

April 11, 1962

Mr. Pham Duy Suu
Chief, Administrative Services Division
National Institute of Administration
Saigon

Dear Mr. Suu:

You will receive very soon a revised phase-out plan of MSUG. Please note on this plan that at April 28, 1962 the following employees will be terminate/by MSUG and will be available to the NIA.

Dam Quoc Binh	Audio-Visual Specialist
Nguyen Ngoc Ne	In-Service Training Specialist
Pham Thi Hoa	Librarian
Bui Thi Dao	Librarian
Tran Thi Phuc	Library Asst.
Do Manh Nham	Library Clerk
Nguyen Thi Minh Tram	Library Clerk

As I have already mentioned to you, the NIA will soon have available counterpart funds with which to pay the above persons, as well as to carry out other programs.

At this time you should be making arrangements to receive a release of counterpart funds, as well as putting the above employees on the payroll. I believe that Budget and Foreign Aid can give you the proper procedures to use if you need assistance, although I will be happy to help in any way possible.

I should like to make clear that your making the above arrangements immediately is urgent. We have allocated no funds for the NIA after April 28, 1962 because of the fact that you will have funds available directly to you. All you have to do to receive this money is make the routine administrative arrangements necessary.

It might also be well to interview the above employees so that they will have a good understanding of their work and pay arrangements with the NIA.

Let me emphasis once again that you should take action on hiring these

Mr. Phan Duy Suu

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employees and receiving your money immediately, because as long as it is available to you MSUG cannot furnish funds for your use.

Please contact me if you need more information or if I can be of any help.

Very truly yours

A handwritten signature in cursive script that reads "Robert S. Hanes".

Robert S. Hanes

January 25, 1962

Mr. Suu

Evart L. Emery . MSU.

Entrance to Campus

I have found it necessary to ask you to inform the army guards; which maintains the security for the new campus, to admit my chauffeurs and maintenance personnel at various hours during week days and over week ends.

If there are any questions in regards to this request, please feel free to contact me.

Thank you.

Saigon, le 27 - 11 - 1961

INSTITUT NATIONAL
D'ADMINISTRATION

No 3743 /HVHC/VT

Le Recteur de l'Institut National d'Administration
à Monsieur HANES, M.S.U Group
Saigon

L'Institut National d'Administration est entrain
d'établir un plan pour la maintenance de son nouveau campus
situé à la rue Trần Quốc Toàn.

Je vous serai reconnaissant de bien vouloir nous com-
muniquer la liste du personnel de maintenance (avec détail sur
les émoluments perçus la qualité, les anciennetés du service
des intéressés.)

Veillez agréer, cher Mr HANES, les assurances de ma
considération très distinguée.-



T. L. VIÊN QUẢN LÝ
HỌC-VIÊN QUỐC GIA DANH CHANH
CHÁNH SỰ VỤ DANH CHANH

Phạm Duy Sửu

PHAM-DUY-SUU

*The NIA is framing a work
for a maintenance service at
its new campus located at
T. Q. Toan street.*

*I would very much appreciate
you sending us a list of the maintenance
personnel (with details on their salary,
qualification, years' seniority)*
vtj

November 29, 1961

Mr. Pham Duy Suu
National Institute of Administration

Dear Mr. Suu,

The information regarding maintenance personnel, which you asked me for in your letter number 3743/HVCC/VT, dated November 27, 1961, is as follows:

<u>NAMES:</u>	<u>DATE OF EMPLOYMENT</u>	<u>ANNUAL SALARY</u>
<u>Administrative Clerk:(Supply Room)</u>		
Nguyen Tien Luu	Jan/11/1956	58,000.00
<u>Carpenters:</u>		
Dinh Bao	Dec/12/1958	49,500.00
Bui Thuong Ngan	July/1/1957	48,000.00
<u>Painters:</u>		
Vu Ngoc Hung	Aug/5/1957	49,500.00
Le Danh Hien	Oct/1/1956	39,000.00
<u>Plumbers:</u>		
Luu Van Phai	Apr/20/1956	48,000.00
<u>Air Cond.Repair Men:</u>		
Luong Van Dai	Jan/6/1959	60,000.00
Nguyen Ba Kinh	Sept/12/1958	48,000.00
<u>Electrician:</u>		
Ma Duoc	May/4/1956	48,000.00
<u>Gardener:</u>		
Nguyen Khac To	March/19/1959	31,000.00

