

Report of field trip to Chicago
June 17-19, 1958

During our stay in Chicago we have made the following visits:

Blue Cross Blue Shield Company

It is a non-profit company with charge of insuring doctor care and hospital service. The insured person may receive care in the local area where he lives by one of the doctors or in one of the hospitals agreed by the company.

The governing body is constituted by 2 boards of directors responsible for making policy and important decisions, one for medical service, and the other for hospital service. Under the boards is the executive director aided by 2 executive assistants.

Each new employee has a two-week orientation program to enable him to familiarize with the company's policy, its organization.

Pure Oil Company

It is a company with 1200 employees. We were first showed the company's office equipment. Among other machines we pointed out:

- the graphotype for typing addresses on metal
- the addressograph for printing addresses on envelopes
- the teletypewriter for communicating
- the dictaphone which is connected to a central typine pool with charge of receiving all dictations and transcriptions.

The company has at its disposal a clinic for providing first-aid to employees whose fringe benefits include retirement plan, life insurance, medical insurance, vacation plan.

The company's promotion is based from within and wages and salaries are reviewed twice a year.

Continental Illinois National Bank and Trust Corporation of Chicago

It is a corporation with 1000 employees and two divisions: (1) the commercial division, and (2) the saving division.

Recruitment is operated mostly among high school students and college graduates with whom the corporation has contact through school counselors.

Weight is given to candidates' characters, their grade at school, appearance, and other qualifications such as honesty, disposition for getting along with people.

Qualifications required are based on the kinds of work given to employees. Besides, the bank also utilizes housewives' services for routine work.

Pay scale is established by getting data from other local banks and is reviewed once a year.

Finally the bank has a cafeteria supplying lunch at low cost to employees, an entertainment program, a suggestion system, an emergency plan for helping employees in need of money.

September 10, 1958
Huynh Van Dong

Report relates to the field trip
made in Chicago from June 17 to 19, 1951.

During our stay in Chicago, we have made the following visits.

Blue Cross Blue Shield Company

It is a non-profit company with charge of insuring doctor care and hospital service.

The insured person may receive care in the local area where he lives by one of the doctors or in one of the hospitals agreed by the company.

The governing body is constituted by 2 boards of directors responsible for making policy and important decisions, one for medical service, and the other for hospital service. Under the boards is the executive director aided by 2 executive assistants.

Each new employee has a two-week orientation program to enable him to familiarize with the company's policy, its organization.

The Pure Oil Company

It is a company with 1,200 employees. We were first shown the company's office equipment. Among other machines we pointed out:

- the graphotype for typing addresses on metal
- the addressograph for printing addresses on envelopes
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typing pool with charge of receiving all dictations and transcriptions.

The company has at its disposal a clinic for providing first-aid to employees whose fringe benefits include retirement plan, life insurance, medical insurance, vacation plan.

The company's promotion is based from within and wages and salaries are reviewed twice a year.

Continental Illinois National Bank & Trust Corporation of Chicago

It is a corporation with 4,000 employees and two divisions (1) the commercial division and (2) the saving division.

Recruitment is operated mostly among high school students and college graduates with whom the Corporation has contact through school counselors.

Weight is given to candidates' characters, their grade at school, appearance, and other qualifications such as honesty, disposition for getting along with people.

Qualifications required are based on the kinds of work given to employees.

Besides, the bank also utilizes housewives' services for routine work.

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September 10, 1958

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Huynh van Dong

Visit in New York, 8/8-

During our stay in New York, and thanks to Mr. Martin's arrangements we also have visited the two following companies:

Metropolitan Life Insurance Company 8/8

It is a big insurance company with 19,000 employees.

The training program is set up for high school boy graduates (clerical positions), for college graduates (middle supervision) and those with the master degree (staff training).

The promotion is based from within the company, except for positions such as lawyer, doctor.

The company also recruits students and part-time women for summer jobs.

The recruiting process is operated by means of advertisement in newspapers, home office papers, and radio.

Socorg Mobil Oil Company

Every employee is subject to an orientation program by which he gets acquainted with the company's history, its organization, function and telephone technique.

The company has set up an employee development calendar for all employees. It also institutes an appraisal program by which O and M staff meets periodically to discuss about employees' weaknesses, improvements to make.

Employees are strictly judged and paid by merit.

Other forms of training include skill training (practical training on the job) and supervisory training (for first line supervisors).

