



HIGH COMMISSIONER  
Trust Territory of the Pacific Islands  
Saipan, Mariana Islands 96950

October 14, 1966

Dear Ruth:

I am writing this to explain why I felt it was necessary to extend Chuck Hughes' PPB assignment here for an additional week.

The brutal and unpleasant truth is that we were not ready for him because of a management failure for which I am to blame.

A calamitous series of events resulted in my failure to see your thorough and specifically instructional letter of August 30 until Chuck Hughes showed me a copy.

The letter must have arrived here on the weekend of September 3 (Saturday). I left Monday morning, September 5, for my trip to eastern districts without, insofar as I can recall, having seen the letter prior to my departure. It was, however, routed in my absence to the Assistant Commissioner for Administration and to Budget and Finance for appropriate action. Thereafter, it apparently disappeared because I knew nothing of its contents, including the instructions to prepare for Chuck's arrival until after he arrived. As a matter of fact, I was somewhat mystified by his arrival and by his obvious expectation that we would be all geared up for him.

Once we discovered what had happened, we launched a crash program to try to compensate for the snafu, but the time required to inform the departments of what was needed, to pull out pertinent data, to define goals and criteria, was just too short for production of a minimally acceptable document. This persuaded me to call you yesterday to request the extension.

Chuck is now confident that he can be back in Washington by October 21 in time to review our PPB package with you and others before it is presented to the BOB by the October 28 deadline.

Needless to report, I have taken steps to flag and cross reference future correspondence of this nature, and to give closer attention to the daily reading file.

Bob Shoecraft, who was Acting Deputy at the time of this incident, has been away with the claims team, so I've not had opportunity to trace back this unhappy series of events with him to determine why the functional failure occurred.

This experience, incidentally, does serve to underscore the need for early action on choice of a deputy. In a few days I shall have been in this position five months without a deputy.

*Sincerely,*

~~Sincerely~~ yours,

*Bill*

W. R. Norwood  
High Commissioner

Mrs. Ruth G. Van Cleve  
Director, Office of Territories  
United States Department of Interior  
Washington, D. C.