

4/11/loc

July 1, 1959

HOANG VAN LOC.....

Report #5  
Department of the Navy  
Washington, D.C.  
(Week from April 27th to May 1st)

Mr. Robert Garlock received me at his office. Because he had not any biographical data concerning myself, I spent about an hour giving him full details regarding my curriculum-vitae. Mr. Garlock is particularly concerned with the theoretical background of the field of office management -- so my training began with a kind of "assignment readings." He lent me a book entitled:

A Manual for Administrative Analysis

by

John M. Pfiffner, A.M., Ph.D.,  
Professor of Public Administration

and

S. Owen Lane, A.M., Ph.D.,  
One-Time Joint Assistant Professor of  
Economics and Public Administration,  
University of South California

I was given six chapters to read beforehand. And each day was consecrated to the discussion of these subjects with each member of Mr. Garlock's staff.

So, successively, I had a separate talk with:

Messrs.: L. A. Rhodes  
R. Rubenstein  
Clifford H. Johnson  
W. A. Donaldson  
A. J. H. Lawrence

We talked on the following topics:

Organization Survey  
Personnel Management  
Form Analysis -- Filing and Retantion  
Work Simplification  
Office Lay-Out -- Space Equipment

Especially Mr. Charles H. Page gave me some details regarding the Office of Information of the Navy, whose main task is to inform the public what and how the Navy is doing and to seek support for the department. In return, Mr. Page asked me to talk about the similar activities of our Department of Information.

At last, Mr. Garlock himself discussed with me the time-motion study and budget. He gave me some tips, stemmed from his own experiences dealing with the activities of the management analysis.

Because of the fact that I spent my entire time at Mr. Garlock's office and I was discussing exclusively academic matters with his staff, I am inclined to consider this kind of training as a special seminar where I was given the opportunity to refresh my memory regarding the theories learned at East Lansing during these last two terms.

4/11 Loc

July 1, 1959

HOANG VAN LOC.....

Report #6  
U.S. Civil Service Commission  
Washington, D.C.  
(May 11 to May 15th)

Mr. J. Douglas Hoff, Manager, College and Foreign Visitor Program, by means of various charts, gave me a detailed briefing about the organization and the activities of the U.S. Civil Service Commission which employs 4,000 employees, 1,800 in Washington, D.C., and the remainder deferred through 11 regions in the States.

The U.S. Civil Service Commission is an independent agency which reports directly to the President. Its main function is to put into practice and control about 15 major laws enacted by Congress regarding the Administration of the federal employees. These laws provide:

- Incentive awards
- Annual and sick leaves
- Group life insurance
- Civil Service (merit system)
- Retirement
- Performance rating
- Classification

This is for about 2,500,000 federal employees. It is interesting to notice the fact that this figure outnumbers the total of employees hired by twelve big private corporations put together.

The U.S. Civil Service Commission, for most agencies, recruits, examines for the best qualified persons and exercises policy leadership in personnel administration.

Because of the tremendous organization of the executive branch, their main responsibilities were decentralized since 1937 by the creation of an office of personnel in each department or independent agency.

However, by means of inspection and classification audits, the U.S. Civil Service Commission is still retaining its power of control over the administration of personnel in every governmental agency.

So that all measures, taken by any governmental agency not in accordance with laws and regulations, should be afterwards invalidated by the Check and Control Division of the U.S. Civil Service Commission.

After this briefing, Mr. Hoff drove me to Washington National Airport to attend to the reception of King Boudorui of Belgium made by President Eisenhower himself.

Bureau of Programs and Standards

Mr. Saplier from the Standards Division explained to me the different phases for the preparation of position-clear standards; this operation is necessary since there are about 15,000 different jobs in the Federal Government. So every kind of job must be clearly defined in order to assign the proper grade for each employee.