Laborers:

Nguyen Tien Dien	Oct/31/1955	34,000.00
Nguyen Thi Hai	March/11/1957	33,000.00
Nguyen Dinh Nguyet	Aug/13/1956	34,000.00
Nguyen Thi Thao	June/28/1956	34,000.00
Tran Thi Tuyet	May/9/1959	31,000.00
Mai Van Viet	Sept/27/1958	32,000.00
Le Danh Man	Sept/23/1957	28,000.00
Mai Thi Ngan	March/4/1957	33,000.00
Dinh Manh Tong	Oct/12/1956	34,000.00

You will note that all these individuals have been with MSUG for several years, and we consider all of them to be good employees and deserving of NIA employment.

Very truly yours,

Robert S. Hanes

Robert S. Hanes
Administrative Officer

cc: - Fox
- Emery

November 29, 1961

Mr. Pham Duy Suu
National Institute of Administration

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Very truly yours,

Robert S. Hanes
Administrative Officer

cc: - Fox
- Emery

Mr. Suu, Administrative Officer, NIA

April 10, 1961

D. F. Aschom

Transfer of Vehicle

We have, at this time, one 1957 4-door Plymouth vehicle which we no longer need.

We request that you inform us in writing, as soon as possible, as to whether or not the NIA wishes to take custody of this vehicle at this time.

Mr. Suu, Administrative Officer, NIA

February 6, 1961

D. F. Aschom

MSUG Residential Furniture Inventory

Attached please find 2 copies of a current residential furniture inventory on which we indicate the total number of items on our inventory as well as the number of these items which will be available by June 1, 1961.

Some of the items will be available in the very near future. However, provided that we do not have any unexpected staff changes between now and June, we feel that we will be able to conform to the attached schedule.

In the column headed "Available June 30, 1962" we have listed the balance of the furniture we will need after June 1, 1961. Some of this furniture, however, will be available before June 30, 1962. As a matter of fact, as American staff return to the States after June, 1961, we will be able to transfer the furniture that was used by that staff member to your custody.

If you have any questions concerning this matter, please feel free to call on us.

cc Musolf
Fox

Mr. Suu, Administrative Officer, NIA

December 9, 1960

D.F. Aschom, Chief, Administrative Services

Your letter No.2711 dated Oct. 5, 1960

We are writing to remind you that, effective December 31, 1960, we are planning to terminate Miss Nguyen Thanh Tam as an employee of MSUG. We understand that, at that time, she will be included on the NIA payroll.

We sincerely hope that she will prove to be a valued and capable employee of the NIA.

cc Via Rector Dong

Mr. Sun, Administrative Officer, NIA

October 15, 1960

D.F. Aschom, Chief, Administrative Services

Transfer of Miss Nguyen Thanh Tam

This is to inform you that we will be able to make Miss Tam available to the NIA beginning Monday, October 17.

As we agreed at our meeting last Thursday, we will keep Miss Tam on the MSUG payroll until the NIA receives approval to put her on the NIA payroll. It was agreed that, in any case, Miss Tam will not remain on the MSUG payroll beyond December 31, 1960.

It will be necessary for Miss Tam to continue to submit a time and attendance report to MSUG as long as she is on our payroll. It will also be necessary for you to sign her card as certification that she did actually work the hours recorded on the card.

Miss Tam has been instructed to be at your office on Monday, October 17, at 7:30 a.m.

cc Fox
Musolf
Hanes
Miss Tam

October 6, 1960

Mr. Pham Duy Suu
Chief, Administrative Services
National Institute of Administration
Saigon

Dear Mr. Suu

We are pleased to know that you feel that Miss Nguyen Thanh Tam can be of service to the NIA. We shall plan to make her available to you in the very near future. However, it is necessary for us to know on what date you plan to add her to the NIA payroll.

Arrangements will be made next week for you to interview a translator.

