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June 27, 1958

TO: The Coordinator

FROM: John T. Dorsey, Jr. *JTD*

SUBJECT: Mr. Ton That Trach

The desire of GVN and of Mr. Trach that he visit Paris on his current trip rules out the possibility that Mr. Trach could attend the Chicago session on personnel management.

Although we realize that the program we proposed could not be followed in every respect, we urge that it not be narrowed to the extent suggested in your cable EL-17. For one thing, the visits to universities and to the Bureau of Municipal Research in New York were specifically requested by Mr. Trach. Part of his mission is to learn something about American university programs in public administration and about Vietnamese students in the United States, whatever their field. We also hope that he will learn something about the kind and extent of research that is a necessary prerequisite of successful governmental reform.

Mr. Trach is also much interested in learning more about O & M and about records management and we think it important that he do so with reference to his plans for reorganizing the General Directorate of Civil Service.

We think that Al Rosenfeld could assure that most of the aspects of the Washington portion of the program would be adequately covered and we hope that you have been able to arrange with Al to handle this.

Mr. Trach is currently in an open-minded mood with respect to civil service reform in Vietnam and we hope that this visit can further develop this tendency. However, we think he has some misconceptions of American personnel management which we hope he can correct. For example, he seems to think that America has gone far down the road in the mechanization and Taylorization of administration, particularly personnel management. Consequently, he deduces that American administration is rationalized and even "de-humanized" to a point which he thinks is excessive. He seems to think of some aspects of Vietnamese civil service as somehow having more of a "spiritual" basis, and it is not certain that he perceives that there is a relationship between the evolution of Vietnamese social structure and change in the civil service system.

#7 56-26

The Coordinator

Page 2
June 27, 1958

I think it would be particularly useful if Mr. Trach could get some insights into the springs of public service motivation, leadership and morale, personnel development programs, and the energizing and leadership role of the central personnel agency.

In general, the soft sell would be preferable to the hard, and it would be wise to avoid getting him into situations where the Vietnamese civil service system would come in for severe criticism from Americans. He knows its faults--or many of them, but doesn't need to have them rubbed in. If doubt arises on any phase of his program, check with Al.

JTD/mpw