

Report on our stay in Detroit
September 1 - 6, 1958

Ford Motor Company

On Wednesday, September 3, at 8:30 A.M., we were picked up at the Fort Shelby by Mr. Jim Berry, staff member of the Public Relations Department of the Ford Motor Company.

Mr. George Russel, Manager, Systems and Reservations Services Department - Central Traffic Office - of the Ford Company, met us at the "Ford Rotunda" building in Dearborn and invited us to see the exhibit room and "a future city" inside the building.

Then a guided tour of the Rouge Plant and Dearborn facilities was conducted by Mr. Jim Berry until noon. Through this tour we had the opportunity to see how the steel was made, and how some spare parts of a car were made.

At noon we had luncheon in the New Central Office Building of the company where we met Mr. Russel and the other managers of the company with whom we discussed Personnel Administration, and Systems and Procedures, etc.

After lunch a tour of the Central office building and its administrative services facilities was guided by the Administrative Services managers, showing how the "office layout" of the company had been set up. Then we met the manager of Salary Personnel with whom we discussed personnel administration practices, salary, fringe benefits, pensions, etc., and policies of the Ford Company.

We did not have enough time to cover such a broad subject so we asked for some interesting documents such as the "Administrative Guide," the "Supervisor's Manual," and an "information book for salaried men and women of the Ford Motor Company."

On Thursday September 4, at 8:30 we met the managers of Organization and Systems of the Ford Division of Ford Motor Company, general office, and we discussed systems, procedures, O and M, and how the policies of the company were implemented at the operating level.

In order to illustrate the conversation, they gave us a "Survey technique manual" dealing with organization, office layout, and flow chart of clerical procedure. We had lunch with them.

In the afternoon, we visited the Henry Ford Museum and Greenfield Village.

I noticed the use of the Teletalk and the "page master" (by Stromberg Carlson) in many offices of the company. This equipment could be used in Vietnam.

The Ozalid printmaster and especially the Xerox Processor Model D in combination with the Multigraph could be used successfully in Vietnam, to prevent loss of paperwork, blanks, forms and so on, at low cost.

Burroughs Corporation

On the 5th of September, at 9 a.m. we met Mr. Jim Myers and Mr. Bill MacBride, his assistant, of the Burroughs Corporation.

They explained to us the overall organization of the Corporation, some rules, regulations and policies of the corporation.

PHAM VAN NGU

We asked them many questions about O and M, especially the practical application of standards, work measurement, time study, etc. in the clerical work of the corporation. They gave us a "handbook for studying of office methods."

In the afternoon, we visited the plant, including the assembly line. Then the Exhibit and Sales Department Head invited us to see a movie film dealing with the organization of the corporation, its branches, and introducing its old and new calculating machines.

After leaving the movie room, a demonstration of each calculating machine was conducted by the Head of the Sale Department, showing how each of these machines works, its utilization, its characteristics and its purposes.

I recognized many of them which was used in my country, and noticed that some of them could be used efficiently in some small offices on agencies of the government, instead of IBM equipment.

Michigan, September 8, 1958

Report on our stay
in Detroit, from September 1st
to Sept. 6, 1958. O.K.

— ready to go

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Michigan, September 8th, 1958

Pham van Ngu

Report on the visit to
the NAVY DEPARTMENT,
Executive office of the Secretary - Administrative
Division - Management Branch.

(From September 16 to September 29, 1958)

Tuesday September 16 ... Mr Hung and I were introduced by Mr Pickling (ICA) to the Head of the Management Branch, Mr Robert Garlock and his Assistant, Mr Cliff Johnston. We studied the overall organization and the function of the Department of Defense, of the Navy Department, and specially of the Administrative Office and its Management Branch.

Mr Garlock recommended us to read some guides, handbooks and principles concerning the procedure analysis used by himself and his analysts, and we came back the following day.

Wednesday Sept. 17 . - We discussed with Mr Garlock and his Assistant on

- the procedure survey techniques;
- their philosophy of gaining acceptance of and selling proposals to the various divisions, offices, and units using their methods and suggestions for improvement

After having a general picture of the "Management Branch, ^{and} its function in the overall organization, each day we met an analyst who explained to us how ~~he~~ ^{he} does ~~his~~ day-to-day job.