Visit in Boston, 8/12-16

United Shoe Machinery Corporation 8/12

Mr. Peterson talked to us about the corporation's personnel who is administered differently, depending on the local area where the various plants are located.

The central personnel agency formulates the general personnel policy to be applied to the whole country, maintains all employees' records and helps recruit the personnel.

Its employees are paid according to prevailing rates applied in the local area, after consideration is taken on labor market.

The pension system differentiates from that of other companies in the sense that the corporation takes entirely charge of the employees' pension, the latter having nothing to contribute to it.

Federal Reserve Bank 8/13

It is a semi-official agency with 3,000 employees and more than 300 member banks in 6 states around Boston.

First Mr. Turner took us for a tour to show the various office layouts.

The bank subsidizes half of the ~~xx~~ half of the cost of lunch to all employees, has facilities for board committees, an auditorium and a conference room.

It also has at its disposal a lot of IBM machines: card sorting machines which can run 1000 cards a minute, card collator for controlling errors, accounting machine which takes charge of statements, based on punch cards, while adding them, at the speed of 100 items a minute. Other IBM equipment includes computer, accumulating reproducer, alphabetic interpreter, teletypewriter, proof machine.

Raytheon Manufacturing Company 8/14

The company makes electronic systems and equipment, the number of its employees amounts to 32,000.

The training program which costs the company 50,000 dollars this year, aims at developing 3 objectives:

- 1) skill training (apprenticeship)
- 2) knowledge (academic)
- 3) attitudes (enthusiasm)

It uses for that purpose supervisors, 9 full time teachers.

Every new employee is submitted to a one-day orientation program and before being recruited, rigid devices are used to check his background, his former job, his behaviour.

Gillette Company 8/15

Mr. Gilland first showed the Company's IBM equipment. We pointed out among other machines previously seen, the electronic statistical machine which is used for surveys and statistics, the electronic calculating machine which is a punch which can add, subtract, multiply and divide.

We also were taken for a tour through the plant and had an opportunity to see the different phases for making a blade.

The personnel manager let us know about the different phases of recruiting, selecting, rating the employees.

Every new employee is submitted to an orientation program with slides and tape recorder.

Its suggestion system has brought good results, and awards consisting of tape recorder, washing machine, etc., have been given to the employees.

Wages and salaries are set up after consideration is given on education, experience, judgment, equipment product, safety, hazards, etc. Employees are strictly classified on the job.

Visit in Toronto, Aug 18 - 21, 1958

North American Life Assurance Company

It is a medium size insurance company with branches in Canada and in the United States, and is headed by a board of directors. An executive assistant takes charge of all administrative matters.

Wages and salaries are fixed according to the point system and reviewed once a year.

Its tests is based on the applicant's background, vocabulary. A personal interview follows the written test.

Each employee pays a flat amount of 25 cents for his lunch, the remainder being contributed by the company.

We were taken for a tour to look at the office layouts and had the opportunity to see the flexowriter typewriter which can type automatically thanks to a master tape.

Abitibi Power and Paper Company

It is a company with 1200 employees.

Wages and salaries are determined according to the point system.

Each year the personnel officer talks with the employee's supervisor and rates the former in the presence of the union's representative.

For each kind of job there is a range of salaries and, by means of seniority, an employee can go from a minimum to a maximum, usually within a 4-year period.

The retirement is compulsory after 65 years of age for men and 60 years of age for women, but women have option.

The group life insurance represents roughly the employee's last 2 year earnings and his contribution is 25 cents for \$1000 earning.

The Bank of Nova Scotia

Administered by a board of directors, the Banks gets its administrative matters done by a general manager and 6 assistant managers.

The Bank recruits high school juniors and submits them to a 2-year training program during which they are transferred to the Bank's various departments to get them acquainted with their work.

It has at its disposal a printing department which handles most of its printed papers.

We also were taken for a tour and had the opportunity to see the Aerox processor (used for printing papers), the pitney-bowes folding machine (for folding papers), the high speed postagemeter machine (for sealing envelopes and stamping them), the microfilming machine (for endorsing, filming and counting checks), the microfilm reader.

Hydro-Electric Power Commission of Ontario

It is a company with 20,000 employees. It produces electric power and sells it to municipalities, industries and farmers.

The organization is similar to that of the Tennessee Valley Authority and is headed by a tribody commission, responsible for policy making, which, in turn, delegates the running functions to a general manager.

The company issues a management guide for supervisors and a form manual for chief clerks.

