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TECHNICAL ASSISTANCE

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This work is addressed to those officials
in the Government of the Republic of Korea
who were our Counterparts

Their sagacity and energy have made possible
today's Public Administration
Program in Korea.

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PUBLIC ADMINISTRATION DIVISION ACTIVITY, 1958

The aim of the Public Administration staff is to assist officials of the Republic of Korea in the challenging task of improving the administrative machinery of government. This machinery - and particularly that part which carries out the programs of the Combined Economic Board - must be efficient and well run if the needs of the people are to be met. In a word, the economic development program is largely the government's program and through it must flow, without waste, a vast amount of goods, machines and technical know-how.

But the ROK Government is only eleven years old. Its form was changed radically in 1954 and additional changes are quite possible. Its financial position is readily described: of the total disbursements made by the ROK Government, a large portion goes into military and rehabilitation channels. On the other hand, less than half of the National Budget is supported by tax revenues. The remainder comes from Counterpart Funds and miscellaneous internal sources including the sale of bonds. The key personnel in government lack experience in depth, only a handful of Koreans were allowed positions of any importance under the Japanese rule. The political tides rise and fall like those at Inchon; one hundred and twelve changes in ministerial level have been made since 1948. And in conclusion, it is still the case that despite a 100% increase in salaries of government employees, their real wages scarcely meet a bare subsistence level.

When a nation attempts to accelerate economic advancement, as Korea is doing, the emphasis will normally tend to be placed on physical and material improvement. While this is a normal response, care must be exercised not to overlook an equally important facet of any successful improvement program - the concomitant development of human and institutional resources. The main objective of the Public Administration Division in Korea is, therefore, to offer advice and assistance to the attempts of the Government of the Republic of Korea to shape its human resources into an administrative system within which the physical development can take place. The efforts of TC-PA in this connection are directed towards five major problem areas:

Internal Security and the protection of life and property, freedom from civil disturbance and Communist infiltration from the North are tasks of the 35,000 man National Police organization of Korea. The advisors of the Public Safety Branch are conducting a highly successful police and fire protection program through the Police College, through on-the-job training, and through the efficient use of modern police and fire equipment.

Inadequate government revenues have resulted in severely curtailed services to the public, a grossly underpaid Civil Service, and dependence on a tax structure that emphasizes revenue production at the expense of sound fiscal policy. Tightened tax collections and widespread reductions in force have enabled ROKG to double government salaries and to initiate a drive for increased efficiency and honesty in administration. A contract with Brookings Institution has just brought to Korea a team of American tax experts to assist an aggressive Ministry of Finance to supplement the work of our Customs Advisor in the same ministry.

Lack of skills in governmental administration is being met by a widespread in-service training program including the Bureau Director level at the National Officials' Training Institute. Also, key personnel in many ROKG agencies have been given intensive overseas training under the participant program. In addition pre-service training needs will be substantially met by the graduate school of Public Administration, developed at Seoul National University with the contractual assistance of the University of Minnesota. In other sectors, OEC experts advise the ROK Office of Supply in its procurement and import functions. In addition, the Nation's central banking system headed by the Bank of Korea and the Korean Reconstruction Bank receive assistance in management and financial policies from public administration banking advisors, and a contract team from Surveys and Research Corporation is helping improve and coordinate governmental statistics. Currently under discussion is a project that would provide contract assistance in improving the structure and administrative practices of the government.

Lack of managerial skills is being met in part through efforts of Washington University cooperating with two private schools, Yonsei and Korea Universities. Their short range program provides summer institute seminars for high-ranking Korean business and government leaders, and their long range program is providing assistance to the business schools of the two host universities.

Long range economic planning is essential if proper use is to be made of Korea's store of resources. Short and long range goals, reached through the efforts of public and private interests, must be set at realistic levels. The ROK has already created an Economic Development Council and early next month the University of Oregon will send to Korea a team of contract advisors in the various fields of applied economics.

The purpose of this publication, then, is to describe the project activities of the Public Administration Division in 1958, and to illustrate the role played by the individual technician in accomplishing the goals of the Public Administration program. As usual, however, staff and secretarial assistance were responsible in large part for enabling the technicians to present and maintain active advisory programs. A Korean staff of some forty members were employed in such diverse fields as Radio Operators and Legal Advisors. The loyalty, friendship and assistance supplied by the Korean local hire staff will, we feel, provide one of the most pleasant memories of technical assistance work in Korea.

Another element deserving well-earned praise is the group of American secretaries assigned to the Division and its components during this period of expansion. Long and constant effort ensured the smooth flow of communications between the Korean Government, ICA/W, and internal materials within the mission and elements of TC-PA. Although additional secretarial assistance was added as the Division grew, the bulk of secretarial support was ably supplied by Mrs. Pat Dale who served in the central office as Secretary to the Division Chief. Similar services were performed in the Public Safety Branch by Mr. John Valerio and for the Washington University contract group by Mrs. Thelma Jean.

TECHNICAL SUPPORT

(89-99-000)

The central office staff of the Public Administration Division in Korea is composed of the Division Chief, the Deputy Division Chief, the Organization and Methods Advisor and a Program Assistant. A Public Administration Intern was also attached to this staff during 1958 for training purposes. The primary responsibility of this office is to direct and assist all project activities of the Public Administration Division in the following areas:

- (1) Policy determination concerning TC-PA projects and activities, and determination of project priorities and support.
- (2) Project (program) formulation and submission.
- (3) Project supervision and implementation.
- (4) Administrative support and supervision of project expenditures thereunder in accordance with OEC and ICA/W funding requirements and limitations.

- (5) Liaison with appropriate officials of the Government to assure most effective use of technical cooperation in public administration.
- (6) Liaison with American technicians both in ICA/W and other organizational units of OEC.
- (7) Project review and evaluation; including the legal and financial requirements of project completion.



MARVIN M. SMITH

Mr. Smith arrived in Seoul during June of 1957 to assume direction of the newly formed Public Administration Division. With the exception of the work of the Public Safety activity, recently transferred into the Division, the remainder of the program consisted of projects authorizing technicians and a variety of contract service projects that were for the most part in the planning and negotiation stage. Under the direction of Mr. Smith, the division grew in personnel strength from a total of 11 in June, 1957 to a total of 36 in a two year period. Direct hire staff increased with the addition of advisors to the Bank of Korea, the Korean Reconstruction Bank and the Bureau of Customs, and two additional technicians were added to the central staff to take part in increased support and programming activities. Even more significant were developments in projects involving contract operations. The University of Minnesota and Washington University have academic and in-service training activities well underway at three leading Korean universities and the National Officials' Training Institute, and the Surveys and Research Corporation is involved in preparations for the ROKG 1960 censuses of agriculture, population and housing. In addition, mid-1959 arrival is expected for two more contracts; one for technical assistance to the Economic Development Council and another that will conduct a thorough survey of the national tax structure and administration. Two more contracts for assistance to the Korean Legal Center and for an overall administrative survey of the ROK Government are in the negotiation stage.

While admittedly difficult to measure progress in terms of personnel strength or numbers of contracts, the activities of the individual technicians as listed in the other sections of this booklet serve to point up the type of leadership, and increasing awareness of the importance of a well balanced public administration program on the ROK side, that have characterized the period during which Mr. Smith has directed the activities of the Public Administration Division.

Mr. Smith was born in California in 1909. His professional education includes a BS degree from the College of Commerce, University of California, and a year's graduate study in personnel administration and labor economics. Following this academic preparation he worked two years as a personnel technician for the State of California Personnel Board. Thereafter an appointment as personnel officer in the U.S. Department of Agriculture was interrupted by three and one half years in the Navy. From 1946 to 1953 he served as Chief of the Area Personnel Division in the U.S. Department of Agriculture with headquarters in San Francisco, and from 1953 to 1957 served as resident Project Manager for the management consulting firm of L.J. Kroeger and Associates under an ICA Contract with the Republic of the Philippines. With him at post were Mrs. Smith and two children.



THOMAS L. ELIOT

Mr. Eliot arrived in Seoul in October, 1958 for assignment as Deputy Chief, Public Administration Division. Mr. Eliot's primary responsibilities have concerned contract negotiations and general supervision of Central Office activities. During April of 1959 he was detailed to ICA/W for a three week period of temporary duty to investigate operating and pending Public Administration contracts and to assist in negotiating the Tax, Public Administration Survey, and Economic Development Council contracts. Mr. Eliot also assisted in the development of policy guides for the Division, evaluating the status of current Public Administration projects, and preparing detailed plans for project implementation and conclusion. His wife and four children accompanied him to Korea.

