

**GENERAL
ASSEMBLY****ASSEMBLEE
GENERALE**

ORIGINAL: ENGLISH

SELECTION AND TRAINING OF STAFF

(Item 18 of the Provisional Agenda for the
Second Part of the First Session)

Report by the Secretary-General

1. The governing instruction from the General Assembly on this subject (Resolutions adopted by the General Assembly, A/64 of 1 July 1946, Part 3 on the Organization of the Secretariat, thirty-first plenary meeting 13 February 1946) states: "In accordance with paragraph 3 of Article 101 of the Charter, appropriate methods of recruitment should be established in order that a staff may be assembled which is characterized by the highest standards of efficiency, competence and integrity, due regard being also paid to its recruitment on as wide a geographical basis as possible".

With regard to Resolution 6 of 13 February 1946 recommending the establishment of an International Civil Service Commission, a separate paper has been submitted.

2. These two requirements have governed the recruitment policy of the United Nations from the start but they can only be fully realized on a long-term basis. The over-riding necessity was to get a working Secretariat which could operate at once and service the Councils and Commissions which started to function as soon as the United Nations moved to New York. In assembling that staff every effort was made, with the co-operation of Member Governments, to find the best talent available in the time and on the widest geographical basis. But careful competitive recruitment in many specialized fields as well as in the general administrative fields throughout fifty-one nations needs long-term planning and the building up of recruitment machinery.

3. Deliberate steps have been taken, therefore, to plan the appointments policy in such a way as to keep in hand sufficient permanent appointments so as to be able to adjust over the next two years those factors to which it has not been possible to pay sufficient attention at the outset, e.g. geographical distribution, age distribution, competitive recruitment. The statistics given in the Appendices show that although in October 1946 there were 40 Member nations represented as against 15 in April 1946, there are still 11 Member nations not represented while the higher proportion of nationals of the United States, which resulted naturally from the location of the Headquarters in that country, still requires some modification.

4. This appointment policy aims at giving a reasonable security of tenure to the staff as well as of providing a gradual replacement programme over the next two years. A certain number of permanent appointments have already been made as a result of recommendations by heads of departments, which are reviewed by an internationally constituted selection committee and submitted to the Secretary-General for his approval. The process is still going on. Other appointments are being made on a short-term basis of specified lengths usually six months, one year or two years. With regard to the staff in the lower paid grades, these have been recruited locally on a temporary basis, deliberately for the time in view of the difficulties of housing, transportation and the uncertainty of the cost of living.

5. Certain other factors also come into play in matters of nationality distribution. The recruitment of languages staff is to a considerable extent governed by nationality. The staff for building management, local purchase and supply and the provision of local services must, at the outset, be persons who know local conditions.

6. Figures giving the present distribution of staff by nationality and by salary groups are given in the Appendices and the wide nationality

distribution in the senior posts will be noted. Figures are also given of the number of permanent appointments already granted and those for periods of two to five years.

7. In the Resolutions of the General Assembly, A/64, of 1 July 1946, Part 3, paragraph 7, states:

"In the selection of staff, the Secretary-General should follow in general the suggestions outlined in paragraphs 50-57 of Section 2, chapter VIII of the Report of the Preparatory Commission."

A copy of these paragraphs is attached (See Appendix III). With reference to these paragraphs the following progress has been made.

8. The Bureau of Personnel has as its objective the steady increase in the use of written tests where appropriate, competitive interviews and other like measures. To date, written tests have been established for the selection of candidates for a number of clerical, stenographic and linguistic posts. Other examinations take the form of careful study of the applicant's previous education and experience, evaluation of comments solicited from employers and persons closely connected with the applicant's activities and job performance, and interviews. Formal interviewing boards, composed of highly qualified individuals of different nationalities, have been used in selection of persons from the European zone, and extension of this practice to other areas is in progress.

9. Public advertisement of posts has been limited to certain specific categories where qualifications could be clearly defined, i.e., language posts. At the present time the Member Governments are being provided with a statement of the anticipated staff needs, and the broad qualifications expected in the filling of these posts. Also, letters to specialists and institutions in specific fields have been dispatched for the purpose of establishing a roster of the outstanding persons in any given type of work. The further steps taken to obtain applications from qualified persons are set out below.

10. As an interim measure, a United Nations recruitment representative will be appointed for countries or groups of countries. Where possible their work will be combined with that of any overseas offices that may be established. These representatives will make the necessary contacts with national and local sources of recruitment, will engage in positive recruitment for the types of posts for which the United Nations is seeking candidates, and will forward the applications and records to Headquarters in New York. The pattern varies in different countries but in a number the intention is to set up advisory committees, representative of different interests, to aid in screening and sifting candidates.

11. These United Nations recruitment representatives are established through the activity of travelling personnel officers who visit the countries concerned and in co-operation with Member Governments organize the field recruitment machinery.

12. At Headquarters, the staff of the Bureau of Personnel co-operates with the officers in charge of departments in working out the requirements of posts in terms of the qualifications required to fill them. They take steps to recruit suitable candidates, assess their qualifications, and negotiate with the department concerned on the selection of the candidate to be appointed. When the results of world-wide positive recruitment come into effect there will be registers of very highly qualified candidates for each class of posts.

