

293 STAFF (MEETINGS) (JAN. & OCT - 1945

Executive

293 Staff Meetings
Jan. - Oct. '45



SHAW-WALKER
S-6203R Third Cut

293 (PTT)

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28 December 1944

Identical

TO: Mr. Joseph P. Harris
Mr. William Howell
Mr. Lyman Cozad
Dr. Frank Munk
Mr. George W. Lawson, Jr.

Mr. Harold Snyder
Mr. Lewis Rorhbaugh
Miss Florence Kirlin
Miss Eleanor Moller

FROM: John J. Corson

SUBJECT: Summary of Personnel & Training Division Staff Meeting,
Wednesday, 27 December 1944.

1. Living allowances.

- a. Mr. Harris referred to a memo from the ERO which states that it is the responsibility of the Chief of Mission to determine the out-of-pocket allowance for personnel. This will be determined in turn according to the city of employment. It further states that for married persons there will be deducted \$1.00 and for single persons \$5.00. Mr. Harris said that the differential of \$4.00 was too broad.
- b. Mr. Corson said that it is apparent that a flat rate will not be feasible. Determination of the rate will be left therefore to the determination of the Chief of Mission.

2. Status of personnel recruitment.

- a. Mr. Corson asked for comments on the materials which he had brought back from London.
- b. Mr. Cozad said that the statistics are as follows:

31 - unassigned European Missions personnel
64 - unassigned Balkans personnel
95

The breakdown of the 95 is as follows:

- 35 - not yet reported, 16 of which are mostly Supply personnel and probably will not report
- 32 - not available any more, i.e. have resigned or have been reassigned, etc.
- 28 - possible transfers from Welfare to Displaced Persons

X-450—

- c. Mr. Corson pointed out that the British do not feel that they can recruit someone whose experience and qualifications are inadequate. Dr. Munk said that the British object to our concept of the specialist and functionary personnel per se. Mr. Corson said that the British emphasize administrative experience per se and that secondly, American salaries are higher for comparable experience. Therefore the cable which is sent to London must recognize these factors in British thinking, must be aware that it has taken a long time to convince the British that they should assume responsibility for trying to fill positions which originally were assigned to Washington. We must be willing to recognize ERO's opinions on the matter.
- d. Before any decision is reached on a policy for those who ultimately cannot be assigned on agricultural rehabilitation, it is necessary to talk with Hanson. It was agreed that a cable be sent to Cramer stating that the materials from London have been reviewed, stating the reactions, and stating the need for the new Displaced Persons budget and the need for clarification concerning the recruitment responsibility for the Polish Mission.

3.. Request for personnel for Italy.

- a. Mr. Gladioux referred to a cable from Mr. Keeny on this subject. It was pointed out that Welfare has several people in process or on duty. However Mr. Keeny specifically asked that no personnel be sent unless requested.
- b. It was agreed that Mr. Cozad would point out that in view of the cable, requests for personnel must be received before personnel are sent to Italy.

4. Automatic salary increases.

- a. Mr. Harris said that Mr. Siegel has raised the question of that a certain number of employees expect an increase in salary at the end of the year according to the statement in General Bulletin No. 6 which gives an implied promise that such an increase will be forthcoming if no reclassification has occurred during the year.
- b. Mr. Corson emphasized that it is necessary to develop a basic policy with regard to promotions. It was suggested that there be a periodic review and evaluation of UNRRA employees rather than only a consideration of the time factor.
- c. Mr. Corson asked that the Personnel Division develop a policy and then present it to the Manual Policy Committee for comment and clarification.

5. Definition of the home station/

Mr. Corson pointed out that the language must show that UNRRA has no objection to assuming the obligation to return an employee to his home station if he has been hired in the field unless by resigning from the first job, he has relinquished the right to return to his home station. In such a situation, UNRRA must be prepared to return him at the end of his period of employment.

LH:lh

UNRRA
Office of Director General

NOTE OF MEETING ON EUROPEAN REGIONAL OFFICE REQUEST TO FACILITATE
EMERGENCY AID TO EUROPE. Nov. 9, 1944

Present: The Director General Mr. Feller
 Mr. Hendrickson Mr. Corson
 Mr. Jackson Mr. Caustin
 Mr. Menshikov

The meeting had before it telegram No. 1030 from London. The Director General said that he would like to have the views of the meeting on the telegram which raised a number of important issues which he would have to discuss at length in London. There was, he said, no question in his mind but that the Army and the Governments would accept an offer of help if one were made. It seemed, however, to him foolish to make such an offer in advance of any request from the governments concerned and if an offer were made of limited assistance, of say \$10,000,000., it would be quite impossible to stop at that figure.

Mr. Feller said that the action which ERC proposed could, so far as the facilitation of emergency supplies and aid to displaced persons was concerned, be brought within the framework of the French Agreement, although this had not yet received the French Government's approval. He thought, however, that any specific proposal which might be made of giving direct assistance without any specific request, would need to be very carefully reviewed for the reasons stated by the Director General.

Mr. Hendrickson expressed the view that the London proposal reverted to an earlier concept of the Administration's functions which had now long since been given up. The distinction between paying and non-paying governments was welcomed by not only contributing members of UNRRA, but also by such governments as the French themselves. It was pointless to ignore this distinction and make a specific offer of assistance to the French or Belgians at this time without any suggestion of following the proper procedure.

Mr. Feller commented that a middle position which would recognize that a member government might be able to finance only part of its import requirements was not impossible.