Mr. Eliot graduated from Harvard College in 1941, when he received a BA degree in Sociology. Subsequently, he has taken course work toward a graduate degree in public administration from George Washington and American Universities in Washington, D.C. Mr. Eliot has been with Mutual Security Program since 1955 when he was appointed as Deputy Chief of the Far East and Europe Branch of the Public Administration Division in Washington. Mr. Eliot had previously worked with the U.S. Post Office Department, where he was Assistant Director, Personnel Records and Procedures Division from 1953 - 1955, the U.S. Public Health Service, the Department of Army, the Veterans Administration and the Department of Navy. Most of this experience was in the different phases of personnel administration. Mr. Eliot was born in Evanston, Illinois in 1920.



FRANK G. O'NEILL

Mr. O'Neill served as Deputy Chief of the Public Administration Division from its inception in 1956 until he was selected by ICA to attend college at the Maxwell School of Public Administration at Syracuse University in the summer of 1958. During the early days of the division, Mr. O'Neill performed virtually all of the Central Office Staff functions, including programming, participant selection and documentation, project review and follow up, and helped to develop the extensive Public Administration program which began during that period. In addition to his routine duties, Mr. O'Neill found time to direct the compilation and editing of the Digests of Korean Civil and Criminal Law as well as other studies on the organization and operation of various ministries and offices of the Korean Government. With him at post were his wife and two boys.

Mr. O'Neill was born at Boston, Massachusetts in 1907, and received undergraduate training at Bates College where he received the BA degree in 1934. He then attended law school at Boston University where he was awarded an LL.B in 1937. Prior to his appointment with the International Cooperation Administration, Mr. O'Neill was employed as Legal Advisor and Chief of the Public Safety Branch of UNKRA and KCAC from 1953 - 1956. He also served as a War Crimes Prosecutor in Japan from 1946 to 1952.



M. ARTHUR REICH

Mr. Reich arrived in Korea in September of 1958 as a Public Administration Advisor, Organization and Methods, in the Central Office of the Public Administration Division. During the year his primary activity has been with the Public Safety Branch and the National Officials' Training Institute. He was assigned to the Public Safety Branch for a period of approximately three months to give administrative assistance that was needed due to the temporary absence of a Deputy Chief Police Advisor, and, while there, conducted a survey of Korean National Police vehicle requirements. Mr. Reich also played an active role in a training program for a selected group of 30 pre-service trainees at NOTI; he conducted a three month course in Organization and Management for this group who had been selected to become career administrators in the ROK Government. Mr. Reich was accompanied to post by his wife and their two boys.

Mr. Reich received his formal education at the University of Pittsburgh where he was awarded the BA degree in Political Science and at the University of Pennsylvania where he was awarded a masters degree in Governmental Administration. He had additional training in engineering at Purdue University. Prior to coming to Korea, Mr. Reich was employed as the Special Assistant to the Deputy Secretary for Administration in the Pennsylvania State Department of Welfare, where he worked on a number of administrative problems and studies. Other experience includes experience as Organization and Methods Examiner and Assistant Community Manager for the U.S. Naval Ordnance Test Station at China Lake, California, and as Administrative Assistant at the Borough of Dormont, Pa. Mr. Reich was born at Hanford, California in 1923.



WAYNE C. OLSON

Mr. Olson transferred to Korea in July, 1958 to be the Program Assistant for the Public Administration Division. He has been primarily engaged in helping to develop future year programs, obligating and sub-obligating current year project funds, and assisting in the implementation and follow-up phases of prior year activities. Other activities consisted of developing participant selection procedures and supervising the numerous details of fitting them into a specific program and preparing participants for their trip to the United States; preparing documentation and evaluation papers and reports; assisting contract personnel; and carrying out the central office functions of Korean Personnel Clerk, Property Custodian, Time-keeper, and Security Evacuation Keyman.

He received his BA degree in Political Science from the University of South Dakota and will receive his masters degree in Public Administration from the University of Minnesota in 1959. His previous assignment was at USOM/Philippines where he underwent a ten-month training program at the Mission under the auspices of the first Junior Overseas Intern Program of the International Cooperation Administration, having previously received two months training in ICA/Washington. Prior to his employment with ICA in 1957, he was a Research Assistant at the Graduate School of Public Administration, University of Minnesota. Mr. Olson was born in 1933 and is a native of Storm Lake, Iowa.



WILLIAM J. WILLIAMS

Mr. Williams arrived in Seoul in October, 1958 to begin the mission phase of his training under the direction of the Career Management Branch of ICA/W and the Junior Overseas Intern Program. He had previously received an intensive two month training period in ICA/Washington prior to reporting to Korea. The purpose of the Intern program is to recruit and train promising individuals from the post-college age group who are to pursue administrative and professional careers in the International Cooperation Administration. Mr. Williams was given a variety of administrative and substantive professional projects to accomplish during his period in TC-PA, the purpose of which was to provide an acquaintance with the procedural methodology required in technical advisory work. Other assignments included two months at the OEC Personnel Office, where Mr. Williams revised the OEC Post Report, developed an improved exit interview and clearance procedure for Korean employees, and prepared a critique on the ICA efficiency report. Professional training took place with the advisor to the Korean Reconstruction Bank under the direction of Mr. Robert F. Whitcomb, after which Mr. Williams prepared a report on Industrial Financing. During this period emphasis was given to the manner in which the individual advisor works with his counterparts and develops a program to accomplish the goals of the project concerned.

Mr. Williams received the BA degree from Morehouse College and the Master of Public Administration from New York University in 1954. Additional graduate work was done at the University of Southern California where he is a candidate for the Doctorate in Public Administration. Mr. Williams has had teaching experience at Southern University and the University of Southern California. He was born in 1929 at Montgomery, Alabama and was accompanied at post by his wife.

TECHNICAL ASSISTANCE IN PUBLIC ADMINISTRATION
(89-66-296)

The Technical Cooperation Project for the improvement of Public Administration got off to an active start in March of 1958 with the arrival of Dr. Stuart A. MacCorkle, head of the School of Public Administration project at Seoul National University. The public administration phase of ICA's contract with the University of Minnesota is directed toward the development of professionally trained personnel capable of becoming the future administrators of the Korean government, as well as achieving an immediate increase in the effectiveness of present government employees through the media of in-service training. The advisors at the School of Public Administration have proposed and evaluated a curriculum which is now in use. Since the proposed plan calls for the teaching to be done by Koreans, 14 participants have been sent to the United States for graduate studies in public administration at the University of Minnesota. Several of this number will remain at Minnesota to continue work on advanced degrees.

In order that the school might function properly a special reference and research library in public administration has been established for use of the faculty and students, as well as to serve the proposed research program. Counterpart funds provided in 1958 have provided modern quarters for the School of Public Administration and its library in a remodeled building on the Seoul National University campus. The library will eventually house more than 5,000 volumes, and plans have been under consideration to make the library a Korean Government depository.

The in-service training portion of the Minnesota contract provides for technical assistance and advice to be given the National Officials' Training Institute (NOTI). The purpose of this portion of the project is to continue to develop special training courses for ROK Government employees, recruit a full-time staff to serve as the core of the faculty and to set up a small working library. NOTI, originally established in 1949, has undergone tremendous improvement during 1958, both in course content and physical plant. As a result of the stimulation of the two advisors, Dr. E. R. Draheim and William Berg, a complete review of the course offerings has resulted in the installation of new courses and the improvement of teaching techniques. Officials of the ROK Government have enthusiastically accepted these new offerings, and there is now an accelerated demand for more training of higher officials including Bureau Directors. During November 1958, contracts were awarded for the rehabilitation of the Institute. Again, extensive use has been made of the training received by participants who are materially assisting in the revamping of the courses presented at NOTI.



STUART A. MacCORKLE

Dr. MacCorkle arrived in Seoul in March 1958 to lay the framework for the new School of Public Administration at Seoul National University. Under the terms of the contract with the University of Minnesota, efforts in this direction during 1958 consisted of selecting and sending the future academic staff to the United States for training, working out the details pertaining to physical facilities and equipment, establishing a solid organizational foundation for the School at Seoul National University and establishing a plan for the awarding of degrees, the courses to be given, and the course content and arrangement. The importance of this preliminary activity and planning became evident when the School of Public Administration inaugurated both day and evening courses in April, 1959. Dr. MacCorkle was accompanied at post by his wife.

Dr. MacCorkle attended Washington and Lee University, the University of Virginia, and Johns Hopkins University where he received the Ph. D. in 1931. His teaching and administrative experience includes time at the University of Texas, Southwestern College, the University of Maryland, the University of Mexico and the University of Illinois. Dr. MacCorkle has been professor and Director of the Institute of Public Affairs at the University of Texas since 1952, has held positions in the National Institute of Public Affairs and the Office of Civilian Defense and has served as a special consultant to the Army Air Force. In addition to several books, Dr. MacCorkle has been the author of many pamphlets and articles dealing with the various phases of public administration, especially municipal administration and urban affairs. Dr. MacCorkle was born in Lexington, Virginia in 1903, but has resided in Austin, Texas since 1932.