We emphasized the following factors for establishing the most effective system of compensation:

- Nature and variety of work
- Extent of commitment authority
- Degree of supervision received
- Degree of supervision exercised
- Nature and extent of person to person contacts
- Knowledges and abilities
- Originality required
- Nature of available guidelines

Mr. Cannon from the Program Planning Division is specialized in planning various programs related to personnel. He is concerned mainly with: retention rights, pay, leaves, training and development, promotion, retirement, etc., of the Federal employees since the date of their application until they leave. An interesting initiative concerning the training program has just been adopted by the Legislature under the training bill passed last January.

Dr. Frederic (a woman) from the Division of Instructions and Regulations, by dint of voluminous books, gave me the differences among:

- The laws enacted by Congress
- The rules passed by the President
- The regulations, instructions and archlaws released by the Civil Service Commission

Bureau of Departmental Operations

Mr. Edward Borchers and I made an interesting comparison between our respective systems of retirement. We were very glad to find out much more similarities than differences. It appeared that the two systems have these common points:

- Contributory system
- Eligibility limited to permanent employees only
- Facility to withdraw the contribution within the 30 years of office
- Premium extended for the benefit of widows and children

Nevertheless, the American system is far more flexible and profitable.

Besides the system of group life insurance deserves great admiration and popularity. I hope sincerely that my country could adopt such a system in the next future.

Mr. Sydney Dickstein gave me an outline of examining division functions through their different phases: recruiting, examining and placement. I was particularly interested in the group of IBM machines called "Test-Scoring" machines which enable the Commission to reduce the delay of correction from many months to a few weeks.

Mr. J. Landers is in charge of operations improvements. He made some historic background about this technique which stemmed up from Scotland since 1912 and which is now largely adopted in any advanced country either by governmental agencies or private corporations. The last ones are always ahead of schedule in all technique improvements. The operations improvements based upon the suggestion system which are speeded up by any kind of honorable awards or cash payments attained their climax during World War II when the war production board had to promote the highest standard of production of every kind of goods from either governmental or private fields.

The philosophy of the system is how to encourage all employees to think over about their jobs in order to get the maximum output or turnover with the minimum cost of labor, time or energy.

In 1954 Congress had passed two laws by which every head of department or independent agency is recommended to establish a full incentive work program by offering cashes and rewards. For the last four years, over one million suggestions have been made, half of this figure have been put into practice.

By paying 27 million dollars as rewards, the Government has made 430 million dollars of savings without mentioning many other improvements not evaluated in money such as safety increase for example.

These figures are very eloquent and they do not need any more comment.

Mr. Edgar Groark, Assistant Director of the Bureau of Field Operations, talked about the organization and the functioning of the 11 regions. The principle of decentralization is applied either outside or inside the Commission.

Each region which encompasses several states has the same organizations of the Central District with its Board of Examiners, Investigators, etc.

Bureau of Classification Audits and Inspection

Mr. Simon Urhuron, inspector, gave me some ideas regarding the attribution of his Bureau which are as follows:

- To check if the departments or agencies are applying correctly the delegation for the management of their personnel, especially in their classification.
- To give advices in every field
- To publish training manuals
- To provide special training
- To serve as "Court of Appeals" for every grievance or complaint.

In fact, the Bureau, in cooperation with the agencies, is mainly concerned with more development programs rather than special cases.

From the reports of inspection, 85 percent of the suggestions made by the Bureau are put into practice. This means the full cooperation between the agencies and the Commission which operates with great smoothness.

History of the Civil Service Act which Established the Foundations for the Merit System of Employment.

The Garfield Assassination. On July 2nd, 1881, President James H. Garfield was waiting for a train in the Old Baltimore and Potomac Railroad depot at 6th and B Streets, N.W., now the site of the National Gallery of Art. When he was shot in the back by Charles Guiteau, a disappointed office seeker. This act brought on a storm of public protest over the corrupt spoils system and resulted in the signing of the Civil Service Act by President Arthur in January, 1883.

July 2, 1959

HOANG VAN LOC.....