13. Also at Headquarters there is a staff responsible for reviewing all applications and classifying the qualifications of the candidate. These can be sorted mechanically by means of punched cards so that easy reference can be made of the files. Some 28,000 applications have had to be dealt with, most of which have come in unsolicited.

14. Many candidates have been appointed without formal examination. Wherever practicable, an interview has supplemented the analysis of

qualifications and experience and this is very rapidly increased as a result of the developing field recruitment programme. In certain cases where a representative is not strategically located to interview a candidate who is under serious consideration, that candidate is brought to an interviewing headquarters at United Nations expense.

15. A start has been made with the appointment of young men and women to posts in which they will receive training and others are under consideration. After the recruitment programme has progressed somewhat further, it is intended to develop a full programme of appointments of persons to training posts.

16. In summing up and for the comparative value the following figures are presented as of 15 October 1946:

- (a) Less than 50 - Employed at close of last Assembly
- (b) 2992 - Employed on 15 October 1946
- (c) Distribution of Staff by Nationality by Wage Groups (See Appendix I)
- (d) Indeterminate (permanent) Appointments. These have only recently been under consideration; prior to that time all appointments were on a temporary basis with the exception of a few of the top-ranking posts. (See Appendix II).

Report on Training of Staff

17. In the Resolutions adopted by the General Assembly, A/64 of 1 July 1946, Staff Regulation 13 states:

"The Secretary-General shall provide facilities to train members of the staff in subjects relating directly or indirectly to their duties. This training shall apply particularly to members on probation whose earlier educational opportunities have been inadequate or whose language qualifications are deficient".

18. In the Report of the Preparatory Commission of the United Nations, Chapter VIII, section 2D, paragraph 55 states:

"For the benefit of all those whose earlier education has been inadequate, and particularly of those whose training has been interrupted by the war, as well as for the general advantage of the staff, a system of in-service training should be established. Those in training would be required to devote part of their time to their normal duties in the work of the Secretariat. A number of hours each week should be set aside during which they would receive expert instruction in the working and official languages, in administration or in the more technical aspects of the work.

Such in-service training would have the great advantage for those on probation of combining study of the theory and practice of their work. It would also, by its character, have the long term effect of reconciling the two criteria for appointments laid down in paragraph 3 of Article 101 of the Charter, namely personal capacity and geographical distribution."

19. The work of the Training Division is being planned to conform with the spirit of the above quotations. Training and supervision are closely related and supervisors will take a major part in both developing and administering much of the training. A programme to meet the needs of the United Nations Secretariat will be directly related to the problems of the persons to be trained, and through a specific work-problems programme, the real needs of the organization will be met.

20. The proposed programmes are - publication of a Guide Book for staff members of the Secretariat, Orientation in the United Nations, On-the-post Training, Conference on Administrative Procedures for Supervisory Personnel, classes in the working languages of the United Nations, skills training, such as Typing, Stenography, etc. and Staff Information. In addition to classes in English and French, consideration is also being given to the need for classes in the other three official languages of the United Nations.

21. The Division is currently engaged in developing the programme of Orientation in the United Nations, and the publication of a Guide Book for new staff members. Much of the preliminary work is finished, and both projects are nearing completion.

22. Plans for the On-the-post Training, and Conferences on Administrative Procedures for Supervisory Personnel are under way. Skills training, to meet the needs of the Secretariat, will be organized for Typing, Stenography and other types of work. Such training will be conducted for the purpose of improving the skills of members of the staff and to give them new skills.

23. A comprehensive Staff Information programme will keep every one informed of matters that create a better understanding of United Nations problems and programmes in their broader implications.

APPENDIX I

Nationality by Salary Groups of United Nations Secretariat
Personnel Including London and Geneva Offices and Appointments
Pending (Less Consultants) as of 15 October 1946

NATION	Under \$3500	\$3500- 5499	\$5500- 7499	\$7500- 9999	Over \$10,000	Total	London	Geneva	Grand Total
Argentina	1		1			2			2
Australia	2	1	3	2	1	9	2		9
* Austria			1			1		1	2
Belgium	41	13	4	1	1	60	2	3	63
Bolivia			2			2			2
Brazil	4	1	2	1		8			8
Canada	81	24	12	3	1	121	3		121
Chile	6	5	1	1	1	14	1		14
China	28	25	10	2	3	68			68
Colombia	1					1			1
Cuba	1	2		1		4			4
Czechoslovakia	10	7	7	2	1	27	4	1	28
Denmark	6	2	4		1	13			13
Dom. Republic	2	2				4			4
Ecuador	3	1	1			8			8
Egypt	1	2	1			4			4
El Salvador	1		1			1			1
* Estonia								1	1
France	137	77	34	13	5	266	30	31	297
Greece	2	1	3			6			6
Haiti	7					7			7
India	1	1	1			3		2	5
Iran	3	2				5			5
Iraq		1				1			1
Latvia								3	3
Liberia	1					1			1
* Lithuania		1				1			1

