

always clear, are factors which are difficult to predict but nonetheless become an important part of the employment and placement process. Through interviews and evaluations of past records, the Personnel and Training Division has attempted to ascertain why candidates are interested in UNRRA, the presence or absence of racial, national or other prejudices, candidates' ability to work as teams, and their emotional and physical stability. While language facility is important, UNRRA has not considered it an absolute minimum requirement. The same has been true of living in another country.

The placement of personnel recruited from several different countries into a working team gives rise to many problems. Even if the same language is spoken, the terminology used and the background of experience and conditioning will vary considerably. The American and British welfare workers, for example, have quite a different background of training and dealing with people in need. This increases the importance of making every effort to select employees who are tolerant, willing to work together, and conscious of the temperaments and backgrounds of their fellow workers.

Individuals who join the staff of UNRRA are required to take an oath to the effect that they will perform

their duties with sole loyalty and regard to the interest of UNRRA and will not seek or receive from any government or other external authority instructions in the performance of official duties. (The oath used is the same as that formerly used by the League of Nations).

There has been no real problem of securing applications in sufficient volume; there are currently nearly 50,000 in the headquarters office files. But the quest for qualified applicants has required positive recruitment techniques. Extensive use has been made of professional and technical groups as a source of supply. Recruiting trips have been made throughout the United States and Canada. While no rated registers have been established, qualified applications have been coded on punched cards and become an immediate source of reference to appointing officials.

As the agency has grown and become more completely staffed, employee utilization and intra-agency transfers and promotions have become an increasingly important means of filling vacancies. The potentialities of employee utilization on an international scale are only beginning to receive the consideration they deserve.

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