The general view expressed in the rest of the discussion was that UNRRA had no responsibility for any functions at the present time in North Western European countries; that it would be unwise and probably ill conceived for it to intervene with offers of assistance for, e.g., special classes of the population which should be the government's own primary concern; that the Administration's resources were by no means so large that it could afford to look for new responsibilities as it was more than likely that it would have insufficient for those already facing it.

Mr. Jackson pointed out that all the points made so far were well within the knowledge of the London Office and that that Office was probably better able to form a judgment on the European situation than Headquarters. The position seemed to him to be that the liberated populations expected UNRRA to take some steps but the disorganization of the governments and their unwillingness to invite UNRRA had resulted in a situation which was alarming the London Office since it gave the appearance that UNRRA was failing in its task. They had evidently concluded that there were certain things which could be done to assist these governments at the present time and given a limited amount of money they believed it would be possible to make an appreciable difference to the situation without becoming involved in full scale operations. The kinds of activity mentioned was, in fact, already being done in a number of cases. There was no reason why these should not be extended and developed and if they were, UNRRA would be able to correct, in part at least, the misconceptions which were now being published.

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There was general disagreement with Mr. Jackson's position. The Director General said he was certain that any such proposal would be taken by the Army as an indication that UNRRA was prepared to do the whole job, and this would mean a far larger expenditure than could possibly be taken on. As for the member governments, the French had originally stated explicitly that they did not want any assistance from UNRRA at all and while this attitude may have been mistaken it was not for UNRRA to prove the French Government to be wrong by acting without an invitation.

It was suggested that the real difficulty in relieving the liberated territories was the difficulty of shipping supplies to them, or obtaining inland transport in these countries to distribute supplies. Because of this it was beyond UNRRA's powers to make any important decisions towards the solution of the problem. The two governments concerned had ample money and probably enough supplies in their own hands to meet the most urgent needs, while the Army had complete control of shipping and inland transport and could do as much to provide relief as was compatible with the war effort; UNRRA could certainly do no more than either of these.

There was some discussion as to whether a reply should be sent to the telegram from ERO, and it was finally agreed that no answer need be sent since the Director General would take the matter up immediately upon his arrival in London.

H. E. Canstin
10 November 1944

Attachment
London telegram No. 1030

COPY

INCOMING TELEGRAM

Received in UNHRA
3:15 p.m., November 6, 1944

FROM: London
NUMBER: 1030
DATED: November 3, 1944

Belgian, Luxembourg and Norwegian Governments have agreed that an UNHRA Liaison Mission be attached to their governments and the Netherlands Government is expected to agree shortly. The French Government has not yet replied to Liaison Mission proposal but meanwhile has agreed to the attachment of officers representing certain individual services. There is however a certain skepticism with regard to UNHRA's usefulness which it is essential we should counteract if we are to perform our functions.

2. Reports from the field clearly indicate that liberated populations fully expect and expect immediately UNHRA assistance in improving the bad conditions which have deteriorated since the liberation especially food, clothes, transport. Government realize UNHRA's handicap during military period but populations look upon UNHRA as great international relief organization in which their governments participate and created for the immediate relief after liberation. The governments feel that they will be held responsible by their peoples for the failure of UNHRA to live up to expectations. At the same time they appear for reasons of amour propre to be reluctant to invite UNHRA to help.

3. In most of these countries there are pressing difficulties in regard to which they would welcome any help we can provide. The limited supplies that are being furnished by military at present are proving inadequate to prevent suffering and discontent and we have already incurred considerable although unfair odium in French circles through not being able to supply urgently required relief needs in Normandy area. There is also increasing bewilderment in Belgium at the apparent inability of UNHRA to help and the question is naturally being asked what immediate assistance UNHRA could actually provide if government did put forward request and military approval were obtained.

4. We feel that UNHRA shall now try to be of assistance in any possible way. For example we should attempt to obtain vehicles freed by civil defense organization here and not required by military and thus assist government to distribute supplies now frozen for lack of transportation facilities. We should also try to assist military or government in getting additional items of supplies especially in urgent cases. For this however we wholehearted cooperation and approval by military authorities upon whom depends canal-transportation and inland transport. No doubt restricted port facilities and inland transport are responsible for the meagreness of military supplies. Position will however improve when Antwerp and Ostend ports are freed and these may not now be such longer delayed. We are approaching military with the aim of reviewing the whole scope of supply situation and possible immediate help from UNHRA. Feonov proposes to go to Paris to see General Scowden if he cannot be contacted here and we suggest that you should explain the position to CCAC if you think it would be useful.

5. When UNHRA comes to operate it would be useful if we could offer help to meet certain limited emergency needs for example clothing, shelter and welfare supplies generally for refugees and homeless persons without delays involved in making advance arrangements for payment. Indeed it would be preferable if we could offer such supplies freely as suggested in Sir F. Leith Ross's

letter to Jackson of August 2nd last within a limit of say ten million dollars for any one country. Could we not undertake as in the case of Italy some marginal tasks for special sections of the population without requiring payment.

6. We have asked the French, Belgian, Luxembourg and Dutch Governments to provide local currency for missions and we hope they will agree but unless we can show that UNRRA can offer positive assistance compliance is likely to provoke criticism in liberated countries that UNRRA is burden rather than benefit to them.

7. We hope to discuss the whole question with you directly but send you this telegram so that you can give the problem some consideration before leaving Washington.

DISTRIBUTION

Lehman²
Feller
Bayre
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*Responsibility for initiating appropriate reply.

File

293

**INFORMAL MINUTES OF MEETING OF EXECUTIVE OFFICERS WITH
REPRESENTATIVES OF THE UNRRA BUREAU OF SUPPLIES**

October 18, 1944

4:00 P.M.

