957

Administrator for Land Management
Department of the Interior
Washington 25, D.C.

Dear Sir:

I would appreciate your sending me a copy of the most recent annual report of the Bureau of Land Management available. If possible, I would also like to have copies of regulations or orders which show the delegation of authority for signing leases, grants, contracts, etc. down to the regional and district offices.

We are concerned here with decentralizing land settlement operations and I believe this material may be helpful to us.

Sincerely yours,

Albert A. Rosenfeld
Acting Chief
Field Administration

AAE:mw

AIR MAIL

Memo for Agrarian Reform File

July 18, 1957

Albert A. Rosenfeld, Acting Chief of Field Administration

According to a recent Vietnamese press release both the Land Reform Director and the Cadastral Director have called meetings of all their provincial service chiefs. Such meetings on a regular basis were recommended in our Agrarian Reform Report to provide a means of coordination and exchange of experience.

AAR:mw

cc: Mr. Dale L. Rose

Memo for Information Department
File

July 18, 1957

Albert A. Rosenfeld, Acting Chief of Field Administration

According to a recent Vietnamese press release the Information Department will establish a separate Youth and Sports Service in each province. This is in line with our recommendation in the Information Department Report to give more autonomy to the youth and sports operation.

AAR:mw

cc: Mr. Dale L. Rose

Dr. Wesley R. Fishel
Chief Advisor

July 18, 1957

Albert A. Rosenfeld, Acting Chief of Field Administration

Extension of Employment

In order to permit Merry to finish the school term, I would appreciate your arranging for an extension of my employment until June 30, 1958.

AAR:mw

Dr. Wesley R. Fishel
Chief Advisor

July 20, 1957

Albert A. Rosenfeld, Acting Chief of Field Administration

Publication of Management Materials

Last evening I discussed with Mr. Ton That Trach, Director General of the Fonction Publique, the problems of creating a favorable environment within the Vietnamese Government for whatever O & M ideas are introduced by participants on their return from the United States. He agreed that unless these ideas had top management support their acceptance and use would be very slow and that top management support would come only as a result of top management understanding and recognition of the benefits which can be gained from installation of these new techniques.

Mr. Trach seems to be quite anxious to get an O & M program started. He has reprinted and distributed widely portions of my speech given during the President's lecture series. He would like to make more of this type of material available to government executives if more of it were available in French or Vietnamese or if he had staff available for translating English language materials into Vietnamese.

You will recall that I have several times in the past suggested a publication program for management materials. Letters which Fred Wickert and I exchanged on the subject early in May are attached for your review. At that time Fred suggested that we wait for the Institute to develop such a program. In view of the difficulties which the Institute is experiencing in getting this type of material out and Trach's eagerness and apparent ability to do so, I would like to help Trach by making material in Vietnamese available to him for publication now, if you agree a little competition in these matters might prove stimulating to the Institute!

AAR:mw

cc: Mr. David C. Cole
Mr. Marvin H. Murphy

Dr. Wesley R. Fishel
Chief Advisor

July 22, 1957

Albert A. Rosenfeld, Acting Chief of Field Administration

Future Activities

As I told you, it is probable that because of my girls' school situation I will not be able to return to Saigon at the end of my current appointment. However, I would like to continue my association with the University and have been considering some other areas in which my experience might be helpful.

Is there need in Michigan for a local government consultation service on management matters that could be filled by the University's Governmental Research Bureau or Continuing Education Service? Most local governments (at least those in Maryland and Virginia with which I am familiar) believe that they cannot afford to bring in private consultants on questions of organization, procedures, records, reports, etc., although usually substantial advances in efficiency and savings in cost would result from such assistance. If the University were to offer such a service using faculty and graduate students as staff, it is probable that the service could be offered at a price which the local governments could afford. On the University side, the participants could gain practical experience in day-to-day operations of government which would otherwise not be available to them.

If you feel that the idea has any possibilities, I'd like to talk about details of operation, financing, etc.