Report #7  
The National Archives  
Washington, D.C.  
(May 18th to May 22nd)

Mr. Herbert E. Angel, Assistant Archivist of the United States, after having given me some general information about the organization of the National Archives, recommended for me particularly to read the Report on Paperwork Management in the U.S.A. prepared for the Commission on Organization of the Executive Branch of the Government by the Task Force on Paperwork Management.

It appeared from this report that the taxpayers of this country are contributing far more than \$4 billion a year for paperwork in the Federal Government. This means the average family of four is paying in taxes each year more than \$100 for government paperwork.

One quarter of a billion dollars can be cut from government paperwork costs. At the same time, Federal operations and services to the people can be greatly improved.

The Records Management Task Force of the First Hoover Commission stressed limited problems such as records, retention, disposal and storage.

Results of Records Management Recommendations of the First Hoover Commission:

1. Creation of a records management bureau in the Office of General Services to include the National Archives.
2. Enactment of a new Federal Records Management law.
3. Establishment of an adequate records management program in each department and agency.

As a conclusion of this 66 page report, the Task Force law succeeded in identifying paperwork areas in which it is most practical to produce substantial savings, and improvements in a reasonable period of time. And with the aforesaid \$250,000,000 of savings, 250,000 families could make down payments (\$1000 each) on new homes.

Mr. Henderson, from the Records Management Division, took me to Alexandria (Va.) outside the District of Columbia area in order to visit one of the 15 Federal record centers spread out throughout the states and grouped into regions. This center is the biggest with the capacity of five million cubic feet divided into four main floors. These buildings previously served during World War II as torpedo plants for the Navy.

Mr. William Bishop and Mr. Charles, respectively chief and assistant-chief of the center, gave me full information about their activities, through the three main phases:

- Accessions or reception of records
- References services
- Disposal appraisal.

They stressed upon the big savings realized by the center. For each cubic foot of records sent by other agencies to the center, there is a net savings of \$2.50 on salary, space, equipment and maintenance.

Miss Drewry from the Staff-office of the Division of Records Management gave me some historical background of the Records Retention problem.

By the 1943 Act, there are now a clear definition and distinction between records and non-records.

Whereas non-records could be destroyed without Congress approval, the Federal Records should get the authorization of a committee composed of:

- Two members of the House of Representatives
- Two members of the Senate

Their approval for any disposal (or destruction) of any Federal records must be based upon the appraisal of the Archives. Meanwhile, the Archives is working closely together with every Governmental agency in order to set up a record-control schedule.

#### What is the National Archives?

"The heritage of the past is the seed that brings forth the harvest of the future."

The National Archives is a part of the National Archives and Records Service of the General Services Administration. In addition to supervising records management throughout the Federal Government, the National Archives is the final repository for the permanent records of the Government.

In 1932 when construction of the National Archives was begun, the U.S. Government had already been creating and accumulating records for more than 150 years.

The records in National Archives are kept not simply because they are old but because they have enduring value.

In the National Archives are gathered the permanent records of the Federal Government's operations - of its military and diplomatic activities and its domestic administration.

These documents contain fundamental information about the history and government of the U.S.A. They are treasured by the historian, the economist and the political scientist. Many of them are vital to individuals for proof of citizenship, confirmation of land titles, and other legal evidence.

Primarily, however, the National Archives exists to serve the Government by preserving and making available records that are essential for the effective administration of public business. From Governmental and private sources the National Archives receives - by mail, telephone and personal visits - some 400,000 requests each year for information pertaining to the records in its custody. About 60 percent of these requests are from other Governmental agencies, and 40 percent from scholars and the general public.

Besides the National Archives is in charge of two other major functions:

1. The publishing of the Federal register
2. The supervision of Presidential libraries (F.D. Roosevelt - Harry S. Truman and D. Eisenhower).

This information was described to me by Mr. J. L. Leisinger, chief of the Publication Office of the National Archives, who conducted me through the various sections which operate:

- 800,000 cubic feet of records
- 1,100,000 maps
- 2,700,000 still pictures
- 35,000,000 feet of motion picture film
- 35,000 sound records

These are ranged in date from 1774 to 1956.