Mr. Hanes and myself will be available to meet with you and Mr. Nghia next Wednesday, October 12, at 9:00 a.m. in the NIA Conference Room.

Very truly yours

D. F. Aschom, Chief
Administrative Services Division

cc Musolf
Fox
Hanes

Mr. Suu, Administrative Officer, NIA

September 26, 1960

D. F. Aschom, Chief, Administrative Services

Payment of Per Diem for Mr. Le Ba Do

This is to inform you that, according to our records, September 11, 1960 was the last date on which Mr. Le Ba Do received per diem from Michigan State University.

If you need additional information on this matter, please feel free to call me.

Mr. Suu, Administrative Officer, NIA

April 19, 1960

D. F. Aschom

Guards at NIA

This is to inform you that, effective April 22, Michigan State University Advisory Group will be unable to continue making available two guards who have been used at the NIA quonset area from 7 a.m. to 7 p.m.

You will recall that when we agreed to make these guards available, it was anticipated that we would need them on, or about, this date.

Mr. Suu, Chief, Administrative
Services, NIA

September 1, 1959

J. E. Griffin

Administrative Services Currently Performed

In accord with our discussion of Friday, I will detail for your examination the supportive or administrative services currently performed by the Administrative Services Division of MSUG. These functions are not listed in order of importance.

1. Motor Pool

At the present time, MSUG operates and maintains a motor pool for both official and unofficial use of the MSUG staff. Unofficial usage of the motor pool is provided on a reimbursable basis; i.e., the staff member must pay the cost of both chauffeur and a standard rental fee. The major functions performed in connection with the motor pool are:

- a. Assignment and supervision of chauffeurs.
- b. Maintenance and regular care of the motor vehicle fleet.
- c. Scheduling and assignment of the vehicles.
- d. Local and/or U.S. purchase of vehicles.

The motor pool is supervised by an American staff member within the Administrative Services Division.

2. Housing and Maintenance

The Administrative Services Division is responsible for housing its American staff. Additionally, we are responsible for the provision of office space and storage space. The housing arrangements are conducted by means of leases executed between the property owner and MSUG.

The Division is responsible for maintenance and general upkeep of all real property under the control of MSUG. We provide such items as minimum amounts of chinaware, silverware, pots and pans for cooking, glassware, minimum items of household furniture, refrigeration, stoves, and usually one air conditioner per housing unit. Major breakdown of this function includes:

- a. Housing assignment.
- b. Housing repair.
- c. Leasing arrangements.
- d. Office maintenance functions including janitorial and custodial.

This activity is supervised by an American staff member.

3. Personnel - Local Employees

The Personnel section within the Division is responsible for the actual hiring, record-keeping, and general personnel services for our National staff. Recruitment is routinely conducted in cooperation with the central personnel agency at the United States Embassy. In addition to all necessary personnel transactions in behalf of our local staff, this section also maintains a skeleton personnel file on American staff members. The hiring of American staff is done through the coordinator's office on campus at East Lansing. The Personnel section, from time to time, provides special services, counsel and guidance to both National and American staff members.

American time records are maintained in the Personnel section and are routinely reported to the coordinator's office on a monthly basis. Specific functions include:

- a. General personnel transactions including processing, recruitment and termination.
- b. Assignment of National personnel.
- c. Record keeping; i.e., time-keeping, leave-recording, etc.
- d. Supervision of mimeograph room.

- e. Contractual arrangements in behalf of specialized National personnel.
- f. Personal services including National and American activities.

This function is supervised by a National staff member, under the overall supervision of the Division Chief.

4. Local Purchases

This function of our Division includes requisitioning, purchasing and receipting for delivery of all supplies and equipment purchased from the counterpart budget (local currency). This activity is supervised by an American staff member. Since this function is carried on in behalf of the Police Administration Division, the Public Administration Division, the office of the Chief Advisor, as well as in behalf of our own Division, a high degree of coordination of effort is necessary. At the time of our next discussion, I suggest that we cover this function in sufficient detail to assure mutual understanding. The special problems connected with this service include:

- a. Procurement of supplies, both office and household.
- b. Procurement of equipment for both office and household.
- c. Contractual services; e.g., arrangements for outside printing, translation, unusual maintenance, etc.
- d. Processing of utility purchases, such as water, electricity, telephone, cable, garbage disposal, etc.
- e. Vendor contacts and negotiations.