Thursday Sept. 18 - We met Mr Linwood RHODES, analyst, who is in charge of:

- reports and information system
- correspondence and directives management.

Friday Sept 19 - We met Mr AL LAWRENCE, analyst, who is in charge of:

- Office equipment and machine management.

Monday Sept 22 - We met Mr Charles ELLER who is in charge of "forms management."

Tuesday Sept 23 - We met Mr Clifford Johnson, analyst and assistant to the Head of the Management Branch, who explained the records disposal program of the Navy.

Wednesday Sept 24 - We met Mr Charles PACE, who is in charge of "Reports management."

September 25, 26 and 29 - On our request, the Management Branch introduced us to (1) the Office of Naval Material, to study the "Navy directives system" and the method of preparation of "Office of Naval Material" correspondence;

(2) the Bureau of Naval Personnel (Correspondence section), to observe how they use the "Correspondex" described in the "guide letters" manual issued by the General Service Administration;

(3) the Mail Room of the Main Navy to study the handling of mail (collection, and delivery etc.).

Because I had to attend the intensive seminar organized by ICA and the American University on the 1st of October, 1958, I stopped visiting the Navy Department.

COMMENTS:

This visit is very useful, and of course worthwhile. It helped me to understand how to improve working procedures and workflow, and how the Management Branch try to reduce the workload. But, if we could meet the officers of the "Navy Management Office", it would be much more interesting and useful. Indeed, the Navy Department is a good place to study and practice O & M.

Pham van Ngu

new

REPORT - PHAM VAN NGU.....

REPORT ON THE VISIT TO T.V.A. OFFICES FROM DECEMBER 29th, 1958 to JANUARY 2nd, 1959.

Mr. Hung and I left Washington D. C. for Knoxville on the 27th of December, 1958.

MONDAY - December 29th, 1958 - at 9:30 A.M. we met Mr. Shafer. He introduced us to Mr. Harrell J. Mathes, Information Staff in T.V.A. who was in charge of arranging our program.

We were invited to see the projection of 2 films about: "The Story of TVA" presenting a factual account of the operations of the TVA in the fields of flood control, navigation, fertilizer-munitions research, agriculture, forestry and electric power.

- and the work and accomplishments, and development of the Tennessee Valley.

- Then we had a talk with Mr. John REBORI who gave us a general information about the Tennessee Valley, the TVA Act in 1933, the Missions of TVA etc....

- In the afternoon, we visited the Norris Dam, a "storage" dam.

TUESDAY - December 30th, 1958 : We met Mr. F. GLASS of the Division of Pel and asked him as much information as we could about the TVA practice in Recruitment, Examinations, training, Orientation of the employees, etc....

In the afternoon, we visited a farm in the Loundoun County with the other visitors, in order to have an idea about the "Test-demonstration program", the "fertilizer use program". Each farm is, in a sense, "an experimental station" for the community.

Of course, Agriculture is not our field, but this visit helped us to evaluate the improvements made by TVA, to understand the most significant contribution to the Agriculture of the Tennessee Valley.

WEDNESDAY - December 31st, 1958: Mr. Hung met Mr. James R. OCDEN, Assistant Secretary and Assistant Treasurer, Board of Directors of TVA Retirement System.

As I did not have any special program arranged, I accompanied Mr. Hung, and I got as much fruitful information about the "Pension Trust Fund System" of TVA as I could.

In the Afternoon: Visit of Loudoun Dam on the Tennessee River.

The Division of Property and Supply which is in charge of O&M, Office procedure and work simplification, etc., is located in Chattanooga, so I had to go to Chattanooga on January 1st, 1959. Mr. Hung also went to Chattanooga with me. We spent a whole day, on JANUARY 2nd, with this Division.

At 9:00 A.M.: We met Mr. R. J. PARTAIN, Administrative Officer, Division of Property and Supply of T.V.A.

This Division has 3 Branches: Office Service Branch, Land Branch, Transportation Branch.

I am not interested in the "Land Branch" operations, so I spent all my time in the 1st and the 3rd Branches.

Mr. Hung and I were introduced to Mr. Herbert F. GOUGH, Assistant to the Chief, Office Service Branch, T.V.A.

Mr. Gough explained the basic functions and operations performed by the Division of Property and Supply and pointed out the advantages of (1) the standardization in the provision of office services, (2) the "rating system" used in T.V.A.