AAR:mw

Dr. Wesley R. Fishel

July 22, 1957

Chief, Advisor

Albert A. Rosenfeld, Acting Chief of Field Administration

Millard F. Billings

Billings seems to have excellent work experience. My only question is that, since both Rose and Maynard are basically personnel men, it might be desirable to bring in someone who has worked in another field.

Al Mavrow tells me that he is expecting an application this week from Steve Helcon who has had a great deal of paperwork management experience. Records, forms and reports are areas in which we should have additional coverage and I would like to see East Lansing try to find some candidates for us with this type of experience.

AAR:mw

Attachment

Consulting Section Staff

July 25, 1957

Albert A. Rosenfeld, Acting Chief of Consulting Section
Leave

All staff members are reminded that a Record of Leave form must be submitted to Mr. Xuan or Miss Westermann for any leave taken whether a full day or portion thereof.

AAR:mw

ehm

Consulting Section Staff

July 25, 1957

Albert A. Rosenfeld, Acting Chief of Consulting Section

Public Administration Staff Meeting

There will be a meeting of the entire staff of the Consulting Section together with the staffs of the other groups in Public Administration on Saturday, July 27, in the conference room at the Institute at 8:30 a.m.

AAR:mw

Mr. David C. Cole
Acting Chief of Academic Instruction Section
Mr. Dale L. Rose, Consulting Section

July 25, 1957

Participant Training Program for Personnel and Organization
and Methods Trainees

Reference is made to "Some suggestions concerning subjects of studies for government employee participants on civil service training" submitted by Mr. Trach, Director General of Civil Service (copy attached). The subjects submitted by Mr. Trach fall into six categories as follows:

- a. Basic personnel administration.
- b. Job classification, job evaluation and wage administration.
- c. Regulations and operations manual.
- d. Employee evaluation (including training).
- e. Employee organization and fringe benefits (including retirement).
- f. Organization and methods.

Present plans provide for a period of orientation and preparatory courses for these trainees at NIA before their departure. Such preparatory courses would cover the first category above. The remaining categories fall into areas of specialization to be covered by training in the United States.

Not many academic institutions offer courses in the specialized areas of organization and methods and personnel administration. However, a review of the bulletin of the American University located in Washington, D.C. indicates that a well-rounded program meeting the needs of Vietnamese Civil Service, as outlined by Mr. Trach, can be obtained at that University, with but one exception (discussed below). A proposed Course Work Program at the American University is attached. In addition, a planned program of observation at U.S. Government agencies in the Washington area can be arranged to supplement the Course Work Program.

The area not covered by the Course Work Program is that of employee fringe benefits (including retirement plans) and organization. It is believed that this area can be adequately covered in the observation program.

At present the trainees are not scheduled to arrive in the United States until about March 15, 1958, whereas the spring semester at the American University begins February 7. The courses shown under Spring Semester on the attached Course Work Program are believed highly essential in

rounding out this training program. With but one exception (Organization and Management), these courses are given in that semester only.

Present plans provide that the orientation and preparatory courses will be given at NIA after the completion of the English courses, approximately December 15; thus, the trainees would not be ready for departure until about the first of March. Inasmuch as one of the qualifications for selection of trainees stressed by Mr. Trach is knowledge of English, it is suggested that possibly the course work at NIA could be started about midway in the English courses; thus giving time to complete them in January so that the trainees could leave in time to arrive at the American University in time for the Spring Semester, 1958.

DLR:mw

cc: Mr. David Wood, USOM

Course Work Program

Spring Semester

- 11.591 Wage Administration and Job Evaluation
- * 54.420 Organization and Management
- 54.528 Production Planning and Control
- * 54.552 Formulating Personnel Policies and Procedures
- 54.555 Training in the Public Service

Summer Semester

- 54.526 Office Management and Control
- * 54.556 Employer-Employee Relations in Government
- 54.559 Employee Evaluation: Testing and Measuring
- * 54.561 Employee Evaluation: Interviewing and
Personnel Data Analysis
- 54.663 Trends in Personnel Management

Fall Semester

- 54.527 Work Simplification and Work Measurement
- * 54.554 Position Classification
- * 54.558 Employee Evaluation: Performance Standards
and Ratings
- * 54.560 Employee Evaluation: Qualifications Analysis
- * 54.664 Current Problems in Manpower Utilization

* Indicates courses to be taken by all trainees.

