

addition to personnel and training, employment, and classification.

Many of the day-to-day personnel operations would be quite familiar to anyone in the public personnel field in local, state, or federal jurisdictions. At the divisional staff meetings there are invariably discussions concerning positive recruitment, compensation, allocation of positions, and problems of employee welfare. The pros and cons of employee efficiency ratings have been debated back and forth as they surely have in countless jurisdictions throughout the United States. The international characteristics of the agency not only influence the daily operations but add certain new factors which are essentially international in character. Practices are made more complex by such factors as the varying pay scales in different member nations and the difficulties of recruiting on a world-wide basis.

The international character of the agency is perhaps most clearly evident at the operating level when the mission chief and his supervisors are faced with the necessity for joining together into an operating team the nations coming from a variety of backgrounds and traditions. This becomes the crucial test as to whether an international personnel administration can be devised which is sufficiently imaginative and flexible to bring about the esprit de corps and operational drives always necessary in any staff at any level of government to achieve the purposes of the organization. In the long run it can be safely predicted that one of the criteria of success of UNRRA will be the degree to which such integration is achieved.

Speaking of classification and pay Mr. Howell says:

Early in the agency's history a grade system involving fourteen levels was established and allocation of positions to appropriate grades has been carried on, particularly at the Headquarters level. Each grade carries a salary range

with minimum, maximum and intermediate increments. Neat definitions of various classes of positions is difficult to achieve in a new, fast-growing organization like UNRRA. At the same time, differences in occupational terminology and qualifications standards among the various countries makes it most necessary to develop a uniform pattern of titles and specifications, thereby facilitating budget planning, international recruitment of staff, and communications among the far-flung offices of the Administration.

Classification is particularly essential as the foundation for an equitable salary system, especially as a useful tool for coping with the problem of varying pay scales in the different areas that serve as sources of staff recruitment. Therefore, considerable time of the classification staff in Headquarters and its counterparts elsewhere has been spent on salary problems. At the outset the Council established the policy of paying salaries at a sufficiently high level to attract qualified personnel, but at the same time paralleling prevailing rates in the countries from which the staff is recruited. While at first glance this might seem to run contrary to the usual approach of "equal pay for equal work," actually it represents recognition of the varying costs and standards of living among the nations. In any particular location, for example, an UNRRA employee recruited in the United States may be paid a base salary of \$4,000; working on similar assignments may be an employee recruited in the United Kingdom at the Sterling equivalent of \$3,000 and an employee recruited in Brazil at the Cruzeiro equivalent of \$2900. All three employees will receive the same living allowances and will retain approximately the same amount for local personal expenses. The remainders of their salaries will be allotted to their homes

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