Procedures and systems are issued on request (subordinates' proposals) and on program work (supervisor's proposals) and on program work (supervisors' initiatives).

A planoramics is used for office layouts.

The company has at its disposal a big electronic equipment.

It constantly uses work measurement principles to improve its employees' performances and has contact with universities, especially before graduation period, for interviewing future engineers who are subject to a 2 or 3-year training program.

Wages and salaries are set up according to 3 elements: 1) patterns inside the Commission, 2) company's patterns compared with that of other companies, 3) union activities.

The training branch provides advice, assistance to the whole organization, sends employees to school, aims at developing supervisory skills, leadership qualities.

Fringe benefits include pension plan, group life insurance, vacation plan, sick leave.

Thanks to the kindness of the company, we were taken for a tour to 2 of their plants, one in Toronto, one in Niagara.

We left Toronto on Sunday, August 24, for Montreal.

Nguyen van Dong
Report on Montreal Visit
August 25 - 31

Bell Telephone Company of Canada

Mr. Carss from the Systems and Procedures, took us for a short walking tour around the city and talked to us in his office about work simplification, the use of the flow chart with various symbols to mark different steps of a kind of operation, the savings he had realized thanks to it.

He also gave us an outline about the company's overall picture, its various divisions and functions.

Shawinigan Water and Power Company

It is a company which supplies electric power. The employee number amounts to 1,600.

The training program comprehends training on the job, supervisory training, academic training at the universities. Every new employee is submitted to an orientation program which keeps him informed about the company's policy, its organization.

Employees are selected among university students and the company makes periodic visits for that purpose.

The company provides various benefits: group life insurance, medical plan, pension plan.

To set up its employees' salaries, the company has three devices: surveys among other companies, unions' requests, bargain.

Job evaluation is determined in committee with unions' representatives.

Molson's Brewery Limited

It is a stockholder company and the majority of stocks are owned by the Molson family. The company's representative talked to us about work simplification, his practices related to inventory system, standard forms.

The company has an association of its own employees and the relations are very close between them.

Management and workers meet monthly to talk about working problems, improvements to be made.

Employees' benefits comprehend life insurance, pension plan, vacation plan, hospitalization plan, housing loans, etc.

Wages and salaries are reviewed twice a year.

Imperial Tobacco Company of Canada Limited

The company took us for a tour in the plant and a film about tobacco was showed. There are 2,600 employees of which 80% are female. Employees have at their disposal a library with different kinds of books, a clinic for first aid. A cafeteria supplies lunch without profits.

Besides legal benefits, employees have many advantages: Christmas gifts, cigarettes gifts, awards for seniority.

Canadian Limited

It is a private company which deals with the Canadian government for 80% of its business. The company develops the use of standard forms to simplify paper works and has at its disposal besides IBM equipment, electronic data processing machines (EDPM).

It also let us know about its overall picture, the use of EDPM to make employees' payrolls, the various operations those machines can be used for.

A tour to the plant ended our visit.

We are going to leave Montreal today (Sunday, August 31, 1958), at 11:00 p.m. and are scheduled to arrive in Detroit at 4:00 p.m. the next day.

MICHIGAN STATE UNIVERSITY EAST LANSING

VIETNAM PROJECT • OFFICE OF COORDINATOR

Report of activities in Chicago, from
September 28 to October 3, 1958.

Public Personnel Administration Conference - Chicago.

Monday 9/29

The Governor of Illinois and the Mayor of Chicago welcomed the delegates, recalled the history of the United States Civil Service Commission which is now at its 75 years of age. They emphasized on the best results brought about by the adoption of the merit system since 1883. They ended their address by greeting great success to the PPA Conference.

Then, an award was given to the PPA by a representative of the U.S.C.S.C.

Mr. Macy, of the Wesleyan University, Middletown, Connecticut, sketched the actual objectives of the Public Personnel which are as follows:

- (1) emphasis on the merit system by reducing or eliminating politically appointed positions.
- (2) participation of personnel staff in overall personnel policies
- (3) strengthening leadership of personnel management
- (4) emphasis on qualities of service in every state
- (5) responsiveness of career service, advance on personnel research frontiers
- (6) enhance of public service prestige.

We have also attended the following conference topics.

I. Strengthening the Departmental personnel office

Talking from the state and local points of view, Mr. Harry, of Florida, expressed the opinion that the personnel service should be considered as tool of top management and should have recognition.

Succeeding him, another speaker, representing the Federal point of view, also recognized the need for strengthening the departmental personnel office in view of the great number of Federal Civil Servants (more than 2M)

II. Research contributions to training effectiveness

2 papers were presented.