H. V. Loc

July 2, 1959

HOANG VAN LOC.....

Report #8  
The Department of Agriculture  
Washington, D.C.  
(May 25th to May 29th)

Dr. Ellis Clough, Program Specialist from the Foreign Training Division, welcomed me to Escanaba Hall, and gave me some ideas about his routine work which consists of receiving about 2000 foreign visitors and planning various kinds of training for them.

After some briefing regarding the general organization of the Department of Agriculture, he decided that the Office of Information would be the most desirable for me to visit -- I agreed with him. Later on I was received by Mr. Robert J. Mayo of the Office of Information of the Department of Agriculture.

As usual, the discussion began with a detailed briefing about the organization of his own office with three main divisions:

1. The Division of Current Information
2. The Division of Publications
3. The Division of Visuals

By and large, the organization and the attributions of this office are similar to ours in Vietnam and Mr. Mayo and I were very glad to converse with colleagues who are performing the same kind of job.

Afterwards, I was shown a movie picture entitled: "An American Farm," which lasted for about one hour. There are many interesting things to be noticed. The movie-picture tends to explain objectively (because it is commentated by a foreign visitor who spent many months among these farmers as a guest and who was playing an important role in the making of this good and instructive movie-picture.)

This man, who was sharing the rural kind of living of these American farmers, was trying to seek an acceptable answer to his own question: What are the main reasons of the efficiency of American Agriculture? At long last he succeeded and the answer is stressed at the end of the movie as a conclusion.

As the boat bringing him home left New York Harbour, the spectator, at this moment heard this significant epilogue:

"I presume that the reasons of this efficiency are manifold." They are:

- The previous and precocious training and development of agricultural vocations among teenagers in highschools
- The heavy mechanization applied in farming operations
- The full help brought to farmers by the Government
- And above all, the economic and social organization of this country where every man will be rewarded regarding his achievement.

The afternoon was spent on a tour in the studio equipped with modern material which serves for the making of various kinds of pictures for either the Department of Agriculture or other agencies. This afternoon they are precisely making a documentary for the dairy and I assisted to the shooting of many sequences.

Mr. Henry Sefton of the Federal Extension Service again talked about the organization and functions of U.S.D.A. (United States Department of Agriculture). He emphasized upon the law of 1862, whose aims are threefold:

1. The creation of the U.S.D.A.
2. The institution of states land grant colleges.
3. The homestead grant.

As conclusions of the achievements of the U.S.D.A., he released these figures: During this past decade the rural population of the U.S.A. has decreased from 23 percent to 13.5 percent. Nevertheless, the productivity of the farmers varies. Ten years ago a farmer could produce enough food for himself and two more people. Now days, because of many improvements in every ground, this productivity is doubled, so this decrease of the rural population does not affect the economy of this country.

Moreover, this tremendous productivity creates some new problems for the Government, i.e., the storage and maintenance of agricultural products. In order to preserve \$8 billion of foodstuff, the Government has to spend a million dollars per day.

This paradoxal situation aroused a vivid discussion among the participants.

Dr. W. Brown, of the Division of Management and Standards, has spent many years abroad particularly in the Philippines and Indonesia. His main duty was to promote the application of new techniques of scientific management in Governmental agencies of these countries.

So we had a very interesting discussion in the main field of my study. Even in America, scientific management promoted by Frederic W. Taylor, has met many difficulties, resistances or reluctances for its application. In Asian countries, where management is a very new field of activity, there would be necessarily a difficult period of adaptation.

Nevertheless, Mr. Brown has gotten along with his men because he never forgot the fundamental factors such as: religion, traditions and customs which are predominant in every field of activity of these countries.

His experiences will be very useful for me in my future assignment as Management Analyst in my country.

The afternoon was spent on a tour of the Library of the Department which contains about 300,000 publications and other items.

Afterwards, Mr. Henry Leften gave again a briefing to a group of 12 participants regarding the Federal External Service. Most of them are agriculturists so they could share the discussion with the lecturer. As for myself, I could do nothing but listen passively.