EDWIN R. DRAHEIM

Dr. E.R. Draheim, Chief Advisor to the National Officials' Training Institute, arrived in Korea during January, 1958 with his wife and two children. Dr. Draheim, under the terms of the contract with the University of Minnesota, has been engaged in offering technical advice and assistance to the Institute and has been responsible for developing the long range plans and objectives of NOTI. An important part of this work has been the effort to raise the efficiency and prestige of the organization within the ROK Government, and results and accomplishments in this direction can be readily observed from the number of training courses and personnel currently enrolled in them. An important aspect of this work has been the improvement of course content and the establishment of modern methods of instruction to be found most notably in the Executive Development Seminars for the top level career administrators of the Korean Government.

Dr. Draheim received his formal education at the University of Minnesota, where he received the BA and MA degrees in 1933 and 1938, and Cornell University, where he was awarded the Ph. D. degree in 1941. Directly following graduation, Dr. Draheim accepted the position of Head of the Department of Agricultural Education at South Dakota State College. This was followed by work with U.S. Department of Agriculture where in 1942 he was appointed Chief of the Pre-Service Training Section. His most recent position with the Department has been as Personnel Officer, and in this position he was responsible for all aspects of personnel administration, particularly those areas dealing with employee development, orientation, and evaluation. In these positions he wrote and edited many publications on the subject of training government employees. Dr. Draheim was born in 1908 at Alivia. Minnesota.



WILLIAM O. FARBER

Dr. Farber arrived in Korea during August 1958 to serve a six month tour as Research Advisor to the School of Public Administration at Seoul National University. Dr. Farber's major responsibility was to provide advice and assistance concerning the preparation of theses by the seven Seoul National University and the two National Officials' Training Institute returned participants, who were required to write theses in order to obtain MA degrees from the University of Minnesota. These nine students are to become key staff members at their respective institutions. Additional duties were to initiate a translation and publications project, designed to provide instructional materials for the use of the School, and to assist in other academic and administrative functions in connection with the planning for the new School. Under Dr. Farber's direction, three of the nine participants have completed draft manuscripts and others have made substantial progress. Dr. Farber also rendered valuable assistance in the areas of curricular development and translation projects, and in addition found time for much counseling and public speaking engagements.

Dr. Farber was born in Geneseo, Illinois in 1910, and attended Northwestern University where he was awarded the BS and MA degrees in political science. He received the Ph. D. at the University of Wisconsin in 1953. Dr. Farber has had teaching experience at the Northwestern University and the University of South Dakota where he is presently head of the Department of Government and Director of the Governmental Research Bureau. He has also held executive and administrative positions in the Office of Price Administration, the Regional Loyalty Board of the Civil Service Commission, and is Vice President of the Northwest Conference of Political Scientists.



LEIGH W. HUNT

Mr. Hunt arrived in Seoul in August 1958 to become the Library Advisor under the provisions of the contract with the University of Minnesota. His wife and three children accompanied him to the new post. Mr. Hunt's primary responsibility in Korea has been to offer technical assistance and advice in connection with the establishment of the libraries at the new School of Public Administration at Seoul National University and at the National Officials' Training Institute. The library at the School of Public Administration will eventually be the best of its kind in Korea and will number more than five thousand volumes. Plans have also been considered with the ROK Government to make this a depository library for governmental publications. Mr. Hunt has been primarily concerned with training Korean librarians and with cataloging, classifying, and supervising the circulation of the publications belonging to the libraries.

Mr. Hunt had his undergraduate education at Yale University where he received his BA degree in economics in 1947, and had his graduate education at the University of Minnesota where he was awarded his Masters degree in Political Science in 1949. Since 1956 Mr. Hunt has been employed by the University of Minnesota as a teaching assistant and part time Instructor in Political Science. He has also, during this period, been completing requirements for his Doctorate in Political Science. Mr. Hunt was born in New Haven, Connecticut in 1923 and now makes his home in Minneapolis.



WILLIAM B. BERG

Mr. Berg arrived in Seoul under the terms of the contract with the University of Minnesota in October 1958 to be an advisor to the National Officials' Training Institute under the direction of Dr. E.R. Draheim, principal advisor to the Institute. Accompanying him to Korea were his wife and three children. His chief responsibilities at NOTI are to assist the ROK staff of the Institute to plan, develop and administer in-service training programs in a wide variety of administrative topics and to assist and guide the Korean instructors. Mr. Berg has also made presentations on different topics to training sessions.

Mr. Berg attended the University of Minnesota in 1950 where he received the Masters degree in Education. He then received practical teaching experience in the public school system of Sioux City, Iowa. In 1953 he accepted a position with the Minneapolis-Honeywell Regulator Company where he was appointed Assistant Market Manager. In 1955 he was appointed Director of Field Education with the same firm and in this position was responsible for the training of sales personnel for the entire organization. As a result of this experience, he wrote and published several management and training manuals including the Minneapolis-Honeywell Training Program, A Guide to Better Meetings, and A Specialized Customer Education Program. Mr. Berg was born in 1927 at Marshall, Minnesota, and is currently a resident of Minneapolis.

NATIONAL POLICE MODERNIZATION
(89-71-421)

This project is under the technical direction of the Public Safety Branch, which consisted of a Chief, a Deputy Chief, Fire Advisor, Training Advisor, Metropolitan Police Advisor, Communications Advisor and Area Police Advisor. The Public Safety Branch provides technical advice and assistance to the Minister of Home Affairs and to the Director of the Korean National Police. In addition to the performance of normal police functions in coping with substantial internal security problems, the National Police are charged with the responsibilities for maintaining adequate fire protection facilities, providing an alert wire and radio communications system, civil defense planning and the training of police personnel for actual combat operations in the event of hostilities. The 35,000-man organization is unique in that it is the sole law enforcement agency in the nation.

The main activities of the Public Safety Branch during 1958 centered around the following areas:

1. The National Police College stepped up operations to furnish pre-service and in-service training to members of the organization. Technical advice and modern instructional methods introduced by the Training Advisor have resulted in an improved program that graduated nearly 4,000 students in fields ranging from recruit training to highly specialized counterintelligence courses.
2. Police Communications continued to receive attention and equipment from the OEC program. During the year a Central Communications Control Center for the Seoul police and fire operations was inaugurated, a complete two-way radio system was designed, assistance was given in the adoption of a standard teletype keyboard in the Korean language, and reinforced concrete telephone poles made from local materials were developed and used. Programs designed to replace equipment lost in the Korean war as well as old, out-moded Japanese equipment continue.
3. Medical Care facilities for members of the Korean National Police were greatly improved with the arrival and installation of \$25,000 worth of modern medical and surgical equipment for the National Police Hospital. This was the second year of a two-year commodity program.
4. Law Enforcement continued to receive primary technical assistance priority. Traffic control, criminal apprehension and patrol activities have all been given intensive attention by the Korean National Police and

the advisory staff. Traffic surveys and counts led to the procurement of modern traffic directional equipment, and members of the Public Safety Branch have provided technical advice and assistance in its utilization and installation.

5. Fire Protection was an important program of the Public Safety Branch in 1958. An extensive fire protection survey of the entire Republic was completed, and a commodity program furnished fire fighting equipment of the variety that can be used in both rural and urban areas. An additional activity was the preparation of a firefighters' manual which has been translated into Korean. An especially gratifying aspect of the fire prevention work was the excellent publicity given to fire and traffic safety campaigns by the Korean press and radio.

6. Participant Training continued with twenty four members of the KNP attending training courses in the United States and third countries in fields ranging from traffic control to crime detection and apprehension.

This project, initiated in 1954, is one of the oldest and most successful TC-PA activities. As badly needed equipment is being supplied and replaced, the emphasis of this project is turning to utilization, administration and training. Another important goal, the democratization of the KNP, received emphasis through the Korean radio, press and other communications media.



IRVEN S. BROWN

Mr. Brown arrived in Seoul during late December of 1958 to become Chief of the Public Safety Branch, the position vacated by Mr. Foreaker in July of the same year. Shortly prior to his arrival, Mr. Brown, accompanied by Mr. Smith, attended the Public Safety Regional Conference held in Bangkok in November. The Conference, attended by Public Safety Advisors from missions in the Far East Area, included discussions of public safety and law enforcement problems common to this part of the world, and proved an invaluable experience for the new Chief Police Advisor.

Mr. Brown was born on September 13, 1908. He has attended both Fresno State and Allen Hancock Colleges, and has received various training certificates from security and FBI schools. Mr. Brown has held a variety of police and security positions, including Police Officer, Municipal Police Chief, Criminal Investigator, and in addition has spent fifteen years in the Armed Forces where he was given such assignments as Provost Marshall, Chief, Criminal Investigation Detachment, and Prison Officer. He served in Korea from June, 1946 to August of 1947 as National Police Advisor to the U.S. Military Government in Korea, and has recently held the position of Intelligence Chief, Security Division, U.S. Army. He retired as a Lieutenant Colonel from the U.S. Army in 1958.