Room 204-W, Administration Building

PRESENT: For the Combined Food Board:

Mr. George R. Paterson
Mr. Eric Roll
Mr. L. T. Hopkinson
Mr. G. E. F. Chilver
Mr. J. N. Lewis
Mr. Glenn H. Craig
Mrs. Eunice B. Gettell
Mr. A. T. Thompson, Secretary
Mr. A. A. Garthoff, Assistant Secretary

For UNRRA:

Mr. Roy F. Hendrickson
Mr. Andrew Cairns
Mr. Karl Borders
Mr. Edward Bash

1. UNRRA PROCUREMENT ACTIVITIES

Mr. Chilver referred to the discussion at the CFB Committee on Fats and Oils on October 12 when it was reported that UNRRA had received an offer of cotton seed oil from Brazil as part of the Brazilian contribution in kind at a price substantially higher than that at which FEA had currently been buying on behalf of the United Nations. It had been further reported that since the offer was made FEA was finding it impossible to procure further supplies of cotton seed oil at the earlier established prices. The Executive Officers felt that the Board and UNRRA should work out an agreed policy with regard to procurement and its relation to the Board's recommendations about allocations. As a first step Mr. Chilver suggested that UNRRA might be ready to consult with the Board on all matters relating to the Board's interests in the food commodities of a given country before sending a procurement mission to the country in question.

Mr. Hendrickson replied that UNRRA has not accepted the Brazilian offer of cotton seed oil and that it had no intention of accepting contributions in kind at inflated prices. At the same time, he explained, UNRRA must necessarily take steps to discuss with its contributing members the means of making effective their contributions, which consist of not more than 10% in foreign exchange the remainder being met by credit in local currency for the procurement of indigenous commodities. Furthermore, it had been agreed for the most part that contributions in kind would be procured through the medium of national procurement agencies utilized by the countries concerned. When a member country has agreed to make its contribution to UNRRA, it is then the function of UNRRA to work out procurement arrangements in detail. UNRRA's existing mission to South America had found that in Brazil no national procurement agency was in existence and for this reason a "mixed commission" had been established consisting of representative of UNRRA and of the Brazilian Government to work out procurement arrangements against the credit which the Brazilian Government had made available. In the process of discussions about contributions many offers might be made but it was not UNRRA's intention to accept such offers without having received appropriate allocations from the Combined Boards. UNRRA could not, on the other hand, be responsible for the results of such offers becoming known nor for the consequences of any inquiries which were being made by the "paying allies" in South American markets.

Mr. Chilver stated that the Board recognizes the limits of UNRRA responsibilities respecting procurement activities of the "paying allies" but asked whether it was not necessary for a "paying ally" to clear with UNRRA before completing a purchase. Mr. Hendrickson stated that this was indeed the agreed procedure but that UNRRA could not guarantee its implementation.

Mr. Chilver stated that the Board had three main interests in the matter under discussion:

- (1) Production arrangements which the Board might have encouraged in the contributing countries. For example, the Board would be disturbed if the production of rice in Brazil were to be diminished by the increased production of other commodities which were intended to be contributions in kind to UNRRA.
- (2) Allocation arrangements which have been recommended by the Board. For example, if UNRRA were to accept cotton seed oil as a contribution from Brazil, this might jeopardize the allocation of this commodity to Canada in accordance with the Board's recommendation.
- (3) Procurement and price arrangements recommended by the Board. For example, if Brazil offered canned meat to UNRRA and UNRRA were to ask the Board for an allocation of the quantity concerned the Board might reply that the quantity involved was satisfactory but that its procurement should preferably be arranged through the British Ministry of Food.

In the ensuing discussion the following points were made:

(a) Allocation. UNRRA had no intention of finalizing any proposal for a contribution in kind except after an appropriate allocation by the CFB. They pointed out however that a difficult situation might arise if the Board was unwilling to confirm an allocation spontaneously offered by a contributing country. It was suggested that in such cases UNRRA should simply inform the contributing country that the Board could not see its way to recommend such an allocation and should suggest that if the country felt aggrieved it should discuss the matter with the Board.

UNRRA insisted, however, that before it approached the Board it would be necessary to conduct preliminary negotiations with the contributing country especially as UNRRA doubted whether the machinery of the CFB was adequate to discover all available supplies. The CFB representatives could not admit that so far as staple commodities under allocation were concerned there was any serious possibility that additional supplies might be obtained by independent investigation, but they did not wish to raise any objection to the procedure proposed by UNRRA so far as it pertained to negotiations with countries not members of the CFB.

Where proposed purchases in the U.S., Canada or the U.K. and its Colonies were in question they asked that UNRRA should follow the policy of obtaining allocations from the Board before proceeding to final procurement negotiations with the U.S., U.K. or Canadian national agencies. The UNRRA representatives agreed to the CFB request that allocations be secured before making final arrangements for procurement in the U.S., U.K., and Canada.

(b) Procurement. The CFB representatives were concerned to ensure that UNRRA should use in the acquisition of their contributions such national purchasing agencies (e.g. of the U.S. or the U.K.) as the Board might wish to recommend. Without such agreement it might prove impossible to maintain the allocation system which has been established by the Board over a period of two years. It was explained that some of the "paying allies" had indicated their willingness to cooperate with the Board in this matter and it was felt to be most unfortunate if the mechanism of UNRRA were to result in the destruction of such cooperation. Attention was also drawn to the possibility that cooperation between the two agencies might inevitably deteriorate if procurement activities recommended by the Board were to be seriously upset by UNRRA's procurement operation.