The, Mr. Carl ANGLE told us about his office methods; I asked him how he applied simplification techniques in the various offices of T.V.A. (Basically, the techniques used in T.V.A. are the same as the techniques originated by the Bureau of the Budget.) I discussed with him about the issuance of written instructions, office forms, paper, work management, etc.,

REPORT - Pham Van Ngu---page 2.

NEXT, We met Mr. F. Gregory who is in charge of Records management in T.V.A., file operation, scheduling and disposal of records. T.V.A. uses the methods prescribed by the "National Archives in Washington, D. C.)

Among other subjects, I got an interesting "Secretarial Handbook" of T.V.A.

Then, we took a quick look at the "Reproduction Unit." Mr. Reid Brown, showed us all his printing equipment. I noticed the "Speedflex Press" made by "Orville Dutro and Son" in San Francisco. This machine prints forms and adds the "one time carbon" to the forms. (TVA uses about 5,000 kinds of forms).

After lunch, we met Mr. George H. Grish, Chief of the Transportation Branch. He is really a nice man. He spent all the afternoon with us, explaining in details and answering to our many questions concerned with the provision of transportation service, the dispatching, control and maintenance of TVA cars and airplanes. I was very interested in the various operations and methods of control used in his branch and he gave me very willingly a voluminous "Transportation Branch Manual." I will study this manual and I will try to make good use of it, helping the V.N. Government Transportation Branches to bring about better utilization, maintenance and control of Government cars.

CONCLUSION.

Besides the general and useful knowledge of TVA waterway control system and the unified development of the Tennessee Valley, I learned from the TVA officers some new ideas: (1) their renting system, a very businesslike method in supply and transportation; (2) the very democratic way of dealing with the employees: cooperation and agreement with "The Tennessee Valley Trades and Labor Council" (blue color workers and with "the Salary Policy Panel" (White color workers) (3) learned a lot from Mr. Irish, Chief of the Transportation Branch.

In short, our trip to Tennessee and our visit to TVA offices are very interesting and of course worthwhile.

PHAM Van NGU

Washington D. C. February 1st, 1959

typed - February 27, 1959

I will begin the February Sector of the "Administrative Management" Program on the 5th of February, 1959.

COMMENTS ON THE ACADEMIC PROGRAM IN WASHINGTON, D.C. (1958-1959 Fall Session)

After the long field trip to Albany, N.Y. City, Boston, Toronto, Montreal and Detroit, I left East Lansing for Washington D. C. where I followed 2 courses during the fall session 1958-59, at the American University:

- (1) Course No. 54.527 "Work simplification and work Measurement," every Tuesday from 6 P.M. to 8:20 P.M.
- (2) Course No. 54.622 "Applied Administrative Management". This course is an intensive seminar, organized by the American University with the Cooperation of the I.C.A., from October 1st, 1958 to January 26, 1959. Monday through Thursday from 9:00 A.M. to 12:00 A.M.

COMMENTS:

I. The Work simplification and Work Measurement course is a regular theoretical course. It doesn't mean much if it is not followed by the practice of work simplification and work measurement itself, or by an "on-the-job training" part. (The principles and techniques prescribed by this University course are the same as the principles and techniques developed and originated by the Bureau of the Budget). This course is useful.

II. (a) The intensive seminar on Applied Administrative Management is a really intensive but interesting and useful course for the administrators, operating officials and staff officers, for all people who has to deal with "Management", the "generalist" as well as the "specialist". (see the enclosed SYLLABUS).

II. (b) As this course is a special seminar for I.C.A. and Vietnam project participants, it is an opportunity for each participant to share experiences and cultural achievements. But each must meet certain requirements: a good background and experiences in Public Administration practice, and a sufficient knowledge in English to be able to follow the lecture and discussions, and to discuss with the group and the professor.

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Washington, D. C. February 1st, 1959
typed-February 27, 1959

Page 2-

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June 9, 1959

PHAM VAN NGU.....

Report on the Field Trip to Atlanta and Miami
(March 8 to March 11, 1959)

I left Washington, D.C. by plane on March 8, 1959 at 8:55 a.m. and arrived at Atlanta, Georgia at noon.