RAY W. FOREAKER

Mr. Foreaker arrived in Seoul in January of 1955 and departed in July, 1958 for reassignment to USOM/Libya. During this period he held the position of Chief, Public Safety Branch. His previous experience in Korea was as senior advisor to the Metropolitan Police in 1946 and 1947 and as police advisor to the Korean Interim Government in 1948. During the period that Mr. Foreaker was Chief of the Public Safety Branch, the National Police Modernization project underwent tremendous expansion in the advisory services furnished to the Korean National Police by Mr. Foreaker and his advisory staff in such varied fields as organization, training, logistics, operations, fire protection and prevention, and legislation and administration.

Mr. Foreaker was born in Honey Grove, Texas in 1902, is married and has two children. He attended college at the University of California where he majored in criminology and enjoyed a successful career in many phases of law enforcement prior to his appointment to Korea. After leaving Seoul, Mr. Foreaker went to USOM/Libya as Chief Police Advisor, and currently holds the same position in USOM/Indonesia.



MARC J. LOGIE

Mr. Logie arrived in Korea in October, 1956 to serve as Deputy Chief Police Advisor for the Public Safety Branch. His responsibilities included carrying out the policies of the Chief Police Advisor, preparing documentation for the importation of commodities and sending participants to the United States and third countries for training, developing public relations with the Korean National Police through Chiefs of Divisions and Provincial Chiefs, maintaining contact with other U.S. government agencies and the Provost Marshal of the U.S. Army, and acting for the Chief Police Advisor in the event of his absence. He was acting Chief from the time of Mr. Foreaker's departure in July 1958 until Mr. Brown arrived to assume direction of the Public Safety Branch in November of the same year.

Mr. Logie had an unusually excellent background for this position. He has served in the American Army, the U.S. Navy, the U.S. Merchant Marine, the British Army, the Army of the Republic of Lithuania, the French Foreign Legion and in addition served as an advisor to the Nationalist Chinese army. Mr. Logie is a retired Colonel in the U.S. Army. During his military career, he held such responsible posts as Deputy Provost Marshal in Tokyo where he was Chief of the CID and was responsible for the safe-guarding of Headquarters, U.S. Army and initiated the first traffic survey of the Tokyo metropolitan area. He was Commanding Officer of the 32 Regimental Combat Team which took part in the Kwajalein, Leyte, Philippines and Okinawa campaigns during the Second World War. Mr. Logie was born in New York City in 1893.



HERSH D. MILLER

One of the many unfortunate results of the Korean War was the virtual elimination of the Korean National Police communications network and equipment. That which could be repaired and utilized was for the most part old, out-moded Japanese equipment for which spare parts and maintenance constituted a serious problem. To assist in the rehabilitation of the police communications network, Mr. Miller arrived in Korea in May of 1957. His primary responsibility was to survey the existing equipment and organizational problems to determine the type of equipment needed to restore the vitally important communications link, especially critical in view of wide-spread Communist propaganda and espionage activity. With the assistance of Mr. Miller, a survey was conducted of the entire police communications system; a survey which revealed deficiencies that are now being remedied. To date, nearly a million and a half dollars have been provided to furnish the KNP with a modern, versatile, communications system that is now considered the best in the Republic.

Mr. Miller was born in Detroit, Michigan in 1915 and attended American and George Washington Universities where he specialized in Electrical Engineering. Additional training in this and related areas has taken place in the U.S. Navy Electronics School and the Navy Aviation Electronics School. Mr. Miller is a registered Professional Communications Engineer and holds an FCC Radar and Broadcast Engineer's License. Previous experience has been with the Electronics Services Company and the Metropolitan Police Department of Washington, D.C. Mrs. Miller and their three children accompanied him to post.



WILLIAM SIMMLER

When the National Police were organized after the founding of the Republic, it became increasingly apparent that a training program was required to provide basic skills in the field of police operation and responsibility. Members of the initial force were either inexperienced in police work, unemployed military personnel, or trained by the Japanese. To meet these needs, the National Police College was established to provide needed training for all members of the force and to acquaint them with modern, scientific investigative and enforcement technique. The College was permanently located at Bupyong, some miles west of Seoul in 1955.

OEC support of this phase of police activity began in early 1958 when Mr. William Simmler arrived to become the Police Training Advisor to the College. Modern police equipment, training aids, and graphic demonstration equipment have improved quality of instruction, and curriculum changes emphasizing the latest in police methodology and technology have assured quality, up-to-date instruction. To date more than 15,000 members of the National Police force have received training ranging from recruit patrolmen orientation to officer's refresher courses.

Mr. Simmler was born in Philadelphia in 1907 and attended college at the Drexel Institute of Technology and Temple University. Additional academic and practical training took place at the Philadelphia Police Academy, the FBI Training School, and various U.S. Naval Training Schools connected with law enforcement. Mr. Simmler served with the Philadelphia Police Force for twenty-six years, and was promoted through the ranks to Detective Captain upon his resignation. Also included was five year duty with the U.S. Navy. His wife accompanied him at post.



JOHN F. McCABE

Mr. McCabe returned to Korea to become the Public Safety Advisor to the Korean National Police in the OEC Southeast Area Office. His arrival in October, 1957 was the third time that Mr. McCabe had come to Korea, the other two times having been as a Military Government Officer advising the Korean National Police from 1945 to 1948 and as an Army Investigative Officer from 1949 to 1953. During his present tour in Korea, he has been located in Pusan and has assisted the Korean National Police to conduct studies of criminal activities, traffic conditions and security programs. He has also advised the Police on various operating problems, organizational arrangements and police techniques, and he has assisted in the development of and training for an efficient fire protection and prevention system. He is accompanied at post by his wife and daughter.

Mr. McCabe attended the University of California and the Military Government School at the University of Virginia, and has taught Public Safety administration and techniques in various military schools. Prior to entering the US Army in 1942, he was employed in public safety work in the city of Newark, New Jersey. Mr. McCabe was born at Newark, New Jersey in 1906.



RICHARD M. TANSING

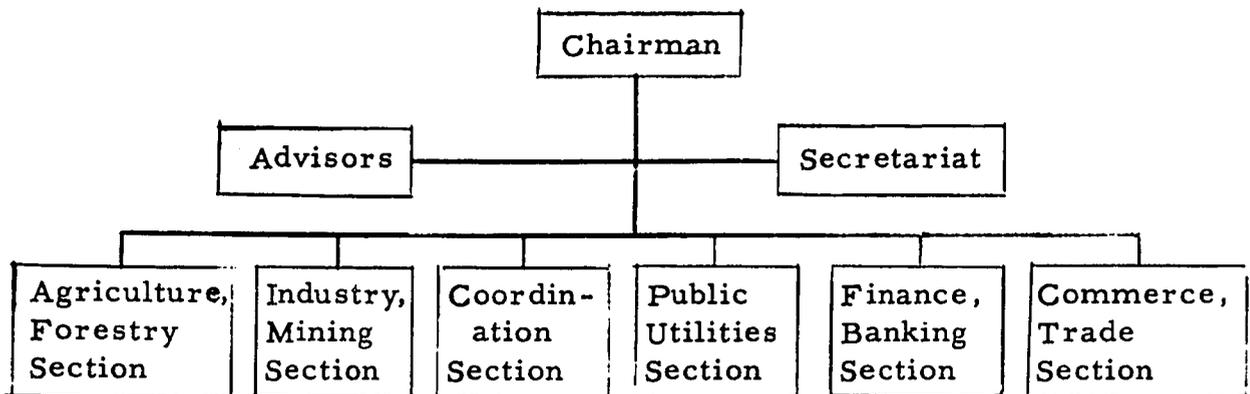
Mr. Tansing was a Public Safety Advisor to the Korean National Police from 1956 through 1958 before being assigned to the Far East Branch of the Public Safety Division, ICA/Washington. While in Korea, Mr. Tansing assisted in the development and implementation of the police modernization program, particularly in advisory work to the Metropolitan Police Force. He was also responsible for directly working with the Seoul Metropolitan Police Bureau towards the improvement of police and fire services to the citizens of Korea's largest city

Mr. Tansing received his BS degree in Business Administration and Economics from the University of Oregon in 1947. Prior to coming to Korea, he was a Special Agent with the FBI and was employed by the Department of Defense in connection with the security and police aspects of their world-wide projects. Mr. Tansing was born in Portland, Oregon in 1921.

ECONOMIC DEVELOPMENT COUNCIL

(89-72-493)

This project is designed to provide technical assistance in the further development of an economic planning organization, the ROK Economic Development Council, under the Ministry of Reconstruction. The Council was initiated by Presidential Decree in March of 1958 and was given financial assistance through counterpart funds. The Council is now staffed by a group of some seventy persons and is organized on the following basis:



The primary responsibilities of the Economic Development Council are as follows:

1. to advise policy making officials of the ROKG of the effect on economic development of proposed projects and of recommending economic policies conducive to more rapid development.
2. to identify major problem areas, critical bottlenecks, and methods for their solution and/or elimination.
3. to define economic development policies in terms of national programs, and to suggest an order of importance and priority, or schedule of implementation.
4. to develop improved techniques for the assembling, collection and utilization of basic data essential to resource evaluation.
5. to establish guidelines leading to an economic structure designed to make optimum use of the country's morale and material.