The representatives of UNRRA could not see their way to accept this suggestion. They explained that three of their member countries had already explicitly declined to subscribe to any such arrangement which might be regarded as unjustifiable interference with the delivery of contributions to UNRRA. The CFB representatives pointed out that the use of an agent did not imply any such interference and drew attention to two circumstances in which the use of an agent might be necessary despite the objections in principle which had been undertaken.

- 1) In organizing the export of a commodity which would be difficult to arrange by other means, e.g. barley from Iraq;
- 2) In delivering to UNRRA supplies which had been already procured and shipped to a third country, e.g. Brazilian canned meat in the U.K.

The UNRRA representative recognized the possibility of such exceptions and added that as a general rule in the case of purchases in neutral countries, which were not members of UNRRA and to which UNRRA had no intention of sending missions, their inclination would be to make use of the purchasing machinery recommended by the Board with the hope that it would at the same time be possible to draw on U.S. or U.K. contributions for such a purpose. In principle, however, they maintained their objection to the use of U.S. or U.K. purchasing agencies for the acquisition of the contributions of their own member countries in view of the fact that each country has equal membership status in UNRRA and has the right to determine the procurement mechanism to be used.

The CFB representatives expressed disappointment at this attitude but at Mr. Hendrickson's request agreed to send him a list of the purchasing arrangements which has been recommended by the Board for the consideration of UNRRA.

(c) Prices. It was recognized on both sides that some contributing countries might for various reasons be interested in raising prices for a number of commodities. UNRRA agreed, however, that it has a strong interest in keeping prices down so far as was consistent with the production of the commodities for which needs were pressing. They had some hope that contributions would eventually be secured at prices substantially lower than current world prices since they intended to encourage in their member countries the spirit that these countries were aiding in the problem of world relief rather than engaging in purely commercial transactions. In their own interests, member countries are expected to give special consideration to the supplies furnished UNRRA, as they realize that high quality and favorable prices will strengthen the countries' positions in developing foreign trade. If however a country insisted on offering its contributions at inflated prices recourse could always be had to the UNRRA Committee on Supplies which had the duty of arbitrating on matters of this kind.

The CFB representatives asked whether UNRRA through its missions could take steps to let it be known that prices in excess of those currently being paid were unlikely to be accepted by UNRRA. The UNRRA representatives had some doubt whether open publicity on this position would be politically advisable, but they stated that it was their intention to consult on price questions with the national purchasing agencies designated by the Board in cases where the Board found it desirable to recommend such consultation. They stipulated, however:

- 1) That in the course of such consultation no national agency designated by the Board should intimate in any way to the contributing country that an additional purchase (i.e. on behalf of UNRRA) was in contemplation.
- 2) That no written record should be made by the Board of the proposal with that consultations of this kind should be initiated in a particular instance.
- 3) That in cases of disagreement between UNRRA and the national purchasing agency, e.g. if UNRRA considered that higher prices were justified and needed in order to secure supplies, UNRRA should be free to pursue its own course.

The UNRRA representatives also made clear that they could not undertake to report all offers which were received nor could they be responsible for any trade rumors which might result from their negotiations.

They could only undertake to consult in cases where they were interested in pursuing further negotiations.

The CFB representatives stated that they appreciated UNRRA's offer to consult under the condition set out above.

2. EMERGENCY UNRRA PROGRAM FOR ITALY

Mr. Chilver inquired whether or not the appropriate military authorities had given approval to the proposed initial shipment of foodstuffs requested by UNRRA in its letter of October 10 to Italy for children and expectant and nursing mothers.

Mr. Hendrickson replied that this question is to be negotiated in the field but that UNRRA anticipates that rapid action will be taken on the request when it is submitted to the military authorities there.

Mr. Chilver asked whether shipping would be available in addition to the military program for civilian feeding. Otherwise the program would not strictly be a supplementary program. Mr. Hendrickson replied that this matter was under study in consultation with the military authorities.

3. POLAND AND CZECHOSLOVAKIA

Mr. Cairns referred to the request which had been submitted by UNRRA on August 14 relative to foodstuffs for Poland and Czechoslovakia during the military period and the Board's reply dated September 26 in which UNRRA was asked for specific information regarding the port or ports at which delivery of these supplies might be taken. He stated that UNRRA is not in a position to give the Board definitive information on this point and urged that the recommendation of supplies against these requirements not be delayed pending the receipt of such information.

Mr. Chilver stated that the types of commodities for which allocations would be recommended would be determined in part by the ports at which they might be delivered. However, CFB recognized that definite information as to ports to be utilized could not be given by UNRRA and that consequently allocations would not be delayed for such information.

In answer to a question from Mr. Paterson, Mr. Hendrickson stated that the question of providing these supplies is at present being discussed with the Russians.

Mr. Chilver stated that with respect to certain items included in this program - particularly meat for Poland and sugar for both countries - the Board felt that the submitted requirements were high. He suggested that since the quantities indicated as requirements for six months would not in any case move as a bulk shipment, the Board should consider the request submitted for a spot allocation for these countries.

Mr. Hendrickson stated that this procedure would be satisfactory and added that in the case of all submitted UNRRA requirements for a six months period, UNRRA is more interested in the immediate allocation of a substantial token quantity which may be relied upon as a starting point for their activities and meet requirements for two or three months, since the six months figures having been submitted largely for planning purposes, with the expectation that they would have to be revised periodically.

P. W. F. 532
29.3
K-7
14 October 1944

To: All Division and Office Heads
From: Herbert H. Lehman
Subject: Staff Meeting, Monday 16 October 1944, 11:15 - 12:45.