* Non-member nation

NATION	Under \$3500 \$3500	\$3500 5499	\$5500 7499	\$7500 9999	Over \$10,000	Total	London	Geneva	Grand Total
Mexico	1				1	2			2
Netherlands	11	3	7	1	1	23	5	2	25
New Zealand		1	1			2			2
Nicaragua		1				1			1
Norway	7	4	4		3	18	1	1	19
Panama	3					3			3
Philippines			1			1			1
Poland	9	5	3	3	1	21		3	24
* Sweden	1					1		2	3
* Switzerland	1	3	3	1		8		113	121
Syria		1				1			1
Turkey								1	1
Ukrainian SSR		1	1	2		4			4
Union of South Africa	1	1	1			3	1		3
United Kingdom	332	61	23	7	6	429	248	19	448
U.S.A.	1355	146	72	25	13	1611	2		1611
Uruguay	1	2		1		4			4
USSR	3	5	3		1	12	1		12
Venezuela		1			1	2			2
Yugoslavia	5	1	1	1	2	10			10
Stateless	5	6	2	1		14	1	2	16
TOTALS	2078	410	208	68	43	2807 **	301	185	2992 ***

* Non-member nation

** Total includes London Staff (30) but does not include Geneva Staff

*** Total less consultants

APPENDIX II

FIVE YEAR AND INDETERMINATE APPOINTMENTS APPROVED
AS OF 15 OCTOBER 1946

(All other appointments are on a temporary six months,
one year or two year basis)

<u>NATION</u>	<u>UNDER \$3500</u>	<u>\$3500 AND ABOVE</u>	<u>TOTAL</u>
Australia	-	2	2
*Austria	-	1	1
Belgium	1	3	4
Brazil	-	1	1
Canada	1	4	5
Chile	-	1	1
China	-	5	5
Czechoslovakia	2	4	6
Denmark	-	1	1
France	2	14	16
Netherlands	-	3	3
Norway	-	4	4
*Switzerland	-	2	2
Poland	-	4	4
United Kingdom	14	14	28
U.S.A.	11	15	26
USSR	-	2	2
Uruguay	-	1	1
Venezuela	-	1	1
Yugoslavia	-	2	2
 TOTAL	 31	 84	 115

* Non-member nation.

APPENDIX III

PARAGRAPHS 50-57, SECTION 2D, CHAPTER VIII OF THE REPORT OF THE PREPARATORY COMMISSION OF THE UNITED NATIONS

Methods of Selection

50. The method of selecting qualified persons is of great importance in the creation of any good public service system. Suitable provision for this purpose should be made without delay. As part of it, suitable tests should be used as widely as possible to ascertain the technical ability and knowledge of candidates. When vacancies are announced the type of tests required should receive publicity. This would have the advantage of bringing the United Nations into more direct contact with the public and be a valuable means of making its scope and functions widely known. Written examinations, where prescribed, should be held both at the recruitment and at the end of the probationary stage, and be set and written in the language chosen by the candidate.

51. Owing to differences in academic systems, written examinations cannot be entirely standardized, but countries with similar academic traditions might be grouped into examination areas.

52. It is desirable to supplement the evidence of specialized ability revealed by written examination with an appraisal of the temperament, character and general capacity of candidates. For this purpose, the Secretary-General should have at his disposal in the Personnel Office specialists experienced in personnel selection and appraisal.

53. It is not desirable that all members of the staff should enter the service by written examination. Normally, this type of test will be unsuitable for the higher posts and will often be unsuited to particular appointments in other posts. Wide discretion should, therefore, be allowed to the Secretary-General and his advisers on this matter, such being especially necessary at the outset, when he must be free to recruit at short notice a nucleus of senior officers and specialists.

54. The examination system would also be inapplicable to many candidates of high character and ability who, owing to war service, underground activities in enemy occupied territories, internment in concentration camps, etc., would not have the desired academic qualifications and will be at a disadvantage in formal examinations. For such candidates other processes of selection - the interview, and the analysis of personal records, for example - would be useful.

55. For the benefit of all those whose earlier education has been inadequate, and particularly of those whose training has been interrupted by the war, as well as for the general advantage of the staff, a system of in-service training should be established. Those in training would be required to devote part of their time to their normal duties in the work of the Secretariat. A number of hours each week should be set aside during which they would receive expert instruction in the working and official languages, in administration or in the more technical aspects of the work. Such in-service training would have the great advantage for those on probation of combining study of the theory and practice of their work. It would also, by its character, have the long term effect of reconciling the two criteria for appointments laid down in paragraph 3 of Article 101 of the Charter, namely personal capacity and geographical distribution.

56. Machinery should be established by the Secretary-General to ensure the participation of the staff on questions affecting appointment and promotion. While no administrative pattern has been recommended, attention is called to practices which exist in other national and international organizations.

57. The Secretary-General should take the necessary steps to ensure that no persons who have discredited themselves by their activities or connections with Fascism or Nazism shall be appointed to the Secretariat.