Talking about "applying the results of research in training", a personnel officer, of the Michigan State OSC, reported that an inventory of researches made insofar revealed the insufficiency of personnel research and signaled the lack of an adequate interpretation between researcher and trainer.

A second speaker, making an inventory from the social scientist's point of view, also emphasized on the limitation of researches and recommended that researches be pushed ahead.

He also pointed out the necessity of a diagnosis of needs to be trained previously to any training course, and a more rational method of evaluating results at the end of the training.

MICHIGAN STATE UNIVERSITY EAST LANSING

VIETNAM PROJECT • OFFICE OF COORDINATOR

Report of activities in Chicago, from
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III. Handling employee grievance effectively

Several speakers took place to express their points of view which are as follows:

(1) Grievance procedure deals with human beings; everybody has grievance and aggrieved employees should be heard in order to improve their morale and provide better working conditions.

(2) The personnel Officer should be a coordinator & an adviser in handling grievance. He should not have an active role, etc.

IV. What qualities an oral interview can measure

According to the speaker, those qualities which can not be evaluated by written test, can be grouped in 3 categories;

(1) qualities of leadership, tact, personality, appearance, characters, mature judgement.

(2) extension of knowledge (majority of which are proved in written test); ability for applying knowledge to a given job.

(3) interest, enthusiasm in the work assigned.

V. The role of the Personnel Office in a disaster preparedness program.

In emergency, the personnel office has to follow these basic principles:

- (1) saving employees' life
- (2) creating ahead an emergency headquarters
- (3) protecting personnel records

Various measures have to be foreseen:

- (1) evaluating & locating eventual hazards: fire problems, paper retention, building inspection, safety and evacuation plans.
- (2) providing special phone system, alarm system
- (3) installing first aid training, orientation training on measures to be taken in case of emergency, essay repetition.

VI. Counseling Management on employee motivation

Motivation is the principle factor in improving employees, efficiency.

In order to motive an employee to do better a job, management has to know, in order to satisfy them, his needs which are:

- (1) physical needs: air, water, safety, etc.
- (2) situation needs: need for security (employment, standard of living), need for opportunity for growth & development, need for recognition & respect.
- (3) operational needs: need to understand the work to be done, how to do his work.

The following are basic requirements for management motivation.

- (1) organization motivation: good policy, adequate budget, programs.
- (2) appropriate patterns of leadership; flexibility, skills & attitudes.
- (3) combination of communication and participation.

MICHIGAN STATE UNIVERSITY EAST LANSING

VIETNAM PROJECT • OFFICE OF COORDINATOR

October 26, 1958

During the week from October 20th to 24th, we were in New York, visiting the NATIONAL BUSINESS SHOW and the Local INTERNATIONAL BUSINESS MACHINES OFFICES.

The National Business Show presented a large display of office machines and occupied part of 3 floors of the Coliseum building in New York. Among numerous office machines, the following were pointed out to us: vari-tyfer, different kinds of duplicating equipment, postage meter, mailing scale, folding and inserting machine, automatic electric mimeograph, adding machine, flexowriter, shredmaster, master addresser, payrollmaster, ticket-o-graph, ericofon (phone), International Business Machines, and integrated data processing machines, etc.....

October 23: At the IBM offices, Mr. Grunder talked to us on IBM basic principles. Different types of IBM machines were also shown to us.

Sincerely,

NOTE: Gentlemen contacted:

1. Mr. Martin of the New York NOMA chapter.
2. Mr. Grunder and Mr. Henry Polak of the IBM offices.

s/ Huynh van Dong

November 1, 1958

REPORT: Covering In-service training during the week of October 27th to 31st, at the Treasury Department, in Washington, D.C.

1st day - Mr. Roger E. Smith, Administrative Division - Functions of the Bureau of Accounts, its location within the Treasury Department and who introduced us to the officers in charge of the Personnel Branch.

The Bureau of Accounts, with 2,300 employees, is headed by a Commissioner, and counts 7 divisions and 21 field offices. The Administrative Division supervises the Personnel Branch.

The Personnel Branch counts 22 employees and comprises 3 sections:

(1) The classification section responsible for classifying positions, wage administration, organization of functions, Civil Service Classification, Post Audits, Classification Appeals and studies of Standards, etc.