One entire day was consecrated to the Office of Information of the Department of Agriculture, and successively Mr. Robert Mayo and I visited:

- The Press Service
- The radio and tv service
- The special reports division
- The publications division
- The motion picture service
- The art and graphic division
- The photographic division
- The fine arts service.

Of course, I was particularly interested in all of them because they are closely connected with our daily activities in our country.

The motion picture service and the fine arts service are well organized and well equipped in materials and personnel and we would like to have the same facilities in order to perform our job.

#### Activities outside the U.S.D.A.

Tuesday, May 26th, was scheduled for a trip to the Agricultural Research Center at Beltsville (Maryland) 20 miles from Washington, D.C.

Dr. Cleugh and Mr. Mayo asked me to join the group. We were shown:

- The greenhouses
- The entomology service
- The animal husbandry experiment station
- The dairy farm
- The home economists service.

After this instructive visit, when remembering the epilogue of the movie above-mentioned and especially the tremendous capacity of production of the American farmer who is able to produce enough for himself and two other people and more now, I think that our country, which has essentially an agricultural vocation, should have much more participants in the field of agriculture than any other discipline.

Loc  
July 2, 1959

HOANG VAN LOC.....

Report #9  
The Office Executives Association  
of New York, Inc.  
New York, New York  
(June 1st to June 5th)

In my previous report on NOMA at Willowgrove, Pa., I have mentioned that this association is composed of about 17,000 members grouped in 173 chapters throughout the world. The Office Executives Association of New York, Inc. is one of these chapters, the biggest one, of course, with 800 members in this area.

Mr. Manners T. Martin, Executive Secretary, who has just returned from the NOMA annual conference held at New Orleans, received me at his office.

Whereas NOMA's purpose is to study and to make available the science of business management in order to increase productivity to lower costs and to improve quality; by promoting the free exchange of ideas to increase office efficiency, the O.E.A. engages in research in the administrative field, cooperates with educational institutions and is always seeking ways to promote sound employer-employee relationships.

By dint of detailed charts, Mr. Martin gave me the completed developments of the five main functions of the association.

The O.E.A. is divided in five divisions placed under the supervision of five vice-presidents in charge respectively of :

- Education
- Membership
- Research and study
- Public Relations
- Programs and Meetings

The Division of Education - M.L. Parker

The Association has been working for some time with the business community and officials of the Board of Education in the city through the Advisory Council on Business Education. The O.E.A. Belding Award, which consists of a medal and a certificate of scholastic proficiency were just one step along the way toward encouraging business students.

Each year, business and commercial students in New York City high schools compete for six \$500 scholarship awards to aid them in furthering their business education. These awards are provided by the O.E.A. and financed by the O.E.A.

These awards are granted on the basis of scholastic standing in accounting and/or secretarial studies, plus the personal recommendation of the student's principal or teacher.

Besides, this division is in charge of directing a course for the improvement of the ability to speak in public and preparing special projects.

The Division of Membership - Mr. L. N. Lynett

This division is in charge of securing membership for the association, of promoting membership attendance to meetings, and participation to various committees. In addition, it is also concerned with the merit awards system.

To be awarded, each member must obtain at least 100 points which equal five or 6 years of complete service to the Association.

The Division of Research and Study - Mr. H. J. Meckes

This division has made many interesting surveys, such as:

- Hiring older workers
- Holiday practices
- Office closings
- etc.

The problem of hiring older workers is particularly interesting. The basic problem of the older worker has changed very little from a year ago. The task of locating new employment for a man or a woman past 30 years gets increasingly more difficult. By 45, the resistance, due solely to age, is very heavy. In a number of cases the matter of experience or ability is overshadowed by the age of the applicant. And, in fact, age itself may readily determine whether or not an applicant is interviewed, regardless of qualification or experience.

Just as the 1959 survey indicated, the additional 10 to 15 years of working age before retirement of many unemployed older people is a source of talent being wasted.