FULTON COUNTY, ATLANTA, GEORGIA

March 9, 1959

The County Manager was busy (out of town). He could not meet three ICA participants and myself.

March 10 and 11

The County Manager spent a whole day with us, explaining the organization and function of the county, of the county boards and commissions, the function of the county manager and the organization of the county administration including the county manager's office, etc.

As I was interested in organization and procedures, I requested a long explanation on the "Civil Service Board," and on the administrative work methods and procedures of the county and the internal communication system.

Then, we visited the Comptroller's office; the recording section of Deed, title and property; and the tax commissioner's office.

This visit to the Fulton County Administration was useful to me. I had a broad and overall picture of the administration process of a county in the United States. From the viewpoint of an O & M man, I would like to say that there are very few techniques a participant could learn at Fulton County Administration, but from the management viewpoint, this visit was worthwhile and fruitful.

DADE COUNTY, MIAMI, FLORIDA

March 12 and 13 -- See the schedule attached.

Comment: One new administrative concept I learned in Miami was "the charter of Metropolitan Dade County, Florida," a home rule charter.

Report on the Field Trip to Atlanta and Miami

Pham Van Ngu

Page Two

I expected to learn many interesting things from the Internal Auditing man (Mr. Culbertson), but he did not have any written procedure or methods of auditing or any guide lines that I could make good use of.

The Administration of the Jackson Memorial Hospital is really a good one. The time I spent at this hospital with the doctors and the administrative officers was indeed fruitful.

One more thing I learned in Miami is the activity of the "League of Women Voters." American women seem very active and interested in politics and administration.

Pham Van Ngu
Vietnam Project Participant

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Pham van NGU

new

typed:
April 2, 1959

COMMENT ON THE "SEMINAR ON COMMUNICATION"
March 15, 21, 1959 - Cacapon Lodge, West Virginia

CONTENT: The content is no doubt highly valuable and useful to all participants. I appreciate very much the detailed analysis of some topics such as: Social Action; communication process; communication situations.

PRESENTATION: The presentation is very attractive, impressive, easy to understand and easy to remember. I have already known many essential ideas, principles in some topics discussed in the Seminar. (The "Applied Administrative Management" group has already learned from Mr. Brassor the essence of these topics) I thought that the discussion of such a subject could be therefore a repetition. But it was not a mere repetition. On the contrary it was a useful review, an interesting and attractive one, of what I have learned.

RECREATION: During the recreation time we saw many interesting films. I like very much the "demonstration on communication" and the film "Our 5 Senses gateways to the mind." The recreation time we had every night is also instructive.

CONCLUSION: Without this kind of seminar the training might be incomplete or less successful. A participant really eager to adopt what he has learned in the U. S. to make changes or improvements in his country, is always thinking of a successful approach, a right way, a good method to put into practice his ideas, to deal with people in order to get their understanding, acceptance and cooperation. Of course, the seminar can not give him a "ready made solution" to his problems, but the seminar might help him to find out a right way, a right approach, or if he has already found the HOW, the seminar could help him to improve the How.

West Virginia, March 21, 1959

PHAM VAN NGU

June 9, 1959

PHAM VAN NGU.....

Visit to the Veterans Administration, Washington, D.C.
(March 26 and 27, 1959)

Comment

The correspondence and mail management is similar to the Navy Department methods.

The Veterans Administration also uses the "Correspondex" I mentioned in my previous report on the Navy Department.

The dictating equipment - "remote control" (dictation by telephone) is an interesting idea of saving and improvement in the use of dictating equipment.

The Veterans Administration's microfilming of the records of the patients at the VA hospitals deserves our attention. The VA uses tiny movie films. The records of the patients are microfilmed. The tiny scrips of films are kept in a plastic jacket having the size and shape of a small sheet of paper. The whole folder of a patient is microfilmed that way, and reduced into 3 jackets.
Results: tremendous space saving.

The VA microfilming method is not an expensive one and could be used by the Civil Service and the Retirement Division to reduce the voluminous records and folders of the government employees, and to save the record keeping space, money and manpower.

The microfilming, processing, etc.....could be performed by the clerks after a very short period of training. No need of specialized personnel. (The microfilming of the folders of the patients in the VA hospitals is done by the clerks in these hospitals).