The first step leading to a contract to provide the Economic Development Council of the Ministry of Reconstruction with a group of high-level technical advisors to help chart the economic future of the Republic of Korea, was completed by the end of the year. Dr. Richard W. Lindholm, Dean of the School of Business Administration of the University of Oregon, spent the month of December in Korea to conduct a reconnaissance survey preparatory to developing a contract between the ROK government, Oregon University and ICA. The resultant operational plan and scope of work developed by Dr. Lindholm, members of the TC-PA staff, and ROK Government officials was immediately transmitted to ICA/W to serve as a guide to the contract negotiations. It is now anticipated that the entire contract group, consisting of five American specialists in the field of economic development and planning, will arrive in Korea during mid-1959.



RICHARD W. LINDHOLM

Dr. Richard W. Lindholm arrived in Korea in December of 1958 to make a reconnaissance survey looking toward furnishing advisory services to the Economic Development Council by a contract with University of Oregon. During his stay in Korea, Dr. Lindholm concentrated upon developing a plan of operations designed to strengthen the Economic Development Council in its role of providing guidance for Korean economic development by (1) assessing Korean human, material and capital resources; (2) exploring the lines of most needed and most promising developments and institutions; and (3) developing economic policies and priorities. Many meetings were held with representatives of concerned Korean Government agencies and the different offices of OEC. The operational plan was submitted one month after his arrival.

Dr. Lindholm was born in Mankato, Minnesota in 1914 and attended Gustavus Adolphus College and the University of Minnesota. He was awarded the Ph.D in Business Administration by the University of Texas in 1942. This was not Dr. Lindholm's first overseas assignment. He was at the University of Punjab in 1952 as a Fulbright lecturer and fiscal advisor and was a consultant in finance and economic development to the Government of Viet Nam. He is currently Dean of the School of Business Administration at the University of Oregon.

PUBLIC SERVICE IMPROVEMENT
(89-74-518)

This multi-activity project is designed to provide training and recommendations for improvements in the Government's organization and management, to furnish technical advisors, demonstration equipment and training abroad of Korean government personnel, and to assist in raising levels of performance in specified fields of the various Ministries.

The largest current activity under this project, the Supply Advisory Branch, was activated during Fiscal Year 1958 for the purpose of providing technical assistance and training to the Office of Supply, Republic of Korea (OSROK) in the broad fields of supply management and procurement operations. OSROK is responsible for Government procurement, handling and control of ICA-financed commodities imported into Korea. Advisory assistance to OSROK includes the special fields of:

Procurement Operations and Procedures, General Administration, Receipt, Stevedoring, Storage, and Inland Forwarding Operations, Cost Accounting, Finance and Reporting.

The first arrivals under this project made considerable progress in providing assistance on a number of problems which were of immediate concern to the Director, OSROK. The group also completed an analytical survey of the Supply Branch, Transportation Division, Office of the Rehabilitation Engineer (OEC), and developed procedures to effect the transfer of port operations and inland forwarding activities from that branch to OSROK, and advisory responsibilities to the Supply Advisory Branch.

There is under development a comprehensive program which provides for a coordinated survey and analysis of the three operating bureaus of OSROK; Procurement Bureau, Control Bureau and Accounts Bureau. This program provides for day by day technical advice and guidance to each Bureau in all phases of procurement and supply management activities. It is planned to make improvements and economies in OSROK operations as the survey proceeds, rather than a series of major changes on completion of the study. This makes for easy assimilation of suggested improvements and affords OSROK the immediate benefit of the Supply Advisory Branch's technical guidance.

Another important segment of this project is the proposed 18-month contract to engage the services of a management consulting firm to conduct a survey of the structure and administration of the government services in Korea.

The Korean Government is supporting this highly significant project and the State Council has recently submitted to the President a draft of a proposed decree establishing a Hoover-type Commission charged with responsibility for recommending improvements in the structure and administration of the Government. The contract group will furnish technical advice and assistance to the Commission in the overall discharge of its responsibilities. It is expected that a contractor will be selected for this project by mid-1959.



FREDERICK A MAPES

Mr. Mapes came to Korea with his wife in February of 1958 to supervise the creation of the Supply Advisory Branch. Under his direction, this facet of public administration activity in Korea has grown to include a staff of ten American technicians with responsibilities for furnishing advisory services in the fields of procurement operations and procedures, receipt and warehousing of aid goods and goods procured by ROKG, general administration, finance, and accounting. The advice and assistance made available by the members of the Supply Advisory Branch has had both an immediate and a far-reaching effect in the ROK Office of Supply, enabling it to modernize operations that handle well over \$300,000,000 worth of aid goods annually.

Prior to his appointment with International Cooperation Administration, Mr. Mapes held the position of Chief of the Division of Purchase and Transportation for the United Nations. His ten year period there provided an excellent insight into the problems of large scale purchasing and international shipment of aid and relief materials. Mr. Mapes also had ten years of practical experience with the U.S. Treasury Department where he served as Regional Director of the Chicago-New York Purchasing Office from 1935 to 1946. Mr. Mapes is a member of the American Society for Public Administration and the National Association of Purchasing Agents. He was born in Jersey City, New Jersey in 1896 and attended schools in Baltimore County Maryland.



ROBERT E. MORRELL

Mr. Morrell, the present Assistant Chief of the Supply Advisory Group and Chief, Supply and Distribution Section, was born December 25, 1898 in Florence, Colorado. In his present job he guides and advises the Korean Government in receipt, distribution, and delivery of government imports. His primary contributions have been in the field of advising and training counterpart personnel in the ROK Office of Supply with the ultimate objective of self-sufficiency. Mr. Morrell applied modern methods to local conditions, customs and practices.

Before assuming his present position, he was Deputy Chief, Far East Area, in charge of manning, provisioning, maintenance and repair of U.S. Government owned vessels from 1951-1955. He also supervised all General Agents concerned with this type of work in the Far East Area. From 1949 to 1951 he was Chief of the Foreign Traffic Branch, Transportation Division, U.S. Department of the Army.

Immediately before the job with the Department of the Army he was manager, Los Angeles Tankers Operators, and was also employed by the American Pacific Steamship Company. Prior to 1943 he was Chief Accountant of Williams, Diamond and Company, Los Angeles, California. After graduation from High School in 1917 he became clerk accountant in the Osoka Shosen Kaiska line in Seattle, Washington where he was made Export Manager in 1923.



EDWIN W. PAYNE

Mr. Payne arrived in Korea in February 1958 to become Procurement and Supply Advisor in the newly-created Supply Advisory Branch. Since that time Mr. Payne has been working mostly with the Bureau of Procurement in the ROK Office of Supply, assisting them to make improvements in the related fields of supply management and procurement. This type of advisory assistance requires technicians with a wide background in purchasing, developing and correctly utilizing specifications, standardization, inventory management, quality management, quality control, inspection, testing and value analysis. Mr. Payne's practical experience has enabled him to make a valuable contribution to the success of this project.

Mr. Payne was previously employed by the General Services Administration, and spent nearly five years in Japan with this organization as a Procurement and Supply Advisor. This Position involved contracting operations for all types of commodities, critical and strategic materials. Prior to this he was employed as a Department of the Army civilian in Japan where he was Supply Requirements and Distribution Officer. Mr. Payne is also a Doctor of Surgical Chiropody.



HAROLD K. REEVES

Mr. Reeves was assigned to the Seoul Office of the Supply Advisory Branch in June of 1957 to become Chief of the Movement Control Section. This section has been responsible for the warehousing and distribution of all civil aid supplies that have arrived in Korea consigned to OSROK (or KCAC prior to 1955) since 1952. The Movement Control Section maintained direct control over supplies in the warehouses, obtained allocations from technicians and prepared shipping instructions for the distribution of supplies to end-users. A monthly inventory of all supplies in warehouses was published on a monthly basis, daily shipments were recorded at the ports and stock cards were maintained on all supply items. Mr. Reeves' main interest as Chief of the Movement Control Section has been in the training of Korean personnel in the Distribution Section of OSROK and to establish a system of inventory and distribution controls. The training programs instituted by Mr. Reeves and other members of the Supply Advisory Branch have resulted in Koreans taking over virtually all of these activities. One result has been the monthly decrease in the amount of materials and aid goods stored in warehouses in excess of 60 days.

Mr. Reeves was born in Greenville, Michigan in 1906 and attended Northwestern University where he was awarded the BS degree in Finance in 1932. After business experience in Chicago and serving with the U.S. Air Force in England during World War II, Mr. Reeves was employed by UNKRA where he was a Displaced Persons Camp Director in Europe. Arriving in Korea in 1952, he served with the Korea Civil Assistance Command as executive officer of the regional office in Chonju Cholla Pukto, and as port officer at Masan. He was later with the United Nations Korean Reconstruction Agency as a supply advisor at Kunsan, and Pusan, where he was on duty when recruited by OEC.