In order that we may take stock of our progress with respect to each of the major projects now in process, I would like to ask you to meet with me in my room, Monday at 11:15. At that time I would like to review briefly with the entire executive staff the status of the following projects and ascertain the questions which will have to be resolved with respect to each within the immediate future:

1. Progress with preparations for the Italian Mission (Mr. Keeny).
 - (a) Has the personnel of the Mission been decided upon, and are preparations being concluded for their transportation?
 - (b) Have the programs of each division and bureau been assembled and revised by the Mission?
 - (c) Is the statement of instructions for the Mission Chief available for review as yet?
 - (d) What is the status of negotiations with the CCAC?
2. Progress with preparations for the Polish Mission (Mr. Gregg).
 - (a) Has the personnel of the Mission been selected and are preparations being made for their transportation?
 - (b) Has a statement of instructions for the Mission been drafted?
 - (c) Has a draft of a proposed agreement with the national authorities been prepared?
3. Progress on formation of a Mission in response to the request of the Czechoslovakian Government (Mr. Menshikov).

- (a) What steps have been taken to develop a Mission in response to the request of the Czechoslovakian Government?
 - (b) Has the size of this Mission been determined?
 - (c) Can a tentative schedule for the transportation of the Mission be decided upon?
4. Report of progress on discussions with the CCAC relative to assistance to Yugoslavia in the event there is no military period (Mr. Hendrickson).
- (See cable 902 from London, 12 October.)
5. What further recruitment is needed for European Missions (Mr. Menshikov)?
- The staff of the Bureau of Areas has proposed that recruitment for UNRRA's activities in western and eastern Europe be discontinued at this time. They have expressed the opinion that a sufficient or even too great number has already been recruited for the needs of UNRRA in these countries. (See memorandum from Welk and Brown 11 October.) As well, the European Regional Office has submitted preliminary budgets for activities in eight European countries which require a total of 110 people; approximately 300 individuals have already been recruited for the European Missions Reserve. (See also Cables 891 and 900 from London).
6. What status as displaced persons shall UNRRA accord to indigent Czechoslovakians (Cable 558 Cairo, 7 October) and discharges from the Royalist Yugoslavian Military (see Cable 582 Cairo, 12 October)? (Mr. Cooley).

Mr. Cooley had been asked to explore this matter with Mr. Feller and other members of the staff, and with Mr. George Warren of the State Department, and be prepared to suggest a reply to guide Cairo in answering the questions posed in these cables.

UNITED NATIONS
RELIEF AND REHABILITATION ADMINISTRATION

Washington, DC

Mr. Funkhouser J

293

3 October 1944

To: All Division and Branch Chiefs
From: Roy F. Hendrickson
Subject: Staff meetings

The staff meetings have tended to get a little larger than is desirable for the purpose of transacting business. Accordingly, I would like to have the participation limited to the Assistant Chief of Bureau, Branch and Division Chiefs, Mr. McMillen, and in connection with their special assignments, Mr. Gorvin, Mr. Stein, Mr. Keeny and Mr. Schuller.

When a member of the staff is scheduled for some particular presentation, it is perfectly all right for him to bring in persons to help him present the subject; and from time to time additional participation will be desired, but as a routine I would prefer that we have only one representative from each branch and division at each meeting and that this representative should be the head of the office. In cases where the head is unable to attend, in all cases of course it will be appreciated if a personal representative is present.

Either Miss Case or Mrs. Page will make a brief record of the meeting, which however will not be distributed but will be on file in case it is desired to check back on points which might have come up. Mr. McMillen will be in charge of the agenda for the staff meetings, which will hereafter be confined to one meeting a week on Tuesdays at 10:30. Additional meetings may be required from time to time and appropriate notice will be given by Mr. McMillen.

Roy F. Hendrickson

31 July 1944

TO: Kenneth Dayton, for himself, Smith and Keenan.
Joseph P. Harris for himself and Howell
Milton P. Siegel for himself, McIntosh, Uhlmann and Bellows.
Harry Horwitz
John C. Weigel

FROM: John J. Corson

SUBJECT: Summary of Executive Staff Meeting, Friday, 28 July.

1. Steps taken in Montreal for second session of the Council.

Mr. Weigel reported he and Mr. Dickinson had conferred with Mr. Delaute of the Canadian Department of State and representatives of the Windsor Hotel to complete certain discussions and make some final decisions with respect to such matters as: the registration process, hotel accommodations, printing of the Journal, etc. He stated the Canadian Government will provide a special Post Office in the Hotel Windsor with a special Letter Carrier; that the City of Montreal will provide an information office in the Hotel and a special Directory of the City for us.

Mr. Smith inquired whether they could now refine the budget for the Council meeting, but Mr. Weigel did not think it possible at this stage.

2. Director General's reaction to the F. & A. monthly report for June --
Need for an Operating Program.

Mr. Corson reported he had given our June report to the Director General in person and he was gratified at the idea of such a regular report. Two or three days later the Governor discussed the report after he had read it and requested Mr. Corson to confer with the other Bureau and Division Heads to try to work out a system of monthly reporting for each of the Bureaus, Functional Divisions, and Offices. Such a meeting has been set for 1 August 1944.

31 July 1944

Mr. Corson emphasized that for this Bureau's monthly report for July, each Division should give its material to Mr. Herwitz Before 7 August, in order that we can submit the final report to the Director General by 10 August.

