

ADMINISTRATIVE PLANNING
FOR REORGANIZATION
OF
RURAL RECONSTRUCTION CADRE PROGRAM

2 July 1965

Prepared by
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USOM

Introduction

The method of administrative planning used in the preparation of this plan is an application of PERT (Program Evaluation and Review Technique). It is not intended that the re-organization of the Rural Reconstruction Cadre program follow these precise steps, but rather that this demonstration show the kinds of decisions and actions necessary to implement the intentions of the Ministry of Rural Reconstruction, and also to indicate the time periods necessary to make effective each sub-target in the total program, as well as the total length of time necessary to complete the entire program.

Date: June 24, 1965

1. Problem Area: Complete establishment and installation of training program for rural reconstruction cadres; project to be considered complete when every phase has passed through at least one cycle.

2. Solution: The design and installation of specific training programs for persons responsible for the training and supervision of cadres, and for the cadres themselves.

3. Preceding Events and Time Estimates

<u>Event</u>	<u>Description</u>	<u>Preceding Event(s)</u>	<u>Optim.</u>	<u>Most Likely</u>	<u>Pess.</u>
0	Finish				
1	Wkly Trng at District	1	0	0	0
2	Qtrly Trng at Prov.	3,4,5,	1 day	7 days	14 days
3	Initial Trng at Prov. for Hamlet C.G. Cadres (one month duration)	3,4,5	1 mo	3 mos	6 mos
4	Initial Trng at Prov. for Village C.G. cadres (one month duration)	7,8	1 mo	3 mos	6 mos
5	Initial course at corps/region for district survey groups (3 weeks duration)	12	1 mo	2 mos	3 mos
6	2-wk annual seminar at corps/region for district cadre leaders	7	1 mo	2 mos	3 mos
7	Initial course at C/R for district spvrs & inspectors (duration 1 month)	8	1 mo	3 mos	6 mos
8	Initial course in Saigon for prov. trng dir. & C/R Trng dir. (6 weeks)	10	1 mo	3 mos	6 mos
9	2 weeks annual seminar in Sg. for Prov. spvrs/deputies	10	1 mo	2 mos	3 mos
10	Initial course in Saigon for Prov. Spvrs/deputies (1 mo.)	11	5 mos	8 mos	12 mos
11	Planning for Step 10	12	1 week	3 weeks	6 weeks
12	Notification to province chief of adoption of new program and instructions to appoint 1 province cadre chief and 1 deputy cadre chief; send record of training, education and experience to MORR, Saigon		2 weeks	4 weeks	6 weeks
13	Adoption of cadre program by GVN , provision of funds		1 week	1 month	3 months
14	Start	x	0	0	0

Identification No.: A-1

24 June 1965

1. Problem Area: Adoption of cadre program by GVN
(Event 13 of Schedule A)
2. Solution: Decision by responsible officials

1. Problem Area: Planning initial course in Saigon for province cadre supervisors and deputies (Event 11 of Schedule A)

2. Solution: Decisions on teaching personnel, location, methods and techniques; development of content of course; selection of first class; development of schedule for rest of classes.

3. Preceding Events and Time Estimates

Event	Description	Preceding Event(s)	Optim.	Most likely	Pess.
0	Finish (start of training course)	1	0	0	0
1	Provision of teaching materials	3	15 d	30 d	60 d
2	Availability of teaching location	5	7 d	15 d	30 d
3	Publication of plan in detail	7	7 d	15 d	30 d
4	Provision of housing and allowances for students	10	1 d	15 d	30 d
5	Agreement on teaching location	7	1 d	15 d	60 d
6	Development of teaching materials and methods	8	15 d	30 d	60 d
7	Orientation of instructors	6,8	1 d	15 d	30 d
8	Selection of instructors	9	3 d	15 d	30 d
9	Agreement on subject content of course	11	15 d	30 d	60 d
10	Selection of students	11	3 d	15 d	30 d
11	Development of schedule for training all province cadre supervisors and deputies (total of 88)	13	1 d	7 d	15 d
12	Notification to province chief of adoption of new program and instructions to appoint 1 province cadre chief and 1 deputy; send record of training, education and experience to MOHR	13	15 d	30 d	45 d
13	Selection of course-planning committee	14	7 d	15 d	30 d
14	Start	x			

Sequence No.: 13

Date: 25 June 1965

1. Name of completed event:

Selection of Course - planning committee

2. Description of activities necessary to complete event.

Discussions with MORR, MOT, MIA, and USOM/PAD and OPO; after decision has been made by GVN on the kind of rural reconstruction cadre program to be undertaken.

3. Responsibility: Chiefs of agencies listed

4. Time estimate : 16 days 15×4 $\begin{array}{r} 7 \\ 60 \\ 30 \\ \hline 67 \end{array}$ 16

5. Event(s) immediately preceding & sequence #

Start - # 14
6. Event(s) immediately following & sec. #

Notification to province chiefs of adoption of new program and instructions to appoint 1 province cadre chief and 1 deputy; send record of training, education and experience to MORR - # 12

Development of schedule for training all province cadre supervisors and deputies (total of 88) - # 11

Sequence No.: 12

Date: 25 June 1965

1. Name of completed event

Notification to province chiefs of adoption of new program and instructions to appoint 1 province cadre chief and 1 deputy; send record of training and experience to MORR.

2. Description of activities necessary to complete event:

Prepare brief statement for province chief on adoption of new rural reconstruction cadre program; give instructions to appoint 1 province cadre chief and 1 deputy; design personnel form (if one does not already exist) to be completed by each level of supervision prior to entering training; have completed forms on province cadre chief and deputy sent to MORR.