JOHN R. HYDE

Mr. Hyde arrived in Korea in October 1956 to become Chief Port Operations Officer at the Port of Pusan which handles over 80% of Korea's imports and exports. In this capacity he is responsible for offering technical advice and training in port operations and documentation to employees of the Pusan branch of the ROK Office of Supply. Main functions in connection with this position are to assist improving procurement, stevedoring negotiations, warehousing and storage, receipt of aid and relief materials, and inland forwarding operations. One indication of the success enjoyed by this and similar operations has been a tremendous decrease of materials in storage awaiting shipment to the end-users. The solving of this problem has necessitated the cooperation of all operating divisions of OEC and the concerned ministries of the ROK Government.

Mr. Hyde, prior to his appointment with the International Cooperation Administration, had fourteen years' experience in the U.S. Army, where he held various executive and administrative positions in the fields of transportation and procurement. Other experience included a position as auditor and accountant with a private firm. Mr. Hyde was born in Maryland in 1921 and attended schools in that vicinity. He has received supplementary training and education in the form of service schools and correspondence courses in supply, transportation, administration and other related fields.



JOHN R. LYDEN

Mr. Lyden came to Korea in October 1957 and served until October 1958 as Chief Port Operations Officer of Inchon harbor. He then assumed the same position at Pusan until being transferred to the OSROK advisory central office in Seoul in early 1959. Mr. Lyden's functions and responsibilities at the two main ports of Korea included all phases of procurement, warehousing and storage, receipt, stevedoring, and inland forwarding operations. Very nearly all relief and aid materials coming into Korea utilize the facilities of these two ports. Thanks to the efforts of Mr. Lyden and other OSROK advisory personnel, problems of goods remaining in storage for too long a period, lengthy turn-around times of vessels, and administrative complications have been greatly reduced.

Mr. Lyden was born at Homestead, Pennsylvania in 1915 and received his formal education at the University of Pittsburgh. Prior experience has included an extended tour with the U.S. Navy and much related maritime experience. Mr. Lyden is also a Commander in the U.S. Naval Reserve.



WILLIAM H. GOODMAN

Mr. Goodman arrived in Korea in March of 1956 to serve with the Supply Advisory Branch in the position of Pier Superintendent and acting Chief of various OEC Port Detachment Offices. Through these ports came a good deal of the aid and relief materials designed to bolster and supplement the Korean economy. His primary responsibility at the several ports was to offer technical advice and services to the ROK Office of Supply and other agencies interested in the rapid, efficient receipt, stevedoring, storage and inland forwarding of vitally needed material. The work and success enjoyed by the port advisory personnel has already been mentioned, but perhaps the greatest indication of achievement can be seen in the fact that port operations are now, for the most part, in the hands of the Korean employees of the Office of Supply. Additional advances continue to be made in warehouse and forwarding operations under their direction and guidance. In July of 1957, Mr. Goodman was transferred to the Seoul offices of OSROK to become Distribution Advisor. In this position he has offered advisory assistance in all matters pertaining to the inland distribution of aid materials, and assists in obtaining allocation to the proper end-users of aid materials. An important facet of this assignment has been the effort to improve the OSROK records system dealing with allocations and transportation. The advances made in this area have done much to relieve the critical warehouse and storage problem, as aid materials can now be released from storage much sooner, vacating space that can be utilized for more recent arrivals.

Mr. Goodman was born in Louisa, Kentucky in 1926, and attended the U.S. Merchant Marine Academy where he was awarded the BS degree in Marine Transportation in 1944. Graduate studies in foreign affairs at

George Washington University were interrupted by a three year period in the U.S. Navy, when he served as Naval Control Shipping Officer in Philadelphia. During this period he was made responsible for the reporting of naval shipping and for liaison for the Military Sea Transport Service. Other experience includes sailing as Third Mate with the Army Transportation Corps and the Standard Vacuum and Socony Vacuum Oil Companies.



AMES A. GAUTHIER

Mr. Gauthier arrived in Korea in January, 1957 and after a six-month tour as Deputy Controller, was re-assigned as Accounting Advisor in the Supply Advisory Branch. While working with the Office of Supply of the Republic of Korea, he made a preliminary survey of their operations, organization, staff, and financial problems. As a result, he prepared a manual of procurement procedures, published a dictionary of useful Korean technical terms, and prepared a report of his survey.

Prior to his arrival in Korea, Mr. Gauthier was with ICA in Iran for two years as an Industrial Accounting Advisor. He has attended New York University and Northwestern University, taking work in accounting, statistics, economics, and finance. His career has been in the field of accounting and he has been a controller and treasurer in several industrial corporations as well as a member of the firm of Price, Waterhouse and Company as an auditor and research accountant. He was born in Michigan in 1902.



CALVERT A. POSEY

Mr. Posey arrived in Korea in April, 1957 to serve with the Supply Advisory Branch and was assigned to Pusan to serve as Assistant Port Operations Officer at the Port of Pusan. Duties and responsibilities at this location included advisory assistance in discharging of cargo and handling of perishable and explosive items, the inspection of discharging procedures to determine care and handling, and the compilation of reports concerning outturn records, logs and performance reports. Other activities include recommendations concerning programs for distribution of cargo from intransit storage sites and maintaining maximum utilization of monthly leased warehouse space. Mr. Posey also acted as an assistant to the Chief Port Operations Advisor at Pusan.

Mr. Posey gained practical experience in the field of procurement, supply management and transportation through a long career with the U.S. Navy. He also attended the Packard Engine School in Detroit, Michigan in 1941 and the U.S. Navy Small Craft School at Little Creek, Virginia in 1945. Mr. Posey was born in Vivian, Louisiana in 1918.



JOHN B. CAUTHEN

Mr. Cauthen arrived in Seoul during May of 1957 to become the Chief Port Operations Advisor of the Supply Advisory Group. During his two years in Korea, Mr. Cauthen was primarily responsible for liaison between the various ports and Port Operations Officers of the Supply Advisory Branch. Main activities in this regard concerned an attempt to bring about an increase in the rate of cargo discharge, an improved and more complete system of OSROK documentation, devoting more attention to ship phasing, and general supply and traffic advisory responsibilities. As has been previously mentioned, the outstanding indication of the success enjoyed as a result of the efforts of Mr. Cauthen and the Port Operations advisors is the fact that operational responsibility for all of Korea's ports are now in the hands of the Korean employees of the ROK Office of Supply.

Before accepting an appointment with the International Cooperation Administration, Mr. Cauthen worked for the A. H. Bull Company in the United States where he was general agent for east and gulf coast ports. During his thirty years with this firm, he also served as Management Accounting Supervisor and was in charge of the traffic and transportation activities of the firm. From 1942 to 1946, Mr. Cauthen served as a Lieutenant (JG) in the U.S. Navy where he held a number of positions concerning the functions of supply, storage, distribution and cargo handling. Mr. Cauthen received his academic training at Charleston, South Carolina, where he received the BA degree in Commerce and Business Administration in 1926. He also attended various Navy school in the fields of cargo and material handling. Mr. Cauthen was born in 1904, and is a native of Bamberg, South Carolina.

IMPROVEMENT GOVERNMENT FISCAL MANAGEMENT AND STATISTICS

(89-75-271)

This multi-purpose project consists of technical assistance in the fields of revenue and statistics improvement and utilization and banking, through both direct hire technicians and contractual assistance.

In the area of improved fiscal management operations, considerable progress has occurred during the current year. Two banking advisors have contributed to the operations and efficiency of the Bank of Korea (Oliver S. Powell), and the Korean Reconstruction Bank (Robert F. Whitcomb). The Customs Advisor, Lester Levey, working with the Bureau of Customs in the Ministry of Finance, has assisted materially in developing the current ROK Government-United Nations Command campaign to suppress black-market activities. In addition, the Customs Advisor is working on the problem of smuggling and has been consulted in the revision of the tariff structure. A growing realization by Korean officials that foreign capital could make a substantial contribution to the economic development of the country resulted in a project in which the services of Dr. Noel K. Sargent, noted investment advisor, were made available to the Korean Government for a period of three months. Dr. Sargent's foreign investment bill is currently under consideration by the National Assembly.

A vital adjunct of economic development is the preparation of valid and reliable statistics. Towards this purpose, Stuart A. Rice, President of Surveys and Research Corporation, visited ROK Ministries during a three month tour in order to survey the statistical needs of the nation and to lay the ground-work for the advisors who would follow. These advisors, Herbert O. Rogers, Lorand Dabasi-Schweng and Charles Lawrence, are now engaged in the task of providing assistance to ROK government statistical units in their effort to improve and coordinate their statistical activities and prepare for 1960 censuses in population, housing and agriculture.