Mr. Corson pointed out we are faced with the "tough" problem of planning our work for each of the Divisions in this Bureau inasmuch as we and other parts of UNRRA are now working on a hand-to-mouth basis instead of thinking through what each Bureau is going to do in the immediate future and laying out a plan in advance. He emphasized the importance of each Division Chief thinking out what kind of an Operating Program he should achieve between now and 1 January; and pointed out that to a large extent, because of the nature of our work, we must make some pretty large guesses. He asked each Division Chief to start his thinking by deciding where he expected to be in the way of accomplishments by 1 January, and agreed this would involve anticipating what the operations abroad are likely to be which will determine what we must do here.

Mr. Dayton pointed out that by the first of September UNRRA as a whole must have developed an administrative budget for the calendar year 1945 which can be submitted to the sub-committee two weeks in advance of the 15 September Council Meeting in Montreal. Also, there will have to be an operating budget which in the case of the Bureau of Supply, involves a procurement budget. He pointed out the preparation of that administrative budget would force us to do the kind of thinking through and planning referred to by Mr. Corson. He also posed the question of how one would start planning the Area Operations budgets.

Mr. Herwitz asked whether the most fruitful approach might not be the development of the Area budgets. Mr. Corson suggested that this staff concentrate on the development of an Operating Program for each of the Divisions in this Bureau for the period 1 September to 1 January, by listing the major projects which we should be working on during this period including those which should be completed by 1 January. He pointed out that for some Divisions, their operating program might consist mostly of continuing routine work and that this should be listed along with the special projects. He asked that each Division Chief bring to the Executive Staff Meeting next Friday, 4 August, the outline which he had prepared and a considerable portion of the time of that meeting would be devoted to resolving questions of common concern in the preparation of the Operating Program. He asked Mr. Herwitz in the meantime to be thinking about the kind of format which should be followed in laying out this Operating Program.

31 July 1944

3. Suggested policy on paying travel expenses for interviewing candidates for positions.

Mr. Harris reported he had reviewed Mr. Dayton's memorandum of 21 July on this subject, agreed with it in general, but had certain suggestions to make. It was understood Mr. Harris and Mr. Siegel would get together and work out a final suggested policy under which UNRRA would pay the travel expenses of candidates for positions who are brought to Washington for interviews.

Could this material be forwarded to Mr. Corson by 1 August.

4. Need for coordination between the Bureau of Areas and this Bureau in handling incoming cables.

The Personnel Division referred to a recent cable No. 210 concerning stenographers and certain other instances where the Bureau of Areas has proceeded to act upon cable inquiries involving personnel matters, instead of requesting the Personnel Division to explore the matter and prepare a reply. Since none of the other Divisions reported similar situations it was agreed Harris would discuss this matter with Eckhaus of the Bureau of Areas to work out a better handling of cables dealing with personnel.

Functions of Dispatch Officers.

The above discussion brought up Mr. Corson's question about the use and function of dispatch officers for cables. He was not convinced by the brief discussion that there is a real need for these officers but at this time he indicated no intention to open the matter for reconsideration.

5. Question of a Credit Union or Emergency Fund.

This question was presented to Mr. Corson by Mr. Cooley of the Displaced Persons Division and had received the consideration of Dayton and Harris. Mr. Dayton doubted the need for steps to be taken by UNRRA to the extent suggested by Mr. Cooley. Mr. Harris was inclined to think some additional services to employees were desirable and it was understood Harris and Dayton would confer further on this matter.

Could Mr. Corson have a report from Mr. Harris on it by 5 August.

6. Distribution of processed material.

As a basis for the discussion Weigel referred to General Bulletin No. 20, "Distribution of Orders, Bulletins and other mimeographed materials", pointing out that a recent survey revealed that only five offices in

31 July 1944

Administrative Services Division were conforming with this Bulletin. He reported steps are now under way to implement this Bulletin and shortly each office will receive the necessary stickers to place on their incoming mail baskets. In Mr. Weigel's opinion, this decentralized method of distribution has been necessary because UNRRA offices have been in a constant state of migration and it was necessary to place upon the individual division or office, the responsibility for circulation of materials to its own Staff.

There was some sentiment expressed for changing as soon as circumstances permit, to a more centralized system of distribution under which a control list would be maintained by the appropriate office in the Division of Administrative Services against which messengers would make direct delivery to the individuals listed.

The discussion shifted to the confusion and lack of coordinated action which now exist because of the independent series of administrative orders and general bulletins issued by the various bureaus and functional divisions. It was the consensus that steps should be taken now to change to one UNRRA series of Administrative Orders and Bulletins which would absorb the existing independent bureau and division series.

Mr. Horvitz was asked to give this matter his attention. Could he give Mr. Carson a status report on it by 9 August.

7. Reports were made by Mr. Carson on the following matters as indicated:

- (a) Reference was made to the cable to Algiers No. 2 requesting full details concerning the proposed move of our Algiers office to Italy. This information is now being awaited and present indications are that there may not be such a move.
- (b) Arrangements have been worked out under which press information has been transmitted from London to us by OWI teletype and explorations are under way to see if the same service can be used from Headquarters to London.
- (c) Reference was made to the restricted memorandum of 17 July from Major General Hilldring concerning the policy for military support of Commercial Rehabilitation projects.
- (d) Mr. Horvitz reported that the Administrative Order setting forth the policy on UNRRA uniforms is ready for release. Mr. Carson pointed out it had been delayed by the question of whether in some instances UNRRA employees would as a matter of policy wear military uniforms. The answer is that they will not do so. Weigel reported that he has been giving almost undivided

31 July 1944

attention to getting requests for the purchase of uniforms under way. He has obtained WPB clearance but there is a real question of securing a manufacturer to make such a small quantity. However, the requisition is being "walked through" FEA today.