The Section receives delegation of authority from the Federal Civil Service Commission for classifying positions up to a certain level. It sets up its own employees' requirements standards based on position description, which are submitted to the Federal Civil Service Commission for approval before application. It also reviews requirements standards of employees of the Bureau of Accounts' other branches.

Channels are provided to enable employees to appeal on position-classification, requirements standards, depending on cases, to the Regional Civil Service, to the Treasury or to the Federal Civil Service Commission, where a board of appeals is created.

(2) The Recruitment and placement Section, responsible for recruiting and appointment of personnel, placement of employees, promotions, reductions in force, qualifications of employees, personnel records, reports, etc...

95% of the promotions are based from within.

The new promotion program has been outlined with emphasis on the point that it provides an equitable method of selecting employees for promotion to all grade levels.

Criteria appropriate to different levels have been previous for evaluating and selecting best qualified employees. Roughly, promotions are competitive and based on appraisal ratings, aptitude tests, written tests

Appraisal ratings, measures quantity and quality of work performed appearance, bearing and manner, versatility and adaptability, attitude, judgment, dependability and initiative.

There has been previous a followup procedure for employees after their promotion.

(3) The Training and employees relations Section responsible for training, counseling of employees, rating plan, incentive awards, leave, retirement.

Depending on Congress Appropriations, it conducts the following trainings:

- (a) fiscal training program
- (b) executive development program for future top jobs.

This program is given to the Treasury's employees presenting potentiality of leadership and to eligibles from the Federal Civil Service Commission, and consists of a rotation training in different divisions, reading assignments and supervisory conferences, discussions.

(c) Supervisory personnel conference program which covers all supervisors in the organization. It consists of - weekly meetings of supervisors during which they discuss case studies or speakers are provided to talk on good supervision principles.

(d) Orientation training processed by supervisors for new employees. Employees may receive correspondence courses, skill training, etc....

Relatively to the performance rating plan, at least, once a year, the supervisor has to discuss with the subordinates on the latter's weak or good points, shows how to improve their performances.

Employees rated outstanding may receive a cash award amounted to \$150.

The Section finds all means to encourage the Bureau's employees to do better on their job. Those means consist of awards (incentive awards program) and recognition (certificate, medal).

We also have visited the Personnel Administration Office of the Treasurer. It includes 2 branches which have similar functions to those of the Bureau of Accounts' Personnel Office, but with the difference that it does not have field offices.

In addition, we were told about the work simplification program with details explanations on the establishment of task list process chart, work distribution chart and work count.

Sincerely,

s/ Huynh van Dong.

Report

related to the academic courses

During the 1958 Spring & Summer terms I have attended the five following academic courses at the American University, in Washington D.C.: English, Introduction to the Study of Public Administration of the United States, Formulating Personnel Policies & Procedures, Employer-Employee relations in Government and Organization and Management. Below are the technical benefits I got from each of them, as far as my memory enables me (I don't have any documents with me right now). Generally speaking I strongly recognize that all of those courses have been useful to me and the difference resides only in the various degrees of benefits I got from each of them.

(1) English: of course, with the poor English background I got in my country, the English course has been very helpful to me and I think there is no need to ^{more} emphasize on the necessity of that course, since it is previous in the ICA regulations that a 3-month English course may be given to participants.

(2) Introduction to the Study of Public Administration of the U.S.

This course is helpful to me from two points of view:

(a) It helps me better familiarize with the American overall organization, its channels of communication and its various divisions. Since my professors used to give illustrations extracted from American governmental organizations during my said courses, I was able to follow them with less difficulties.

(b) It constituted the departure point for my remaining courses in the sense that it gave me a general idea about Organization and Management and Personnel Administration, in treating although briefly, various other areas of the such as the Posdcorb function, the introduction of human relations in handling governmental personnel.

(c) From the latter particular point of view my opinion is that my Government could better improve its personnel's efficiency in emphasizing the development of human relations among its different levels of management.

Anyhow, it seems to me that the cited course is too detailed for a participant who only needs a broad outline about U.S. Government, and as far as I am concerned, that could be resolved in attending a weekly course at the Federal Civil Service Commission (Mr. Hoff).

(2) Formulating Personnel Policies and Procedures

In the field of personnel administration, this course helps me:

(a) better understand the different tasks of management by virtue of the Posdcorb function.

(b) How to sell personnel's ideas, understand and apply the scientific method of decision making (define the problem, fact-gathering, present hypotheses, choose the best one, apply, follow-up and improve if necessary).