Another important segment of this project during 1958 has been planning for the arrival of the Tax Advisory Contract in mid-1959. This group, the Brookings Institution, will be charged with the responsibility of assisting the ROKG's Ministry of Finance to analyze the present tax system and structure, to make recommendations concerning the formulation of a comprehensive tax revenue program as an integral part of the national fiscal policy, and to assist the Ministry of Finance in drafting the necessary tax revenue bills designed to give force and effect to the revised program of tax policy and administration.



ROBERT F. W. WHITCOMB

Mr. Whitcomb arrived in Korea in February 1958 to serve as Advisor to the Korean Reconstruction Bank, the chief lending agency for the Korean Government industrial development programs. In addition to offering technical advice to the KRB concerning its operations and procedures, Mr. Whitcomb has assisted a great number of OEC organizations on the subject of intermediate and equity financing. Mr. Whitcomb has also been called upon for financial studies and evaluations of many important ICA projects under other divisions of OEC, including the Changhang Smelter and the Daehan Shipbuilding Corporation. Advice to the Korean Reconstruction Bank has included administrative improvements, familiarization with Export-Import Bank procedures, operating fund problems of small and medium industries, and developing an institutional framework for supplying equity capital needs for development projects. All of these activities assume a special importance in Korea's present stage of economic and industrial development. His wife accompanied him to Seoul.

Mr. Whitcomb received his education from Washburn College where he received the BA degree in 1915 and the University of Colorado where he was awarded a Masters degree in Economics four years later. Prior to his ICA Korean assignment, Mr. Whitcomb was employed as a Fiscal and Financial Economist for the Export-Import Bank in Washington, D. C. for a period of thirteen years. Previous experience was gained with the U.S. Treasury Department, the First National City Bank of New York and the Fidelity Trust Company of Kansas city, Missouri. Mr. Whitcomb was born in 1896 at Topeka, Kansas.



OLIVER S. POWELL

Mr. Powell arrived in Seoul in December 1957 to be the Advisor to the Bank of Korea, the national bank for the Republic of Korea. In this role he has played an important part in the rapid growth and development of not only the national bank but also the private banks which are under its close supervision. He has offered technical assistance and advice on the monetary policies of the nation, the types of control pertinent to the commercial and private banks, various financing requirements of private enterprises, as well as suggesting and encouraging substantive and procedural improvements in the banking enterprises.

Mr. Powell attended the University of Minnesota where he received his BA in Economics in 1917. His first job after leaving the University was in Petrograd, Russia with the National City Bank of New York. Except for a two year tour with the U.S. Navy, he has been associated with various banks throughout his distinguished career. He has been a member of the Board of Governors of the Federal Reserve System and was the President of the Federal Reserve Bank of Minneapolis from 1952 until 1957. He was born in White Rock, South Dakota in 1896 and is accompanied at post by his wife.



LESTER LEVEY

Mr. Levey arrived in Seoul in January 1958 to become the first Customs Advisor to the ROK Government. The position was established in recognition of the need for such assistance to the Customs Bureau of the Ministry of Finance as expressed both by the ROK Government officials and representatives of OEC. Mr. Levey made an early start in the different aspects of customs activity, for in addition to the main customs office in Seoul there were pressing problem areas in many of the nation's ports and air terminals. The importance of the Bureau of Customs can be seen in the fact that it is responsible for collecting approximately 25% of the nation's revenue, between 30 and 35 billion hwan annually. It is further estimated that this represents but a small amount of what could be collected if the Korean Customs Service were given physical and technical assistance. A second, but equally important function, is to enforce laws designed to protect the nation in various ways, e. g., to protect infant industry by prohibiting the illegal importation of luxury items. The primary purpose of the current customs improvement program, however, is to increase governmental revenue by the prohibition and apprehension of smuggled merchandise. To illustrate the magnitude of the smuggling problem, in 1957 some \$5,000,000 worth of illicit goods were apprehended, and it has been estimated that this constitutes but 10% of total activity. Since Mr. Levey's arrival in January, the number of smuggling cases and value of apprehended materials has increased markedly. Mr. Levey has also found time for a number of important committee assignments, including the CEB Sub-Committee on Smuggling Surveillance and the UNC Black Market Central Committee.

Mr. Levey was born in New York City and attended college at New York University with BS degree and St. Lawrence University where he was

awarded an LLB in 1935. Mr. Levey has served in the Office of the Collector of Customs, New York for a period of 30 years, and has had a wide range of assignments including experience as an administrative officer, protest reviewer, attorney, liquidator, inspector, and other related fields. Mrs. Levey and their daughter accompanied him at post.



NOEL K. SARGENT

Mr. Sargent arrived in Seoul during February of 1958 for a four month period of consultation with high ranking Korean Government financial officials. The primary purpose of Mr. Sargent's consultation was to assist in the drafting of a comprehensive and attractive foreign investment bill; a measure that, if adopted, would do much to encourage vitally important foreign investment and enterprise in Korea. During the drafting, consultations were held with representatives of the Korean Government, U.S. Embassy, OEC, Korean Chamber of Commerce, American Chamber of Commerce in Korea, the First National City Bank, Americans with business interests in Korea, and two Americans who would invest in Korea if a good foreign investment law were passed. Mr. Sargent prepared a draft foreign investment bill composed of 15 Articles which was presented and approved by the Ministry of Finance in April of the same year. The work of Mr. Sargent concerning the proposed legislation (now under consideration and debate in the National Assembly) has done much to acquaint Korean government and commercial leaders of the importance of this type of modern investment law, so necessary if Korea is to attract foreign enterprise.

Mr. Sargent was born in 1894 and received academic training at Washington University, where he received the BA degree in 1915, and the University of Minnesota where he was awarded an MA in Economics in 1916. Additional post graduate work was taken at the University of Chicago and the University of Minnesota. Mr. Sargent served as an economist with the National Association of Manufacturers for over thirty years and from 1920 to 1939 was a member of the Advisory Commission on Commercial Activities in the Foreign Service, U.S. Department of State.



LLOYD W. MAXWELL

Mr. Maxwell was a member of the Public Administration Division from November 1956 to March 1958 as Statistical Advisor to the Ministry of Reconstruction. During this time he was primarily responsible for surveying the substantive and procedural characteristics of statistical development in both government and industry. As a result of some of his findings, OEC has put increased emphasis upon the improvement and increased utilization of reliably developed statistical methods and techniques.

Mr. Maxwell received his AB degree in Economics from the University of Oklahoma, his MA degree in Economics from Columbia University, and his LLM from the National University Law School. Prior to his assignment with OEC he was with UNKRA as Chief of the Reports and Statistics Division. Since leaving the Public Administration Division he has returned to Korea as a member of the Industry Division where he is engaged in economic research and industrial program planning. Mr. Maxwell has written two technical books and numerous pamphlets, brochures and reports on subjects pertaining to economic and statistical conditions. He was born in 1886 at Elmdale, Kansas and has been accompanied at post by his wife.



HERBERT O. ROGERS

Mr. Rogers, Chief of Party for the Surveys and Research Corporation contract staff in Korea, arrived in Seoul in May, 1958. Since his arrival he has been responsible for assisting and advising ROKG in its planning and preparations for the ROK census of 1960 and has had the task of improving the reputation, quality and production of Korean governmental statistics. This work has included, among other things, extensive liaison between agencies of the ROK Government and the interested organizations of OEC, the selection and evaluation of participants, and advising on questions of how the census should be conducted, what information should be sought, and what machinery and tabulating equipment will be required. With him in Korea are his wife and their two children.

Mr. Rogers was previously in private business through an organization bearing his own name and engaged in buying and selling metals and ores. Other practical experience has been with Commission on Foreign and Economic Policy where he worked on the allocation of rare materials to industrial consumers. Mr. Rogers attended George Washington University, where he was awarded a BA in Economics in 1924 and, in addition, has taken graduate work at American University in Washington, D. C. Mr. Rogers was born in Ottumwa, Iowa in 1898 and currently makes his home in Washington, D. C.



LORAND DABASI-SCHWENG

Dr. Schweng arrived in Korea in May 1958 to serve as Statistical Advisor under the terms of the contract with the Surveys and Research Corporation. Since his arrival, Dr. Schweng has been concerned mainly with preparations for the ROK general census in 1960, particularly with that portion of the census pertaining to the collection and accurate tabulation of agricultural data and statistics. Other activities have included an evaluation of the OEC statistics and census participants program, delivering lectures and courses on statistical methods to members of the Bureau of Census and various classes at the National Officials Training Institute, and related planning and organizational functions in conjunction with the Census Council and other ROK and OEC organizations.

Dr. Schweng received his education at Palating Joseph University, where he received a BA degree in Mechanical Engineering, and a MA and Ph. D in economics. He was also awarded a diploma in social science and administration from the London School of Economics. Previous assignments with the Surveys and Research Corporation included participation in compiling a report on Scientific Manpower for the National Science Foundation. Other experience with international agencies included a study of food production and requirements in Guatamala with a private consulting firm and serving as Chief of a Rural Rehabilitation project in Bolivia under the auspices of the International Labor Organization (ILO). Dr. Schweng was born in Hungary in 1905, and is accompanied by his wife in Seoul.