July 25, 1957

Reports Which Have Been Published and Distributed to Date:

1955

Aug 6, 1955

Report: Michigan State University Project:
Recommendations Concerning Proposed Reorgani-
zation of the Commissariat for Refugees -
Eng. & French

Sep 20, 1955

Recommendations Concerning Proposed Field Organi-
zation of the Commissariat for Refugees -
Eng. & French

1956

Jan 14, 1956

Recommendations Concerning the Department of
Interior, the Regions and Provinces -
Eng. & French

Mar 27, 1956

Review of Recommendations Concerning Proposed
Reorganization of the Commissariat for Refugees -
Eng. & French

May 22-Jun 4
1956

Comparative Study of Agricultural Administration
in Japan, Taiwan, and Vietnam - Eng. & French

Jun 29, 1956

Review of Recommendations Concerning Proposed
Field Organization of the Commissariat for
Refugees of Sep. 20, 1955 - Eng. & French

Jun 30, 1956

Report on the Organization of the Department
of Land Registration and Agrarian Reform -
Eng. & French

Jun 30, 1956

Report on the Organization of the Department
of Education - Eng. & French

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Aug 21, 1956

Field Administration in Vietnam: A Memorandum
for the President - Eng. & French

Nov 30, 1956

Report of Study Mission to Thailand - Field
Organization and Administration - Economic
Planning and Operations - Eng. & French

1957

Jan 15, 1957

Report on the Organization of the Department
of Information and Youth and Sports -
Eng. & French

Jan 31, 1957

Report on the Organization of the Department
of National Economy - Eng. & French

Feb 28, 1957

Administrative Organization in the Province
of My-Tho - Eng.

** Jun 30, 1956

Report on the Organization of the Department
of Agriculture - Eng. & French

1957 (Cont.)

Mar __, 1957

Research Report - Department of Education,
Vol's. I & II - Eng. & VN

Undated

Community Development (summary of Programs)
(Translation from Vietnamese --written by
Direction of Plan)

Jun, 1957

Review of Recommendations on the Reorganization
of the Department of Land Registration and
Agrarian Reform - Eng. & French

Jun, 1957

Preliminary Research Report on the PMS -
Eng. & French

Jun, 1957

Report on the Organization of the Special
Commissariat for Civic Action - Eng. & French

Advisor

Thru: Dr. Wesley R. Fishel, Chief / July 30, 1957
Dr. John Dorsey, Chief, Public Administration Division
Mr. Albert A. Rosenfeld, Acting Chief, Consulting Section

Monthly Report -- July, 1957

1. General.

During the month, Miss Westermann joined the Consulting Section as Secretary, replacing Miss Lamphere who returned to the United States.

Two Vietnamese staff members, Messrs Hoa and Hung, were made available to the Police Division to assist in the work of that Division.

In view of the decrease in staff members, Consulting Section personnel were regrouped for more efficient use of office space. This regroupment released three offices for use by other personnel of the Group.

2. Department of Land Registration and Agrarian Reform.

a. The study of the implementation of the MSUG recommendations previously made on this Department and reported in the Fifth Report of MSUG has been formalized into a "Review of the Recommendations on the Organization of the Department of Land Registration and Agrarian Reform." This review has been submitted to the Vietnamese Government and distributed to other interested agencies.

b. Since the completion of this review, the Vietnamese press has reported that the Land Reform Directorate and the Cadastral Directorate have called meetings of their provincial service chiefs. Such meetings on a regular basis were recommended in the MSUG "Report on the Organization of the Department of Land Registration and Agrarian Reform" as

a means of effecting coordination and an exchange of experience.