The Division of Public Relations - Mr. W. L. Peck

This division is in charge of publishing the O.E.A. news for its members. Also it is responsible for preparing the annual business equipment exhibit held at the Coliseum and which provides the main resource of income for the association. This annual exhibit is very successful and last year, the New York Times Magazine, for the first time, consecrated an entire issue to cover it. I was shown a specimen of this special publication.

The Division of Programs and Meetings - Mr. R. J. Sanders

This division conducts regular meetings among members. During monthly luncheons or dinners, they have the opportunity to hear stimulating talks by specialists or to exchange ideas at seminars and panel discussions. They will find new areas of improvement opening up as well as old problems solved in these groups.

It is both instructive and interesting to complete the visit of the NOMA's headquarters at Willow Grove by the visit of its chapters.

Whereas NOMA's functions are to coordinate the activities of its chapters, the latter ones are performing really the aims predetermined by its statute.

Every achievement of any chapter is centralized in the NOMA's headquarter which in turn through its main publication "Office Executives" broadcasts it throughout its entire organization.

Once again, after this visit, I hope sincerely that our three members from Vietnam will be able to promote in the shortest period of time the creation of the Vietnamese Chapter which would be so necessary for the development of efficient management in our country.

Loc  
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July 2, 1959

HOANG VAN LOC.....

Report #10  
Albany, New York  
(June 12th to June 19th)

Since Mr. Blackburn was out of town for many days, I had to wait until Friday, the 12th, to meet him despite my arrival in Albany on Monday, June 8th.

The first activity proposed by Mr. Blackburn was a social and historical one. He urged me to attend the special Flag Day Program prepared and conducted by the Rotary Club of Albany at the Sheraton Hotel.

June 14th is Flag Day, which, by the way, is a legal holiday in Pennsylvania. Everywhere in this nation, Flag Day is becoming increasingly an occasion of thoughtful consideration of the history and meaning of the stars and stripes which become possibly more and more significant as history advances.

For this occasion the Rotary Club of Albany obtained authentic banners which illustrated various steps in the history of the American flag, from the first flown in this country (a white one with a red cross) up to the 49 stars on the Spangled Banner.

The 11 different kinds of banners were brought forward by uniformed cadets of the Christian Brothers and Albany Headquarters.

This activity was a very instructive one for me.

#### The State Education Department

Dr. Flick, Executive Assistant to the Commissioner of Education and Miss Ruth Saltes received me at the Regents Room located in New York at the State Education building and they discussed about the educational system in New York State.

With a detailed organizational chart, they pointed out that the State Board of Regents dating back to 1784, is the head of the state educational system. Under its general supervision fall all public and private schools and institutions of higher education of the state. Among its other functions, the Board of Regents is required to set educational standards, to license and, when necessary, to discipline members of 17 of the major professions - medicine, dentistry, pharmacy and others. Upon the Regents also falls the responsibility for viewing and licensing all motion pictures for commercial distribution in the state.

The Regents are elected by a joint session of both houses of the Legislature, each for a 13 year term. There are 13 Regents and among them, a woman, Mrs. Caroline Werner Gammett of Rochester.

They appoint as their executive officer a professional educator who becomes President of the University of the State of New York and Commissioner of Education directing the State Education Department.

The State Education Department is organized in staff and lines organization. There are four staff functions:

1. Business management and personnel directed by an assistant commissioner
2. Office of counsel
3. Public relations directed by a special assistant
4. Research and special studies directed by a coordinator

The six main line functions are:

1. The State University of New York
2. The Vocational Rehabilitation
3. The Elementary, Secondary and Adult Education
4. The Higher and Professional Education
5. The Cultural Education and Special Services

#### Some characteristics concerning the educational system in the state of New York

The elementary program has been enriched by the addition of activities in music, art, health, physical education and nutrition. Stiff formal rows of stationary desks have been replaced by youth-sized tables, chairs and moveable desks which provide greater flexibility in classroom organization.

The modern secondary school provides a wide range of educational opportunities designed to meet the aptitudes, abilities and interests of the greatly increased secondary school population.