TECHNICAL ASSISTANCE IN BUSINESS ADMINISTRATION

(89-77-284)

The Technical Cooperation Project in Business Administration was implemented in early FY 58, and members of the contract staff began arriving early in 1958. The contract with Washington University of St. Louis has as its objective the improvement of the Schools of Business Administration and Commerce at Korea University and Yonsei University, as well as the establishment of Management Development Conferences for Korean business and industrial leaders. The contract team is headed by Dr. Charles E. Gilliland who arrived in Korea during February of 1958.

The OEC Washington University project to assist Yonsei and Korea Universities in business administration includes providing basic library materials, advice and assistance in a curriculum review, participant faculty training in methods and materials (including help and encouragement in the development and use of the case method), and advice and assistance in expanding the educational effort of the two universities in business administration.

To help meet the critical problem of management talent generally inadequate to meet the growing needs of the Republic of Korea, a Management Development Program was held at Onyang 75 miles south-west of Seoul, from July 14 to July 25, 1958 under the direction of the Washington University contract staff. The aim of the Management Development Program was to equip each participant to do a better job in his present position and to help fit him for increased responsibility. The conference was designed to stimulate in the participants a greater insight into management problems and to increase their understanding of overall executive functions. To this end, the program followed a pattern of integrated lectures and discussions centered around the principal functional areas of business administration and policy determination. The general discussions were followed by discussions of more specific problems and by cases developed from actual business situations. By the use of the case method, which has proven itself a valuable tool in developing problem-solving techniques, the participants analyzed a situation and developed solutions for the problems involved. There was then group consideration of the analysis of the various factors and of possible solutions. Whether or not there was agreement on a solution was relatively unimportant since there was often more than one adequate solution to a business problem, and the important aspect of the case method is found in the depth of the analysis of the functional factors involved.

Primary responsibility for program content rested on Washington University. The faculty staff consisted of five professors from Washington

University assisted by nine Korean counterparts. In the six days before the conference opened, the five Washington University professors who had arrived in Korea July 8 underwent an intensive orientation. This orientation included discussions with Ministers of the ROK Government and principal staff of the OEC, individual and group discussions with banking officials, Korean business executives and Korean faculty in Business Administration. Although a completely adequate background on the Korean economy cannot be developed without long experience in Korea, nevertheless this intensive orientation did provide the Washington University faculty with a working knowledge of conditions so that the lack of a complete environmental background on Korea did not become a major problem.

The participants' evaluation of the conference clearly indicated their satisfaction. The follow-up evaluations have found desirable management activities instituted in Korean business resulting directly from the program.



CHARLES E. GILLILAND

Dr. Gilliland arrived in Seoul in April, 1958 to become the Chief of Party for the Washington University of St. Louis Contract to furnish technical advice and services to the Schools of Business Administration and Commerce at Yonsei and Korea Universities. As project chief, he is responsible for the overall planning, development, and administration of the project, "Technical Assistance in Business Administration". The project developed rapidly after Dr. Gilliland's arrival, and five short term consultants for the Summer Management Institute and five permanent staff members arrived during the year. In addition to the University portion of the project, Dr. Gilliland was responsible in large part for the success of the first Summer Management Institute held at Onyang during July. Some thirty high-ranking Korean business and industrial executive attended this conference which was devoted to presenting modern management methodology and technique.

Dr. Gilliland received his BA degree at Harvard University and his MA and Ph.D. degrees at Washington University of St. Louis in the fields of Business Administration and Economics. His experience includes that of having been the Assistant to the Dean, School of Business and Public Administration of Washington University and having been the Dean of the School of Business Administration at the University of Kansas City. Dr. Gilliland was responsible for planning, establishing and administering the new department at the University of Kansas City. Dr. Gilliland is the author of books and publications in the fields of economics and business administration, and is a member of the American Finance Association, the American Economics Association, the National Council for Development of Small Business Management Training, and others. He was born in 1916 at Austin, Texas, and was accompanied to Korea by his wife and son.



RICHARD C. REIDENBACH

Dr. Reidenbach, along with his wife and two children, arrived at post during August, 1958. As member of the Washington University contract staff, he was assigned to work with the faculty and students of Korea University in an effort to assist in the improvement of the course offerings of their School of Commerce. Specialized efforts at Korea University have centered around modern methods of teaching, improving course content, and developing an awareness among faculty and students of the importance of business administration and retailing in Korea.

Dr. Reidenbach attended Michigan State University where he received the BA in Economics in 1942 and New York University where he received a Masters degree in Retailing in 1947. Shortly after leaving NYU, he accepted a teaching position with the Rochester Institute of Technology in Rochester, New York. He was then employed with the American Association of Collegiate Schools of Business where he was Executive Secretary and was responsible for the administrative functions of that organization. During this period he also completed the requirements for a Ph.D. in Business Administration at Washington University, which he was awarded in 1958. Dr. Reidenbach was also a commissioned officer in the U. S. army from 1942 - 1946. He was born in Rochester, New York in 1919.



J. GEORGE ROBINSON

Dr. Robinson came to Seoul in August 1958 as Marketing advisor to Yonsei University in conjunction with the Washington University project for Technical Assistance in Business Administration. His activities at Yonsei University have been in the general direction of assisting to raise teaching and course content standards and of developing in appropriate Korean commercial and academic institutions an appreciation of the importance of sound business and marketing techniques in an expanding economy such as is found in Korea at the present time. In addition to being a popular speaker at Korean business and social gatherings, Dr. Robinson has served at the Summer Management Institute held at Onyang in July. He was accompanied by his wife and three children to Korea.

Dr. Robinson brought an extensive academic background to this position. He attended college at the University of Utah where he received a BS degree in Marketing and New York University where he was awarded an MS in Marketing and a Ph.D. in Economics, the latter in 1951. He has held teaching positions at the City College of New York and the University of Southern California, and, since 1954, has been Professor and head of the Department of Retailing. Dr. Robinson was born in Utah in 1916.



ROBERT MANHART

Dr. Manhart arrived in Korea during August 1958 to serve as production Management Advisor as provided for by the Washington University contract. Dr. Manhart's services were divided equally between Korea and Yonsei Universities and were directed toward the resident academic staff regarding improved instructional technique and course content in the field of Production Management. Dr. Manhart's contribution in this field is especially important because Korea, like other less-developed nations, finds it essential to make the maximum use of existing production facilities. In addition to his regular academic and advisory activities at the two universities, Dr. Manhart serves on the planning and operating staff for the Summer Management Institutes sponsored by Washington University. His wife accompanied him to Seoul.

Dr. Manhart attended the Ohio State University where he was awarded the BA, MA and Ph.D. degrees in Business Administration, the latter in 1949. Of considerable importance was his practical experience, which included being Manager of the Personnel Development Division of the Sylvania Electric Company which was engaged at the time in vital war production. His principal duties in this position were the supervision of recruitment, training, and wage and salary control of a large number of employees. Since 1934 he has been Professor of Business Management at the University of Missouri during which time he has been the author of various articles on business management and administration. He is also a member of professional organizations including the American Society for Advancement of Management. Dr. Manhart was born in 1907 and is a native Ohioan.



MANAGEMENT DEVELOPMENT CONFERENCE
(89-77-284)

The Management Development Conference for Korean Executives is designed to develop the business leaders of tomorrow. The objective of this project is to develop managerial resources by introducing American techniques for the efficient operation of private enterprises. The first Development conference was held in July, 1958 and was strongly supported by top business and government executives. The conference was held at Onyang where complete residential and instructional facilities were available for the two-week seminar.

The aim of the Management Development Program was to equip each participant to do a better job in his present position and to help fit him for increased responsibility. The conference was designed to stimulate in the participants a greater insight into management problems and to increase their understanding of overall executive functions. To this end, the program followed a pattern of integrated lectures and discussion centered around the principal functional areas of business administration and policy determination. Because of the fine support received for the program, two sessions will be held in 1959.

The sessions were developed by members of the Washington University contract staff and assisted by a special team of Washington University professors who came to Korea for the program. These additional people were:

Sterling H. Schoen, Professor of Management (Personnel)
Charles L. Lapp, Professor of Marketing
Powell Niland, Professor of Management (Production)
Merle T. Welshans, Professor of Finance
Leslie J. Buchan, Professor of Administration.

Photographs and biographic data were unfortunately not available for following personnel. These technicians, however, played important advisory roles in the Public Administration Division during 1958.

Andrew Lego

Mr. Lego was Port Operations Advisor at the ports of Mokpo and Pusan with Supply Advisory Branch.

James J. Whicher

Mr. Whicher served as Fire Advisor with the Public Safety Branch.