- (e) Corson cited the following highlights from the report of Staley and Dawson about China:

The rough estimate of the relative needs is Three Billion Dollars for the eighteen months period immediately following the conclusion of hostilities. 200 to 300 Chinese officials worked with Staley and Dawson on the various committees developing these estimates; there is a tragic lack of transport within China.

Mr. Corson stated he was circulating to the Staff "China Report No. 4" and had also sent Weigel a memorandum covering some recommendations.

Mr. Dayton was asked to talk over with Staley his estimate, along with such members of his staff as would be interested.

Mr. Dayton mentioned that UNRRA might receive a proposal to provide medical materials for training doctors which could be flown into China.

- (f) Mr. Corson reported as follows concerning the meeting 27 July on contacts with embassies in Washington concerning economic and social data; the Bureau of Areas' concern was limited to:

- (1) Liberated countries in which UNRRA may operate, and
- (2) Securing of social and economic data only about the particular country.

They have no intention of interfering at all with contacts the technical divisions, such as Health, would be having with these same embassies.

Mr. Herwitz is developing a statement for general distribution covering this matter.

- (g) Mr. Dayton mentioned the following points which were discussed at the Contributions Meeting on 27 July: The Director General conferred recently with the Finance Minister of Brazil and a more encouraging picture resulted -- it now looks like Brazil can make a substantial contribution to UNRRA and contracts can be entered into in advance of the time ~~and~~ ^{their} Congress

31 July 1944

will meet in December; the Brazilian officials see no need for a Diplomatic Mission to Brazil from UNRRA but would recommend a Technical Mission.

A cable was received from Matthews recently stating he had conferred with the Egyptian Prime Minister who was sympathetic in wanting to participate in UNRRA but stated that relief matters are such that he could not be optimistic about the amount of contribution they could make.

There was a summary of the Bretton Woods Monetary Conference also -- Mr. Dayton pointed out the International Bank probably will not be effective so far as UNRRA is concerned except for our operations at a later stage -- at which time the question may arise as to whether UNRRA should take certain rehabilitation steps or the government of the country should finance them through the International Bank.

8. Mr. Corson referred to the memorandum Mr. Hanner had written Menshikov 26 July "Transportation requirements for Balkan and Middle East Operations" which consist of a frank re-appraisal of our present transportation schedule. Mr. Corson said he was sending this memorandum to Mr. Harris in order that he would be prepared to evaluate it from the recruitment standpoint and then wished Mr. Harris to forward it to Mr. Weigel for full consideration of the transportation angle.

Mr. Weigel reported that a meeting is scheduled today to decide about a revised schedule to present to the War Department to replace the present schedule. Such a revised schedule will extend considerably the period of time within which we plan to get our people to Cairo.

Personnel. Gen.

293 (Personnel Staff)

13 July 1944

To: Mr. Joseph F. Harris
From: Miss Marjorie Walliner *mm*
Subject: Summary of meeting with Personnel Division Staff,
Wednesday, July 12.

1. Brief report on present plans for headquarters training, both professional and clerical.

Mr. Cassidy distributed a statement of the plans for headquarters training for both clerical and professional and administrative categories. The induction interview process was described. The Employee Counselor has been assisting in this work, and an arrangement will be worked out whereby this interviewing will be handled partly by the Training Division and partly by the Employee Counselor.

Question was raised about training of stenographers; it was thought this was a function of the Training Division. Mr. Carson pointed out the need for a Stenographic Section where top-notch secretaries would remain permanently to be available for temporary assignments during absence of regular secretarial help. Mr. Conrad thought if this were to be the case, several higher grades should be established in that section as an incentive for taking such positions.

Mr. Cassidy mentioned problems involved in training for the professional personnel. Mr. Carson suggested the groups be restricted to possibly twenty-five at certain grade levels, and the course repeated in, say, two months.

2. Need for stenographers and typists on the job.

Mr. Carson mentioned Mr. Weigel's memorandum containing the forty positions on the stenographic emergency squad. Mr. Conrad's report showed 33 cases pending; six EOP; 1 had not replied to wire to report; 11 in process of investigation; 3 in War Transfer; 1 in Budget, and 10 in Miss Waller's office (to go to Budget July 13).

Mr. Joseph P. Harris

- 2 -

13 July 1944

Regarding regular secretarial appointments, 63 are pending. 39 in investigations; 8 in War Transfer; 11 reporting for duty as follows: 5 July 17; 1 July 18; 1 July 24; 1 July 30; 2 August 1 and 1 on August 3; 3 have not replied to request to report; 2 in Budget, and 10 in Miss Keller's office (to go to Budget July 19).

Mr. Croner reported on the speeding up of the processes of the Investigation Unit.

The weekly report on recruitment is now available Saturday with report ending at close of business Friday evening. Mr. Howell suggested it might be well to close the report at the close of business Tuesday evening so that the report could be discussed Wednesday at the Personnel meeting. Mr. Croner thought this a good suggestion.

Mr. Croner reported the Personnel Division was in the peculiar position of having to turn down secretaries due to lack of budget lines. Mr. Croner told him never to turn down secretaries. It was his belief that many of the budget lines were encumbered with personnel assigned to other offices. However, if no lines are available the matter should be taken up with Mr. Linton Smith and Mr. Croner promised to approve the budget lines as quickly as they were provided.

Mr. Croner was called to the Governor's office and the meeting adjourned. The remaining items on the agenda will be discussed at the next meeting, July 19.

