

The training program is treated briefly by Mr. Howell:

The UNRRA training program has taken the form of a short course given to field employees as soon as they are inducted into the service, as well as in-service training. Field employees recruited in this country and in Canada have been given training on the campus of the University of Maryland. The course has run from two to six weeks and has included such subjects as area study, language study, background and purpose of UNRRA, and international relief. Trainees are housed in dormitories on the campus and receive full compensation during the training period. Activities of an extra-curricular nature and group discussions on a variety of subjects have been encouraged.

During the training period the employees are evaluated by a standing committee composed of representatives of the Training Branch and operating divisions. The committee is empowered to recommend separations when evidence so warrants.

A similar training program has been followed in the European Regional Office. Recently a center was established in France. Country misions have been aware of the need for training and in many instances have devoted considerable time to it when the staff is first assembled.

In-service training programs have included employee induction and orientation. Special courses in techniques have been presented.

The UNRRA experience to date would indicate that the possibilities of a well-rounded integrated training program cannot be over-emphasized. Much of it must take place near the scene of action and, insofar as possible, after the personnel from the several different countries have been assembled.

Mr. Howell touches on employee activities:

Staff societies have been organized in Washington, London, and in Cairo. These have taken the form of general agency-wide organizations and for the most part are concerned with employee activities. The Headquarters society has committees on such matters as international civil service, grievances, and recreational activities.

There has been established for field employees a workmen's compensation plan, group insurance, and a per diem living allowance. At the outset, recognizing the UNRRA was a temporary agency, provisions were made for a provident fund whereby five per cent of an employee's pay is withheld which is matched by seven and one-half per cent contribution from the agency. The employee receives this in full at the time of resignation if he has at

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