

Ralph

Attached is an unedited ~~copy~~ translation of a speech which I had the Chief of Legislation + Procedures at the Function Publique give to the students of the Institute's O + M class.

If the Institute ever starts a journal of some sort, this might be included.

Copies (in Vietnamese) were distributed to the students, + Field Adm. staff. Howard Hoyt also distributed some copies.

Al. Rosfield

How specialists on "Organisation and Methods"
can help the machinery of National Administrative

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The speaker: Mr. Ngô-dự-Trưởng
Director of Legislation and Procedures
at the General Direction of Public Functions
Saigon.

Professor and students,

It is a great honor for me to continue your lecture on a subject relating to "Organisation and Methods" a problem of great importance to the reform of the machinery of National Administration.

The professor has analysed and solved ^{? given} the general principles of this problem in a complete, minute and scientific way.

Under the title "How specialists on Organisation and Methods" can help the machinery of National Administration, I am going to give a brief description of some aspects of the present state of this machinery so as to discuss the rôle of the specialists on Organization and Methods in the work of reform.

I hope that my observations, on ^a practical field will, to some extent, help you, students to have a clearer view on this subject, to understand thoroughly the concrete speech of the professor.

I am repeating the title: How Specialists on Organisation and Methods can help the machinery of National Government

As a member of an ^{organisation} (organism) with the responsibility (no matter how small it is) of organizing the Government offices, I would be very happy if I could answer ^{the} that question: "No, they won't ^{need} (be)

of any help", in other words "The machinery of ^{our} the National Government has been given a perfect structure"

But reality is far from reaching this answer for, actually, the machinery of National Administration still has many weaknesses that ~~have~~ must be improved and perfected.

A - Weak points -

I shall sum up the main weaknesses:

1.- The organisation in many public services at top and middle level is too heavy.-

The central offices in cities generally consist of too many Directions, services and bureaus compared to the real needs of public service. This situation can create delays in work because it has to go through too many levels. On ^{the} other hand, civil servants are ~~(all)~~ concentrated in Central Office while their presence is more needed in local areas so as to communicate easily with the people.

This situation became more complicated with the 3 divided administrative regions of the nation.

Causes: a) in some branches, people may not realise that in order to obtain satisfactory results, the low, rather than middle level of organisation must be extended.

b) the desire of some people to attach much importance to their own branch.

c) a number of people who want to create directing functions in their favour or in their colleagues'

2.- The distribution of personnel does not meet public service's needs.

Personnel are too busy in some offices and have nothing

to do in some others.

Causes: a) a member of offices have to request ~~for~~ more personnel to meet a special and temporary situation. Once that situation ^{is} over, the chiefs of those offices do not suggest ~~to~~ ^{or} reduce their personnel or to transfer ^a ~~them~~ ^{for} to other services because ^{on account} of sympathy.

b) some offices have sufficient personnel, but because they do not know exactly the volume ^{of work} operations, they still request ~~for~~ more personnel.

c) that is why, inversely, the services that really need more personnel do not get them.

3.- Personnel are not used properly.

There are technicians working in administrative and social branches e.g. agriculture specialist who is chief of the service of Labour or Youth; Public Works technician who is in charge of administration.

Causes: When the National Government was first established, a number of veteran-functionnaires still remained in the V.M. area. ^{Coming back, they} They ~~came back~~, were integrated in any service and remained there up to now.

Another aspect of the ^{utilization} misuse of personnel.

A number of personnel were given the directing functions merely because of special reasons (politics, ^{trustworthiness} trustfulness) but not on account of their personal ability and character.

4.- Lack of directing personnel endowed with ability, experiences.

Causes: Under French rule, Vietnamese functionnaires were not in charge of directing functions, so that after the Department of

Interior and Foreign Affairs ^{had} have been transferred to V.N., the organisations in Government lack directing personnel with ability and experience. This is the cause of the chief's reticence on delegating their power to directing personnel at middle management.

5.- A number of acting personnel do not have a sufficient ability to fulfill their duty.

Causes: When the National Government was set up, a number of veterans ~~functionnaires~~ ⁱⁿ still remained at the V.M. area. To meet the lack of personnel, some areas had to recruit a number of journalists, the contracts were based neither on qualifications, nor on a competitive examination. Most of these people still remains in their posts on account of social reasons or sympathy.

6.- Lack of information ⁱⁿ for solving problems ^{timely} expeditively.