Pham Van Ngu
Vietnam Project participant

Visit to the Veterans Administration
Washington D.C.

(March 26, and March 27, 1959)

(Please see the attached schedule)

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Tham van Ngu
new

BACKGROUND DATA ON--

Visit of two foreign officials sponsored by International Cooperation Administration

Names: Mr. Pham Van Ngu, of Vietnam. Chief of Secretariat of General Inspection, under the General Inspector of Administrative and Financial Affairs.

Mr. Rodini Conte, of Haiti. Deputy General Director for Agriculture, Department of Agriculture.

Schedule of briefings and discussions:

Thursday, March 26--

9:30 - 11:30 a.m., General Administrative Division, AAA.
O. M. Ireland--Correspondence Management
A. Gazella--Mail Management, and travel administration
L. Peevy--Work measurement standards, publications area
E. Woltz--Dictating equipment
S. W. Craggs--Forms control
J. Bridwell--pneumatic tubes and mechanical conveyors

1:30 - 4:30 p.m., Other divisions of Office Methods Svc., AAA, i.e.:
Records Management Division, 1:30 - 2:30 p.m.
Data Processing Division, 3:30 - 4:30 p.m.
Telecommunications Division, 2:30 - 3:30 p.m.

Friday, March 27--

9:30 - 11:30 a.m.

Office Methods Service representative (probably Byron Banks) will escort the gentlemen at 9:30 a.m. to: Mr. Charles Curtiss, DVB Room 330 -- Ext. 2567

1:30 - 4:30 p.m.

Office Methods Service will escort gentlemen to:
Mr. Ralph Casteel, DM&S
Room 803 - Ext. 2598
(CALL MR. BORGES FIRST, Ext. 504 - 2507)

June 8, 1959

PHAM VAN NGU.....

Report on the American Society for
Public Administration National Conference
(April 1 - 4, 1959, held at Statler Hilton Hotel,
Washington, D.C.)

April 1, 1959

Registration and conducted tour of Washington post office. I attended
the following "panels" and "clinic" conferences:

Thursday, April 2 - 9:30 a.m. - South American Room

The World's Heritage of Administrative Thought, the historic development
of administrative theory and administrative experience from the perspective
of several cultures.

The speakers were:

Shiram B. Bapat, Office for Public Administration, United Nations,
New York City - on: "Indian Heritage of Administrative Thought and
Practice." (Many thoughts and practices are similar to the
administrative practices of the Old Vietnam.)

Lynton K. Caldwell, Director, Institute of Training for Public Service,
Indiana University - on: "Roman Heritage of Administrative Thought and
Practice."

Felix A. Nigro, Professor, Department of Government, Southern
Illinois University - on: "Ancient Greece and Modern Administration."

Thursday, April 2 - 2:30 p.m.

"Businessman in Government," a consideration of his contributions, failings,
problems, assets and potentialities.

The speakers were:

William C. Foster, Vice President of Public Affairs, Olin Mathieson
Chemical Corporation, Washington, D.C.

Report on the American Society for
Public Administration National Conference
Pham Van Ngu
Page Two

Willis D. Gradison, Jr., W. D. Gradison and Company, Cincinnati;
former assistant to the Secretary, U.S. Department of Health,
Education and Welfare.

Cecil Morgan, Executive Assistant to the Chairman, Standard Oil
Company, (New Jersey), New York City; President, National Municipal
League.

I attended this conference, because in my country very few businessmen are in
the Government. People criticize them because of the lack of their adminis-
trative knowledge and practices.

Many interesting ideas were discussed in the ASPA conference, and everybody
agrees with the speakers on these points of view:

Businessman doesn't delay a decision. He is coming in the Government
with recommendations.

Businessman in Government is more interested in the financial
aspect than in the public service.

Besides the top job, businessmen could be a good "advisory board."

Friday, April 3 - 9:30 a.m. - "Clinic"

Community Development - A New Dimension for Overseas Technical Assistance

Improving living standards through community initiative and participation.
Can outsiders help? What is the public administrator's role? What special
problems for government do community development programs pose?

The subject is very interesting. The community (village) is the main
administrative entity at the base of the Vietnamese Government organization.

I tried hard to get as many interesting and useful ideas as I could, but I could
not get many of them because in this clinic the nine speakers and discussants did not
speak loudly and distinctly. Many listeners left the conference room
(including the American listeners themselves).