(c) ^{get} acquainted with different phases of employment such as performance rating, recruitment, selection, position classification, job evaluation.

In particular, it has been realized that any performance rating standards are good without the ~~training~~ ^{of} supervisors' training.

In the field of selection, emphasis has been given to qualifications required for each particular job and to different kinds of interview.

(d) Employer-Employee relations in Government

Illustrated with case studies extracted from governmental agencies & private enterprises, this course has its interests in the improvement of personnel's efficiency in the area of human relations and could be useful for application in Vietnam.

To improve personnel's performances, I have learnt that:

(a) it is necessary to keep employees' morale high in dealing with employees and treating him as a person, knowing outside forces influencing him, in developing incentives, awards, recognition, in sharing com-

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communication (communication of policies, changes affecting them; what will take place, what about to take place)

(b) ~~the~~ ^{inst} a grievance procedure should be set up to enable employees to manifest their endeavor when they feel aggrieved.

(c) an employee counseling program should be set up to help employees solve their problems.

The reason of the improvement brought about is that grievance procedure and employee counseling program provide better working conditions, improve relations between employees and supervisors.

Finally, what we have learnt about relations between the Federal Government and unions ~~at~~ could be to some extent, applied in Vietnam between our Government and the League of Civil Servants.

(5) Organization and Management

I have the conviction that this course is the most relevant for my academic training in the sense that it will help ^{me} better perform my job in the capacity of supervisor and in the training of personnel.

Related to management, it treats ~~the~~ in details the Poselcorb function with its different processes (planning, organizing, staffing, Directing, coordinating, reporting, budgeting) while pointing out that in the application

of management principles (unity of command, delegation of authority, homogeneous assignment, span of control to cite the principal ones), policy should be defined and imparted, and weight should be given to the interaction of different processes and to the 4 permeating factors: time, place, quality and quantity.

I have also learnt:

(a) the laws and principles of learning which could be used in the training of personnel in my country

(b) how to set up production standards by considering the individual average production plateau in compliance with the safe work load factor.

(c) how to develop initiative among employees and therefore give them more and more responsibilities

(d) that when an employee reaches his production plateau, incentives, awards, training contribute very little for improving his productive output, and in that case only improvement methods are of significance.

(e) that the value put on experience (years of age) is not valid when employees reach their production plateau.

(f) how to set up the use of executive's time in terms of regular, creative, routine and special works to constantly improve his productive

output.

(g) how to use motion economy principles to improve personnel's efficiency, Diminish cost while reducing individual efforts and maintaining morale high.

Lansing, September 10, 1958

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Huỳnh Văn Đông

Report Related to the Academic Courses

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(b) It constituted the departure point for my remaining courses in the sense that it gave me a general idea about organization and management and personnel administration, in treating although briefly, various other areas such as the Posdcorb functions, the introduction of human relations in handling governmental personnel.

(c) From the latter particular point of view my opinion is that my government could better improve its personal efficiency in emphasizing the development of human relations among its different levels of management.

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(c) Get acquainted with different phases of employment such as performance rating, recruitment, selection, position classification, job evaluation.

In particular, it has been realized that any performance rating standards are good without supervisors' training.

In the field of selection, emphasis has been given to qualifications required for each particular job and to different kinds of interview.

(4) Employer-Employee Relations in Government: Illustrated with case studies extracted from governmental agencies and private enterprises, this course has its interest in the improvement of personnel's efficiency in the area of human relations and could be useful for application in Vietnam.

To improve personnel's performances, I have learned that:

(a) It is necessary to keep employee's morale high in dealing with employee and treating him as a person, knowing outside forces influencing him, in developing incentives, awards, recognition, in sharing communication (communication of policies, changes affecting them). (What will take place, what about to take place.)

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Related to management, it treats in details the Posdcorb function with its different processes (planning, organizing, staffing, Directing, coordinating, reporting, budgeting) while pointing out that in the application of management principles (unity of command, delegation of authority, homogeneous assignment, span of control to cite the principal ones), policy should be defined and imparted, and weight should be given to the interaction of different processes and to the 4 permeating factors: time, place, quality and quantity.

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(a) the laws and principles of learning which could be used in the training of personnel in my country;

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(c) how to develop initiative among employees and therefore give them more and more responsibilities;

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HUYNH VAN DONG

creative, routine and special works to constantly improve his productive output.
(g) how to use motion economy principles to improve personnel's efficiency, diminish cost while reducing individual efforts and maintaining morale high.

Lansing, September 10, 1958