5. Travel and Transportation

An extremely important function of the Division's current work load in the recent past includes arrangements for transportation of individuals, household effects, personal effects, and training materials. We are responsible for all aspects of participant travel to third countries and to the United States. Arrangements include securing all necessary visas, documents and tickets. Arrangements for proper packing, customs clearance and actual shipping are carried on routinely. Transportation of things is conducted in close cooperation with the shipping section of the American Embassy. Incoming shipments are cleared through Vietnamese customs by the American Embassy. Outgoing

shipments are accompanied by necessary documentation originating within the Division. Internal travel by any mode of transportation is arranged in the Division. These activities are supervised by an American staff member. Specific functions include:

- a. Travel arrangements, local and international.
- b. Transportation and processing of staff members' household effects.
- c. Transportation and processing of staff members' personal effects.
- d. Securing visas and other necessary documents for international travel.
- e. Travel arrangements in behalf of MSU participants.

6. Budget and Finance

This responsibility is one of the most important functions of the Division and is one that needs to be most carefully supervised. Since the MSUG local currency budget concerns relations with the Government of Vietnam and USOM, as well as our own agency, some degree of specialization is necessary. The local currency budget is routinely prepared a minimum of one year in advance and budget estimates are made for the entire life of the contract period. Budget preparation is conducted in cooperation with the office of the Chief Advisor, the Public Administration Division of USOM, Rector of the NIA, and the substantive Divisions of MSUG. Actual control of the MSUG budget is the responsibility of the Finance section of this division.

The local payroll is made up in the Finance section based on a warrant drawn by FAA and cashed every other Friday in order to pay our National staff in cash. The payroll is made up in cooperation with the Personnel section of the Division as discussed under point 3.

The actual processing of purchase orders, delivery receipts and contractual arrangements are certified and processed in this section. The pre-audit function, as well as occasional post audit of the entire operation, is a responsibility of this section. Activities include, but are not limited to:

- a. Local payroll
- b. Budget preparation and control

- c. Local purchasing control
- d. Auditing

7. Housekeeping Functions

In broad terms, all routine housekeeping functions are conducted within Administrative Services. This function is directly supervised by a National employee but is under the overall supervision of an American staff member. It should be emphasized that certain aspects of this responsibility will have much to do with the morale of the Group. It is next to impossible to maintain an effective organization without effective housekeeping arrangements. It may be well to discuss thoroughly this aspect of our Division when we next meet. Some of the specifics for you to consider are:

- a. Interior decoration
- b. Adequate lighting
- c. Proper ventilation
- d. Space utilization
- e. Environment

8. Contract Interpretation

This Division is responsible for maintaining up-to-date information on the terms and conditions of the contract between the Government of Vietnam and Michigan State University Group. In addition, we are required to interpret and be knowledgeable about the contract between the International Cooperation Administration and Michigan State University, East Lansing.

A further requirement in this area involves interpretation of standard University policy, ICA manual orders, and standard government regulations published by the United States Government and those affecting Michigan State University, East Lansing which are published by the State of Michigan.

The foregoing are all extremely important in maintaining maximum effectiveness within the Group. Interpretation of any item which may be construed to be beneficial to an individual at the expense of others can do untold damage.

Conversely, it is the responsibility of the Division to make sure that maximum allowable benefits accrue to each staff member. Some specifics for your consideration are:

- a. Length of tour
- b. Allowable travel
- c. Allowances
- d. Exemptions

This activity is conducted by an American staff member.

9. Custodial Service

For internal security purposes, MSUG maintains a custodial staff on a twenty-four hour basis. At the present time, custodial personnel are used at 137 Pasteur and at any MSUG housing unit where the owner is absent for more than a twenty-four hour period. The custodian's responsibility is to take charge and be responsible for the security of all MSUG-owned and/or leased property and equipment. It may be well for us to consider this matter verbally when next we meet. This function is supervised by an American staff member.