The vocational education in the secondary school - in addition to basic general education in English, citizenship and mathematics and science - provides the opportunity for pupils to take accredited courses in preparation for successful occupational life.

The special services for children provide special classes and specially trained teachers for the mentally or physically handicapped children in order to help provide the best educational opportunities for their future life.

In New York State, non public elementary and secondary schools are approved and credited by the Board of Regents and meet the standards prescribed for the public schools. It is estimated that approximately 23 percent of the elementary and secondary school children of the State are attending non-public schools.

Thousands of individuals who were unable to work because of serious handicaps were restored to useful, economic, independent citizenship through the services rendered by the Division of Vocational Rehabilitation.

Through its state-supported higher institutions and through the municipal colleges in New York City, New York State has also expanded the opportunities provided by tuition-free institutions for the high school graduates of the state. Today the higher education institutions of the state have an enrollment of about 450,000 students.

The visit was completed by a tour to the Public Library, which has some 3 million items including books, pamphlets and manuscripts; the State Museum and Science Service; the Printing Plant; the Duplicating room, the Bindery, the Photography office and the mail room.

It is interesting to remark that the American system of education is a typical one and it does not resemble any other foreign system. Whereas, practically in every country, education is one of the most important departments of the central government, here, the Federal Government has nothing to do with this problem. Each state is organizing his own system of education.

This lack of unity would be prejudicial to the quality of the inservement in this country.

#### The Department of Commerce

The State Department of Commerce, the last created among 19 other departments, is mainly concerned with the promotion of the development of commerce and industry in the state.

Mr. Jack Wyld, management consultant and his assistant, Mr. Cyril W. Kleiman, gave me a briefing covering the organization. The services and the functions of their department, which is characteristically a services agency. The most important activity of the department of Commerce is to bring technical help, advices to most of the businessmen or potential businessmen in the state.

This help brought to businessmen is exactly of the same kind of help brought to farmers by the Government. Whenever the farmer has any problem to solve, there is always a district agent of the Department of Agriculture who is ready to help him to solve his problem.

In the same manner, every one of the 11 management officers or supervisors dispersed throughout the 11 regions of the state are in charge to help, counsel and advise businessmen for solving their problems.

Moreover, there are many publications published monthly either by the regions or by the Central Office, containing all useful information dealing with commerce and industry, which complete the special consultation. The voluminous "Business Book" published by the Department is considered generally as a "Bible" for businessmen.

Agriculture and industry are compared such as the life and blood of any country. The Department of Commerce is also concerned with helping expanding industries or setting up the new ones for the state. By passing ordinances, the Government is trying to secure all kinds of facilities such as marketing, location, transportation, material and power supplying to whom it may concern.

Besides, the Department of Commerce is also responsible for aviation.

Mr. Frank Stedman is a specialist on marketing. He is doing various kinds of surveys in order to get all wishes and desires of the housewives by means of individual interviews. The information obtained is classified and published on the periodical issued by the Department. This constitutes a sound guide for managers of retail stores for the improvement of their services and to sell more.

He is also conducting regular workshops which consist of 2 hours of formal sessions for 5 or 6 weeks in the row. There, an expert in business management tries to help the businessmen to solve their problems.

#### Department of Civil Service

Mr. John Hall Blackburn himself introduced me to Dr. Charles Klein, chief of the training section of the Department of Civil Service. Precisely, the Department is organizing a seminar course for the representatives of all other departments of the state. So he invited me to join the group of attendants in the seminar. The topics discussed were:

##### Administrative Communications through Procedures

Dr. Charles E. Redfield, from the University of Pittsburgh, and Mr. Fred W. Tierney, personal examiner of methods and procedures, were the speakers.

Once again, such as it happened in the Navy Department (Washington, D.C.), I was given the opportunity to refresh in my memory my academic course in the field of management.

Mr. John Hall Blackburn was very nice and helpful. He urged me to participate in many international students activities held either at his home or outside.