3. Responsibility: MORR cadre chief

4. Time estimate: 30 days	30 x 4	120
		45
	<u>6/180/30</u>	

5. Event(s) immediately preceding and seq. #

Selection of course-planning committee - # 13

6. Event(s) immediately following and seq. #

Selection of students # 10

Sequence No.: 11

Date: 25 June 1965

1. Name of completed event:

Development of schedule for training all province cadre supervisors and deputies (total of 88)

2. Description of activities necessary to complete event:

Review of mission of rural reconstruction cadres; general agreement on kinds of training at each level; understanding and agreement on kind and length of training for province cadre supervisors; general agreement on kind of facilities required; decision as to size of instructional staff; decision on size of each class.

3. Responsibility: Course-planning committee

4. Time estimate : 7 days

7 x 4	1
	28
	15
<hr/> 6/44/7	

5. Event(s) immediately preceding:

Selection of course planning committee - # 13

6. Event(s) immediately following:

Selection of students # 10

Agreement on subject content of course # 9

Sequence No. : 3.0

Date: 25 June 1965

Sequence No.: 9

Date: 26 June 1965

1. Name of completed event:

Agreement on subject content of course

2. Description of activities necessary to complete event:

Analysis of needs of province cadre supervisors; discussion as to how these needs can be met through general types of courses and methods of instruction; agreement on specific subjects and methods of instruction.

3. Responsibility: Course-planning committee

4. Time estimates: 32 days

30 x 4	15
	120
	60
	<u>6/195/32</u>

5. Event(s) immediately preceding and seq. #

Development of schedules for training all province cadre supervisors and deputies (total 88) - # 11

6. Event(s) immediately following and seq. #

Selection of instructors # 8

Sequence No. 8

Date: 26 June 1965

1. Name of completed event:

Selection of instructors

2. Description of activities necessary to complete grant.

Review of courses to be given and evaluation of best persons to give them

3. Responsibility: Course-planning committee

5. Event(s) immediately preceding and seq. #
Agreement on subject content of course - # 9

6. Event(s) immediately following and seq. #
Orientation of instructors # 7

Sequence No.: 7

Date: 28 June 1965

1. Name of completed event:

Orientation of instructors

2. Description of activities necessary to complete event:

Plan approach to subject; review mission of rural reconstruction cadres; emphasize changes being made and importance of instructors in changing attitudes of supervisors; get feed-back from instructors.

3. Responsibility: Course-planning committee

4. Time estimates: 15 days 15×4 $\frac{1}{60}$ $\frac{30}{6/91/15}$

5. Event(s) immediately preceding and seq #

Selection of instructors - # 8

6. Event(s) immediately following and sec #

Development of teaching materials and methods # 6

1. Name of completed event:

Development of teaching materials and methods

2. Description of activities necessary to complete event:

Decision as to best means of transmitting subject matter of each course, in cooperation with selected instructors, and preparation of teaching materials; exchange of ideas between committee and instructors on extent to which each course will relate to the other courses. Coordination on use of teaching tools (slide projector, tape recorder, movie projector) and discussion of such techniques as role playing.

3. Responsibility: Course-planning committee with instructors

4. Time estimates: 32 days 30×4 $\frac{15}{120}$
 $\frac{60}{60}$
6/195/32

5. Event(s) immediately preceding and seq #

Orientation of instructors - # 7

6. Event(s) immediately following and seq #

Agreement on teaching location # 5
Publication of plan in detail # 3

Sequence No.: 5

Date: 28 June 1965

1. Name of completed event:

Agreement on teaching location

2. Description of activities necessary to complete event:

Review of teaching methods and materials to be used and size and number of classes; locating a place which will be suitable for methods and numbers of students and classes; obtaining permission to use location.

3. Responsibility: Course-planning committee

4. Time estimates: 20 days $15 \times 4 = \frac{1}{60} \overline{60}$
6/12/20

5. Event(s) immediately preceding and seq #

Development of teaching materials and methods # 6

6. Event(s) immediately following and see #

Availability of teaching location # 2

Sequence No.: 4

Date: 28 June 1965

1. Name of completed event:

Provision of housing and allowances for students

2. Description of activities necessary to complete event.

Determination as to allowances and housing facilities to be provided by the GVN; assurances that such allowance and housing will be available when cadre supervisors arrive in Saigon

3. Responsibility: MORR and Course-planning committee

4. Time estimates: 15 days 15×4 $\frac{1}{60}$
60
30
6/91/15

5. Event(s) immediately preceding and seq #

Selection of students # 10

6. Event(s) immediately following and seq #

Arrival of students (Finish) # 0

Sequence No.: 3

Date: 28 June 1965

1. Name of completed event:

Publication of plan in detail

2. Description of activities necessary to complete event:

Assembly of all material prepared for and about new cadre program; integration of it into a manual for reference of other instructors and officials; summary prepared for cadre supervisors

3. Responsibility: MORR and Course-planning committee

4. Time estimates: 16 days 15×4 $\begin{array}{r} 7 \\ 60 \\ 30 \\ \hline 697 \end{array}$
6/97/16

5. Event(s) immediately preceding and seq #

Development of teaching materials and methods # 6

6. Event(s) immediately following and sec #

Provision of teaching materials 81

Sequence No.: 2

Date: 28 June 1965

1. Name of completed event:

Availability of teaching location

2. Description of activities necessary to complete event:

Evacuation of facilities by preceding occupants; repair and maintenance of facilities.

3. Responsibility: MORR

4. Time estimates: 16 days 15×4 $\frac{7}{60}$
 $\frac{30}{6/97/16}$

5. Event(s) immediately preceding and seq #

Agreement on teaching location - # 5

6. Event(s) immediately following and seq #

Arrival of students (Finish) # 0