

least six months of satisfactory service.

Mr. Howell describes the personnel management program:

There has been a definite and carefully planned program of decentralizing management control out of the Headquarters Office into the two regional offices (London and Sydney) or directly into the country missions. Mission chiefs have been delegated a wide variety of personnel management responsibilities, such as the authority to effect promotions, dismissals, changes of assignments and stations, and reclassifications up to grade 12 (\$6,000). From the outset, the mission chiefs were given a wide latitude of responsibility for such factors as working conditions, schedule of working hours, and control of leave. The headquarters office has augmented the mission chiefs' functions by preparing statements of standard practices.

Mr. Howell concludes as follows:

A number of employees have returned from field assignments. When interviewed and their cases considered it is very obvious that some should not have been employed for field assignments. Some could not take it physically; others were not equipped emotionally for the tasks of organizing and operating a relief and rehabilitation program in areas thrown into upheaval by total war. But the great majority have made the necessary adjustments to the oper-

ating situations and have rendered a creditable service.

Physical fitness is now recognized more forcefully than ever before. The physical examination prior to entrance on duty is supplemented by a second given during the training period.

As is true in all programs, failure or success of people is more often a matter of personal qualities rather than technical or professional proficiency.

UNRRA's experiences in personnel administration will be of value to future international organizations.

#### MONTHLY SALARY RANGE IS INCREASED IN CALIFORNIA

Under a recent resolution of the California State Personnel Board, pay ranges for all classes of positions paid on a monthly basis have been raised \$15 per month. The increase applies to the minimum and maximum rates for each class, as well as to the intermediate steps within each pay range. The Board's resolution, however, does not apply to state employees who are paid on a prevailing-rate basis.

The California state pay plan includes 55 pay ranges. In providing for the \$15 increase, the Board also extended the pay ranges for upper-bracket positions by adding two and three additional pay steps to the ranges for these classes of positions.

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