

An International Civil Service

William F. Howell, Deputy Director of Personnel for the United Nations Relief and Rehabilitation Administration in the Public Personnel Review of July, 1945 describes the Personnel Program of the UNRRA. UNRRA was created in the East room of the White House on the 9th of November, 1943 by the representatives of 44 nations signing an agreement. The administration has had as one of its basic concepts the development of an international civil service. Here is Mr. Howell's description of this concept:

At the outset the Council recognized the importance of personnel administration and the concept of an international civil service in the framework of the administrative organization. The resolutions on the subject adopted at the Atlantic City meeting have become the basic authority and guide-post for the creation of the personnel program. Resolution No. 37, the first Council Proceedings, provides:

Whereas, the Council desires to promote the concept of a truly international civil service; and, whereas, it recognizes that the success of the Administration will in large part depend upon the vision, competence, integrity, and loyalty of the men and women who will become its administrative officers, and comprise its technical staff; and that the vesting, by the Agreement, of full executive authority and responsibility in the Director General, requires that he act with the greatest possible freedom in the selection of personnel and the establishment of personnel standards; it is therefore resolved, that the staff of the Administration should be of an international character, selected upon the basis of individual competence, character, and integrity without discrimination on the grounds of sex, race, nationality, or creed, and recruited upon as wide a geographic basis

as is possible, compatible and efficient administration; and that salary standards be established at a sufficiently high level to make it possible for the Administration to secure the employment of persons possessing the highest qualifications within their own particular field of endeavor . . .

The overall resolutions of the Council have been implemented by statements of policy and procedure by the Administration. Administrative orders and working manual of personnel procedures and policies have been prepared. But perhaps of greater significance is the influence exerted by the civil service practices of the member nations, particularly the United States and the United Kingdom. The headquarters office in Washington and the European Regional Office in London have endeavored to follow the best practices of personnel administration in these two countries. The officials and employees coming from other member nations have brought to the Administration valuable experiences from their respective home governments. Even though the organization is international in character and has set out to establish an international civil service, the importance of traditions and precedents of the national governments in the field of personnel administration cannot be overlooked.

The organization set up to administer is described by Mr. Howell as follows:

The focal point for establishing the personnel program of the Administration has been the Headquarters Office. The Bureau of Finance and Administration is headed by a deputy director general who has responsibility for fiscal and budgetary matters, organization analysis, and administrative services, in

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