10. Special Services

From time to time, this Division is responsible for arranging trips, tours, group entertainment, and other projects of a similar nature. The assignment is usually originated at Planning Group meetings or by the Chief Advisor directly. In rare cases, Group activities are initiated by our own Division. If, and when, integration of the MSUG staff and the NIA staff becomes a reality, these functions may well assume a greater importance.

11. Snack Bar

MSUG maintains a snack bar for the benefit of both National and American employees during regular working hours. The snack bar is operated on a contractual arrangement with a private individual. The Division is responsible for contractual arrangements and the suitability of service and operation of the business. MSUG has no fiscal responsibility

in the snack bar; i.e., all profits and operating expenses are borne by the private individual who operates the business. We furnish space and utilities and, to a limited extent, equipment.

12. U.S. Dollar Petty Cash

In order to facilitate dollar expenditures in Saigon without the necessity of processing direct payment vouchers and/or reimbursement requests through the East Lansing office, it is expedient and practical to maintain a petty cash account in Saigon. Administratively, the University loans the Chief of the Administrative Services Division \$2,000 on a personal note. The money is deposited in an East Lansing bank and checks are drawn on this account. At the conclusion of the tour of the Chief of Administrative Services office, an account reconciliation is made and the money is transferred to the Division Chief's successor. Some specific uses of the dollar petty cash funds are:

- a. Advances to participants
- b. Minor off-shore purchases
- c. United States mail stamps

13. Local Currency Petty Cash

In order to expedite and to manage day-to-day needs of the University Group, it is necessary to maintain a local currency petty cash fund. This fund is actually a cash account from which minor expenditures in local currency are routinely made. Each expenditure is based upon a receipt which is placed in the petty cash ledger and the fund is reimbursed from time to time, as necessary, by drawing a warrant on the FAA. Since it is impractical to maintain a local currency checking account, all transactions are in cash and this account is audited weekly. Examples of petty cash expenditures are:

- a. Locally available supply items usually less than 1,000 piasters in value.
- b. Local postage
- c. Postal charges
- d. Delivery charges

14. Information Services

Our Division is responsible for the publication and distribution of all internal bulletins, announcements, reports, etc. The Chief of the Division, in cooperation with the office of the Chief Advisor, is routinely called on to edit materials developed in the substantive divisions. From time to time, since the Division Chief is the MSUG security officer, we are responsible for dissemination of verbal information. Examples of the publications are:

- a. Information bulletin
- b. Policy memorandums
- c. Reports - internal and external

15. Clerical Pool

By reason of the irregular work load of the staff members in the substantive divisions, a clerical pool has been established in the interest of economy and efficiency. Materials are given to the Administrative Services Division by staff members for typing in Vietnamese, French and English. The supervisor of the clerical pool then assigns the work to members of the pool for accomplishment. The finished product is proofed and returned to the author in finished form.

A clerical pool may serve specific needs but has several disadvantages from the administrative point of view which we should discuss at length.

16. Translation Pool

Again in the interest of efficiency and because of variable work loads, a translation pool has been established within this Division. Materials are translated from English to Vietnamese, Vietnamese to English, English to French, French to English, French to Vietnamese, and occasionally Vietnamese to French. Materials are submitted to this Division and are then assigned to the supervisor of the translation pool who is responsible for their accomplishment.

As is the case with the clerical pool, a translating pool has certain advantages but is equally prone to administrative difficulties which we should discuss at length.

In conclusion, may we point out that there are several more functions which are currently performed within the Division which are important in and of themselves but are not routine functions. In our opinion, mention of these would serve no purpose at this juncture. We should also like to stress that several of the functions which have been detailed above will never be completely transferred to the Administrative Division of the NIA. Examples of this are:

- a. Management of the dollar petty cash fund which is a function concerning only Michigan State University Group and the International Cooperation Administration.
- b. Contracts interpretation which falls into the same category.
- c. Some aspects of internal security problems which are of interest only to the American staff.

When you have had an opportunity to go over this information, it is suggested that we arrange another meeting at which time I should like to have an opportunity to cover your organization from the administrative point of view in much the manner that we have attempted to do here. Please do not hesitate to ask any and all questions that you feel pertinent to our planned gradual integration of the National Institute of Administration and Michigan State University Group.