Causes:

- a) Information under French rule were partly lost
- b) New documents and information of National Government are not complete -
- c) We have not gathered sufficient foreign documents.

7.- Shortcomings in "records management"

Causes:

- a) Lack of personnel especially trained for "records management"
- b) The offices where the filing and management of records have great importance are ~~just~~ ^{only} the busiest offices, so that the existing personnel ~~only~~ ^{only} have time to solve ~~rapidly~~ ^{rapidly} permanent matters. *rapidly.*

Don't put RT!

8.- Complicated old customs -

Illustration

They are transmitted from French rule and have been applied in too routine a manner to be suddenly and completely reformed. Moreover these customs have a good point which is ^{the precise} stating precisely ~~the~~ responsibility of every service, ~~of~~ every level. Perhaps that is why the government authorities show reticence in much simplifying the work.

B.- Improving methods.-

To put an end to the above-mentioned short-comings, the National Government have studied the question and applied many ^{measures} methods:

1.- By circulaires No 30-SG of 27 - 8 - 52, 59 CV of 13-11-54 and 71 -CV of 31-12-54, the Presidency had ordered that the organisation of governmental services must meet the ^{service} {public needs} and the appointment of directing personnel as well as the use of specialists must be based on people's real ability to prevent harm that may be done to the public functions. *service -*

By Circular No 17-PTT/CV of 5-5-55, the Government had given instructions to all civil-servants to change their ^{work systems} working customs according to the new spirit.

During the speech delivered on the occasion of New Year 1955, the President had ordered the leading levels to try to simplify the old customs in administration.

2.- In order to unite the whole nation and to simplify the organisation in administration, the Government had issued two ordinances Nos 21 of 4-8-54, and No 17 of 24-12-1955 abolishing ^{regional} ~~recruitment of French personnel and regional budgets.~~ ^{Measures} ~~recruitment of French personnel and regional budgets.~~ Means are being applied so as to achieve this very important reform.

3.- The general Direction of Public Functions was established with the function of giving its opinion to the organisation of services, to maintain equality between them in order to simplify organisations and to speed ^{up} operations.

4.- The Government is planning to set-up a Committee in charge of examining the activities of each service for a repartition of personnel appropriate to the public service's need.

5.- The National Administration Institute is training leading personnel in administration and directing personnel in National Economic and Finance.

The Superior Schools of Technique studies, the Professional Schools, the intensive courses for cadres have been established sufficiently to form technicians for every branch.

Besides, are set up, in every Department, an intraining course for every service.

6.- An interministerial Committee was created to study the research and exchange of documents between different departments and services.

7.- The Department of National ^{Education} has projected a course of "records management" to form specialists for this branch.

C.- Rôle of specialists on "Organisation and Methods"

As mentioned above, the National Government have paid much attention to the shortcomings ^{of} the machinery of administration and tried great efforts to meet them. But almost ^{all} reforming methods and plans are still in a starting or studying stage so that the cooperation of Specialists on Organisation and Methods is most urgently needed. In fact we have to put the work of reform in a scientific and rational frame ~~right~~ now, in order to reach the

purpose directly, thus avoiding groping, time-wasted, and expensive experiments that could bring in unexpected misfortunes.

The wider the scope of reform, the more important the rôle of Specialists on Organism and Methods. And still more important, more delicate is that - in the present situation of the country, these specialists will face special problems, complicated essential elements and unexpected difficulties in practical-field.

2. A complete program of operations has been planned but what if it violates the native people's traditional customs?

A number of incompetent, personnel who were recruited without conditions should be discharged, but what if this dismissal will have a bad influence on the social and political point of view.

The leading level encumbered with work, think they had better delegate their power to the lower level, but what if they cannot find people with sufficient ability, people whom they can trust?

How many uncertain problems we have to raise and solve before setting up a program or carrying out a solution.

The value of Specialists on Organisation and Methods consists in harmonizing principles and practice to find measures appropriate to the reform of the administrative machinery. Every satisfactory result is much counted on the specialists initiative, experience and quick-wit.

I am adding that however perfect an organisation is, however scientific and complete a reform program is planned, we cannot obtain satisfactory results if the people in charge of acting do not put all their force and heart and energy into their work while eliminating every element of sympathy, ambition and personnel interest.

That is the sacred duty of all fonctionnaires while serving their country, also the duty of students who later on, will leave their school and participate in the machinery of National Administration.