Friday, April 3 - 2:30 p.m.

The Executive Office -- Extension of the President's Personality?

Can a chief executive's staff really speak for him? The effect of rapid
growth and different methods of organization. Is there another solution
to coordinating huge and complex government?

The speakers were:

Richard E. Neustadt, associate professor, Department of Public Law and
Government, Columbia University; former staff member, White House and
U. S. Bureau of the Budget.

Dimock replaced Cabell Phillips, Washington Correspondent, The New York Times, Washington, D.C.

Maxwell M. Rabb, Attorney-at-Law, New York City; former Secretary to the Cabinet.

James H. Rowe, Jr., Attorney-at-Law, Washington, D.C., former Administrative Assistant to the President.

Among other ideas developed by the speakers, Mr. Rabb underlined the "human element," "the people" in an organization.

What can we do to get better cooperation?

They suggested, among other things, team work, the follow through, and cut down the number of committees.

Saturday, April 4 - 9:30 a.m.

Technological Changes As a Governmental Problem

How can Government organize and plan in advance to meet social tensions and adjustments caused by rapid technological change?

The speakers were:

Chairman, Don K. Price, Dean, Graduate School of Public Administration, Harvard University, member President's Advisory Committee on Government Organization, - on: "Technological Change in the Next Decade."

David Z. Beckler, Executive officer, the President's Science Advisory Committee, Washington, D.C. - on: "How Government Copes with the Problem."

John C. Honey, executive associate, the Carnegie Corporation, New York City - on: "New Approaches to Rapid Changes."

Donald N. Michael, Senior research associate, Dunlap and Associates, Inc., Stamford, Connecticut, - on: "Tension and Adjustment in an Era of Change."

This panel and discussion were very interesting.

I appreciate very much the conducted tour of Washington's automatic post office, Massachusetts Avenue and North Capitol Street, Washington, D.C. This tour gave me an idea of excellent automation and mechanization of certain office work.

Of course, this ASPA conference was interesting and indeed useful.

Report on the American Society
for Public Administration
National Conference

April 1-4, 1959, held at Statler Hilton Hotel,
Washington D.C.

April 1, 1959: Registration & conducted tour of Washington post
I attended the following "panels" and "clinic" conferences:

Thursday, April 2, 1959, 9:30 am

South American Room

THE WORLD'S HERITAGE of ADMINISTRATIVE

THOUGHT, the historic development of administrative theory and administrative experience from the perspective of several cultures.

The speakers were:

• Shiriram B. Bapat, Officer for Public Administration, United Nations, New York City, on "Indian Heritage of Administrative Thought and Practice". (Many thought and practices are similar to the administrative practices of the Old Vietnam).

• Lynton K. Caldwell, Director, Institute of Training for Public Service, Indiana University,

on "Roman Heritage of Administrative thought and Practice".

• Felix A. Negro, Professor, Department of Government, Southern Illinois University,

on "Ancient Greece and Modern Administration".

Thursday, April 2, 2:30 p.m.

"BUSINESSMAN in GOVERNMENT", a consideration of his contributions, failings, problems, assets, and potentialities.

The speakers were:

• William C. Foster, Vice President of Public Affairs, Olin Mathieson Chemical Corporation, Wash. D.C;

• Willis D. Gradyson Jr., W. D. Gradyson and Company, Cincinnati; former Assistant to the Secretary, U.S. Dept. of Health, Education & Welfare.

• Cecil Morgan, Executive Assistant to the Chairman, Standard Oil Company (New Jersey), New York City; President, National Municipal League.

I attended this conference, because in my country very few businessmen are in the government. People criticize them because of the lack of their administrative knowledge and practices.

Many interesting ideas were discussed in the ASPA conference, and every body agrees with the speakers on these points of view:

- Businessman doesn't delay a decision. He is coming in the Government with recommendations.

- Businessman in Government is more interested in the financial aspect than in the public services.

- Besides the top job, businessmen could be a good "advisory board."

Friday, April 3, 9:30 a.m., "CLINIC".

COMMUNITY DEVELOPMENT - A NEW DIMENSION for OVERSEAS TECHNICAL ASSISTANCE

Improving living standards through community initiative and participation. Can outsiders help? What is the public administrator's role? What special problems for government do community development programs pose?