3. Department of Information and Youth and Sports.

According to the Vietnamese press, the Department of Information and Youth and Sports is establishing a separate Youth and Sports Service in each of the provinces. Such action was recommended in the MSUG "Report on the Organization of the Department of Information and Youth and Sports" in order to give more autonomy and greater emphasis to youth and sports activities.

4. Special Commissariat for Civic Action.

The MSUG "Report on the Organization of the Special Commissariat for Civic Action" has been submitted to the Vietnamese Government in English. Distribution to other interested agencies has also been effected. A French text of the report is in preparation and will be distributed early in August.

5. Department of Finance.

The study of the National Treasury is continuing with interviews in the various bureaus thereof.

6. Administration of the PMS.

Research pertaining to the administration of the PMS continues. In addition, material on the United States program for handling the American Indian problem was supplied to the Secretary of State at the Presidency (at the request of Mr. Doan Them).

7. Participant Training Program.

Members of the Consulting Section staff, assisting in the participant training program, have prepared a proposed program and schedule of training for participants in the areas of personnel administration and organization and methods. The proposed program envisages that five participants in the area of personnel administration and two in the area of organization and methods will spend approximately one year in training and observation in the United States beginning about the 1st of February, 1958.

8. Research Committee.

As a result of the meeting of the Research Committee at NIA on July 5, Consulting Section staff personnel are making a review of the research which has been carried out by the Field Administration Division. The objectives of this review are to provide suggestions for improving research and the possible reorganization of the Research Division, as well as providing an up-to-date summary for the new Chiefs of the Research Section and the Public Administration Division.

9. Special Request.

Mr. Tran Van Lam, President of the National Assembly, has asked for some information on the relationships between the Executive and Legislative Branches of the United States Government. Consulting Section is now developing this information.

10. Vietnamese Government Exposition.

A specially guided tour of the Vietnamese Government Exposition, where staff members of the Consulting Section were given explanations of the exhibits portraying the accomplishments of the Government during the past three years, proved both interesting and informative.

AAR:mw

Dr. John Dorsey, Chief, July 31, 1957
Public Administration Division
Albert A. Rosenfeld, Acting Chief, Consulting Section

Proposal for a Regional Conference on Public Administration -
Dave Wood's Memorandum of July 29

I believe that it would be helpful if the part of the program dealing with personnel were devoted to a study of the general problem rather than only "Recruitment and training of executive and technical personnel for social and conomic development programs. It might be particularly helpful if this part of the program were assigned to either the Philippine or Japanese delegations because of their fairly recent experience in changing to the American system.

It might also be helpful if the Philippine Institute of Public Administration arranged with the Manila Chamber of Commerce, or some like body, for an exhibition of business machines to run concurrently with the Conference.

AAR:mw

Mr. Herbert N. Stoutenburg July 31, 1957
Chief of Administrative Services Division
Albert A. Rosenfeld, Acting Chief of Consulting Section

Property Accountability System

I am listing below changes in Greenfield's proposal which I think are desirable.

1. The purchasing agency should not keep property records. This should be the responsibility of the using agency.
2. However, the purchasing agency should:
 - a. Establish standard nomenclature for all items.
 - b. Maintain the various procurement documents, including data on the initial assignment of the equipment.
3. Each agency should establish a central equipment record file. Subordinate units should not maintain equipment record cards. Annually or semi-annually, as may be determined, a central record group should furnish each organization unit with a list of equipment for which that organization unit is charged according to the records of the central record group. It will be up to the organization unit to make any corrections found to be necessary.
4. Maintenance and repair depots should be established in Saigon and in the field, if found necessary. I am thinking particularly of automotive and of typewriter and other office equipment. Some agencies, like the military and the police, may have enough "business" to set up their own maintenance facilities. Other agencies could use the central maintenance depot.

AAR:mw