

An International Civil Service

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where they will normally have about the same relative purchasing power. In other words, it may be assumed that the higher amounts sent home by Americans will be absorbed by the higher costs of rent, taxation, insurance dependency contributions, and other fixed obligations in the United States. From this policy has evolved a program of establishing for each classification grade separate salary ranges for the countries in which operations are being conducted or from which any substantial number of employees are recruited.

In any permanent international organization, with its staff recruited on an international basis but located primarily in a single Headquarters, such as the League of Nations at Geneva, a uniform salary schedule would be more feasible.

Recruitment and Placement procedure are described by Mr. Howell thus:

The staff recruited and trained for UNRRA possesses a large variety of skills and backgrounds. The staff has been recruited on an international basis and at the present time more than 25 nations are represented on the UNRRA payroll. The national governments have been cooperative in making available their recruiting and placement facili-

ties. In the United States, Canada, and the United Kingdom, extensive use has been made of the civil service machinery.

The Brazilian Government sent a staff member to the Headquarters office for a month's work on recruitment of Brazilians. Headquarters missions have also recruited personnel in Australia, New Zealand, and a number of the South and Central American countries. The European Regional Office has recruited extensively on the continent. Country missions are also empowered to recruit locally within established budget limits.

The recruitment process as followed in the Headquarters Office involves the following steps.

1. The establishment of minimum qualifications.
2. Careful review of personal information contained in a comprehensive application blank.
3. Extensive use of interviews.
4. Extensive use of investigations.
5. Rigid physical examinations. (For field employees only).

Experience with the early operational phases of UNRRA has indicated the importance of many so-called intangible personal factors. The ability of an employee to adapt himself to a new and abnormal environment and work in a program in which the guidelines are not

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