

WHAT'S WRONG WITH CADRES?

GVN's own "Report on Utilization of Cadres in Pacification and Rural Construction", by Rural Operations Directorate, starts out by saying :

" cadres play a very important role but have not yielded satisfactory results". Capsule summary of problems cited :

MISSION ill defined Cadres aren't with it.
even skeptical about job

~~ORGANIZATION~~
~~ORG SET UP~~ numerous types Illogical div. of labor
of cadres - duplication
- inadequate guidelines
- efficient organization

RECRUITMENT . . . standards low Carelessly applied; personal
considerations rather than
ability & behavior

TRAINING theoretical practical ^{techniques} ~~techs.~~ not taught;
performance mindedness
doesn't result

PAY low inequitable

SUPPORT poor *not well outfitted*

LEADERSHIP . . . defective supervisors are unqualified
not well selected

OPERATION uncoordinated utilization is deficient
duplication & overlapping of assignments

CONDUCT inattention to duty improprieties

STATUS low social position even feel a complex

MORALE esprit de corps absent obsessed that they are merely
hirelings
*discrepancies in rights & status have
resulted in lack of unity among cadres*

PUBLIC RELATIONS through first hand indifferent, cool, skeptical
observation people
feel

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" PROJECT OF TRAINING

FOR UNIFYING 3 CATEGORIES OF RURAL CONSTRUCTION CADRES "

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After the regulation on Rural Construction Cadres is in force, the training for adjustment of existing cadres must be urgently pushed forward on a large scale. In an attempt to carry out the foregoing task, a certain number of problems must be solved for immediate action:

1. Establishment of Training Committee

Previously, the Rural Construction Ministry (directed by the late Commissioner Nguyen Tat Ung) established a Committee responsible for organizing Cadre Leaders training courses. But at present, several members of this Committee have transferred to other localities or assumed other jobs, and therefore cannot join the Committee any more. So, it is proposed that a new Committee be established with the following composition:

- Director of Rural Operations
- Manager of the National Training Center
- Lt. Col. Deputy Director of Rural Construction
- Deputy Director of Rural Operations
- Major Chief of Research Service.

This Committee will draft a training project for all 6,000 existing cadres with the advisory assistance of USOM technicians.

2. Inform all provinces of the integration of cadres and their retraining projects to help the provinces schedule their training plans and send their cadres at various times to the National Training Center and, at the same time, give their comments on each cadre's individual card to facilitate selection later on.

3. Set up schedules for training supervisory levels in phase 1, and team-members in phase 2.

4. Set up name-lists of the first course trainees and timely keep the provinces informed of this / ^{to facilitate} their arrangements.

In accordance with the unified regulation the number of provisional Cadre Leaders will comprise:

Group-Leader	7	cadres
Deputy Group-Leader	39	"
Interteam-Leader	404	"
Deputy Interteam-Leader	19	"
Team-Leader	805	"
Deputy Team-Leader	85	"

Total: 1,359 cadres

If possible, the National Training Center will receive half of the total cadres for the first training course and the rest for the second one.

5. Training Topics:

The Training Committee will draft training programs for Leading Cadres' courses, divided as follows:

a. Military training	40%
b. Police technique	10%
c. Administration	10%
d. Propaganda with the people	20%
e. Technical activities	20%

All topics of lectures given will be based on the above percentage, and each training period will be from 6 to 8 weeks.

6. The responsible Committee will assign various Sections of the Rural Construction Ministry to draft training materials and study training methods.

7. Recruitment of trainers:

The responsible Committee will study and recommend a Board of Instructors whose composition may comprise:

- a. Military training: A certain number of officers and noncommissioned officers will assume this job.
- b. Police technique : The Rach-Dua training Center is requested to take charge of this.
- c. Administration : Lecturers will be sent from the National Institute of Administration.

d. The task of winning the people over:

The high ranking officials and specialists from the Ministry as well as foreign experts will be requested to give their assistance.

e. Technical ^{programs} / : Specialists from different Ministries, and USOM experts will be requested to take charge of this.

8. Guidance for trainers: Trainers have to attend a seminar in order to understand thoroughly the training plans and methods.

9. Training place: The Ministry had previously chosen a place located at # 5, Dinh Tien Hoang St. Saigon, as training Center, but due to its narrowness and lack of comfort, and in order not to hamper the activities of the Ministry (Rural Operations Rural Construction Directorates) the Sub-Brig. General Commissioner had entirely agreed to use the Cat Lo (Vung Tau) Training Center for Special Administrative Cadres after his visit.

10. Preparation for the dwelling places and allowances for trainees:

If the competent agency approves the use of the Cat Lo Training Center, the Manager of the Training Center of the Rural Construction Ministry must immediately contact the Management Board of Cat Lo Center to arrange everything for lodging and boarding trainees. At the same time the Directorate of Finance & Administration will set up imprest procedures for granting allowances to trainees.

11. Itemized plan: The itemized plan should be prepared by the Manager of the Training Center and submitted to the responsible Committee for consideration and approval prior to implementation.

12. The training materials should be fully prepared and available for distribution to trainees.