The subject is very interesting. The community (village) is the main administrative entity at the base of the Vietnamese Government organization.

I tried hard to get as many interesting and useful ideas as I could, but I could not get many of them, because ~~the~~ in this clinic the 9 speakers and discussants did not speak loudly and distinctly. Many listeners left the Conference room (including the American listeners themselves)

Friday, April 3, 2:30 p.m.

THE EXECUTIVE OFFICE - EXTENSION
OF THE PRESIDENT'S PERSONALITY?

Can a Chief Executive's staff really ~~really~~ speak for him? The effect of rapid growth and different methods of organization. Is there another solution to coordinating huge and complex government?

The speakers were:

- Richard E. Neustadt, Associate Professor, Department of Public Law and Government, Columbia University; former staff member, White House and U.S. Bureau of the Budget;
- Dimock replaced Cabell Phillips, Washington Correspondent, The New York Times, Wash. D.C.
- Maxwell M. Rabb, Attorney-at-Law, New York City; former Secretary to the Cabinet,
- James H. Rowe, Jr., Attorney-at-Law, Washington D.C., former Administrative Assistant to the President.

Among other ideas developed by the speakers; M. Rabb underlined the "human element", "the people" in an organization.

What can we do to get better cooperation?

They suggested, among other things, team work; the follow through; cut down the number of committees.

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Saturday, April 4, 1959

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TECHNOLOGICAL CHANGES AS A GOVERNMENTAL PROBLEM.

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Pham VAN Ngu
Pham van Ngu

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Report on Visit to New York City

On Monday, August 4, I gave Mr. Moore a ring and we saw him in his office and spent the whole day with him in the General Chemical Division, 40 Rector Street.

On Tuesday, August 5, we met Mr. Orby, Assistant Comptroller of Allied Chemical Corporation, 61 Broadway. He gave us a general picture of the over-all organization chart of the company and introduced us to the heads of many offices of the Allied Chemical Corporation. So we had a very good opportunity to observe various steps of clerical work, to take a look at the communication room, the mail and telephone room, IBM room, etc.

This morning (Wednesday, August 6) I've got in touch with Mr. Allen Y. Davis, Manager, Systems and Procedure Department of Chas. Pfizer and Co. Inc., and we spent all day long discussing with him about various problems of Office Management, Systems and procedure. He gave us some real cases which happened in his organization, in order to illustrate his theory, and he tried to show us how he solved these cases with the best results. We had an interesting discussion, but we couldn't take a look at the whole organization and the plant in Brooklyn.

This afternoon we called on Mr. Martin's office, 530 5th Avenue (NOMA) in order to set up the schedule for tomorrow.

Report on Visit to Albany, July 29--

My friends and I had a good time in Albany. The first day my friends visited the Taxation and Finance Department; the second day my friends and I visited the various offices of the Civil Service Department. Then we spent all day long (the third day) talking and discussing about very interesting "personnel administration" problems with high ranking people in the General Electric Co. We visited many offices, organizations and the research Laboratory of the Company.

PHAM VAN NGU

MICHIGAN STATE UNIVERSITY EAST LANSING

VIETNAM PROJECT - OFFICE OF COORDINATOR

Report of activities in Washington, D. C. Sept. 15 through 19th.

Monday 9/15

Mr. Jickling ill and meeting with Navy Department postponed until Tuesday, September 16th.

Tuesday 9/16 through Friday 9/19

8:00 A.M. to 12:00 A.M., Monday through Friday. Mr. Hung and I began to practice O&M in the Administrative Office, Navy Department.

At first, we met Mr. Jickling, who introduced us to Mr. Robert Garlock, Head of the "EXOS Management Branch," and Mr. Cliff Johnson, his Assistant. They are very nice people.

They gave us some reading materials and had a talk with us about their organization and how it works.

This morning (9/16), they explained to us the relationship between his Branch and the other Divisions or Branches in the over-all organization, and how they (Mr. Garlock and Johnson) gained acceptance of the other Divisions or Branches.

We are very interested in their "philosophy" and their aim, especially in the very "democratic way" of gaining acceptance for management improvements.

I am sure that the contact we have with the Navy Department will help us a great deal, when we'll be back in Vietnam.