MM

X *Supplies 45-47*
11
4
Page 4
STAFF MEETING TEXTILE, CLOTHING AND FOOTWEAR DIVISION

JUNE 22, 1944

*293 (Textile Clothing
& Footwear Div)*
47

Present: Hackman, Boykoff, Connell, Fingerioth, Gordon, Horton,
Prins, Schenker, Weber.

Mr. Hackman informed members of the Division that the Textile Sub-Committee of the Committee of the Council on Europe has been meeting in London to discuss bases of requirements. A cable was received from Mr. Feenov on May 25th asking our views on the Inter-Allied Committee's requirements recommendations. We cabled in reply a complete picture of the supply situation for cotton and wool textiles and knit goods and asked that the Ad-Hoc Textile Sub-Committee define relief standards to be sought, and calculate import requirements to bring total supply up to relief standards. We also mentioned in the cable the more than adequate supplies of raw wool and raw cotton and suggested that the supplying countries would want to make substantial contributions in these items. A copy of the cable is being circulated through the Division.

An allocation of 90 million yards of cotton goods for a year and an unknown quantity of knit goods *may be expected* from Brazil. Production will start on these items July 1st, 1944. Brazil's financial contribution to UNRRA *may* amount to 25 million dollars.

The Canadian Wool Textile Program has been presented to the Combined Production and Resources Board and copies forwarded to this Division. The WPB Textile Committee met with Mr. Nelson and Mr. Davis yesterday to discuss the Canadian Program.

The CPFB has stated that the present rate of U.S.-U.K. set-asides for relief purposes will be maintained as a minimum. We expect to receive a statement from CPFB next week regarding our textile allocation.

Since the United States contribution to UNRRA and our CPFB allocation will probably both be received by the end of June, Mr. Schenker is drawing up a program for our mode of operation for procuring textiles, clothing and footwear. He is consulting with other members of the Division in order to incorporate their suggestions.

Mr. Hackman asked Miss Fingerioth to find out precisely the amount of cotton the United States is shipping abroad under lend-lease.

Mr. Prins has been assigned to the Treasury for one month or more to assist in the procurement of goods for the FEA-Army and other programs.

Mr. Weber is now in charge of UNRRA used clothing as well as men's and boys' clothing.

At a meeting of the Contributions Committee of UNRRA yesterday, it was decided to send a mission to Brazil, Mexico and other Latin-American countries in order to work out what their contributions to UNRRA will

STAFF MEETING TEXTILE, CLOTHING AND FOOTWEAR DIVISION

JUNE 22, 1944

be and in what form these contributions are to be made. Mr. Hackman and Mr. Boykoff suggested that a representative of the Combined Production and Resources Board be included as a member of the mission.

Mr. Welk of the Bureau of Areas is meeting with the French Purchasing Mission and will make arrangements to introduce members of the technical committee on textiles to members of this Division to discuss technical textile, clothing and footwear questions.

Mr. Boykoff suggested that technical representatives of the other United Nations be established in Washington with whom we can consult.

Mr. Boykoff and Miss Horton are compiling complete data on supply and prices of all the commodities this Division handles and for all countries.

CC; Hendrickson
Weintraub
Hackman
Boykoff
Connell
Fingerroth
Gordon
Horton
Prins
Schenker
Weber

FORM AD-87
(25 FEB 1946)

UNRRA

CROSS REFERENCE SHEET

DATE

April 26, 1944

CROSS INDEX

293

TO

Mt. Salisbury

FROM

W. B. Phillips

SUMMARY

STAFF MEETING DISCUSSION OF REPORTS TO MEMBER GOVERNMENTS

RECORD FILED

272

TYPIST

et

DATE

25/3/48

293 *yellow*
15 May 1945

TO: Ralph R. Boyer
Kenneth Dayton
George Gould
Harry Herwitz
William F. Howell
Albert Heller
Harry Knight
G. E. Lukas
Frank Mank
Alvin Roseman
Linton Smith
M. Sokolowski
David B. Vaughan

FROM: Corrington Gill

SUBJECT: Agenda for Executive Staff Meeting, Wednesday, 16 May
1945, 3:30 P.M., Room 1211

1. Status of Reorganization

a. Problems

- (1) Functional statements (Smith)
- (2) Personnel adjustments (Howell)
 - (a) Position review
 - (b) Position Review Committee
 - (c) Reevaluation of personnel qualifications
- (3) Space and Communication adjustments (Vaughan)
- (4) Revamping of General Orders (Hervitz)

2. Proposed Standardization of Salary Bases

a. General Plan (Palmer)

- (1) Standard salary rates for country of recruitment (Howell)
 - (a) Adjusted less tax if immunity law is passed
- (2) Maximum salary rates payable in country of operation (Howell)
 - (a) Including living allowance
- (3) Tax plan to avoid dual tax payment (Knight)

3. Discussion of security matters (Gould)

4. Status of recruitment for D.P. program (Howell - Vaughan)

5. Status of transportation for D.P. program (Vaughan)

Yellow

293
Control

13 April 1945

TO: Richard R. Brown
FROM: Charles L. House
SUBJECT: Staff Meeting Agenda, 16 April

The following are points I would like to have placed on the Agenda of the Staff Meeting next Monday:

- 1) Arrangements for shipping of personal effects of non-UNRRA civilians located in areas where UNRRA Missions are operating.
- 2) Duplication policies on reports and documents received from missions.
- 3) Travel of Headquarters staff to the missions.
- 4) Procedure for UNRRA mission staff returning to Headquarters.

CLHouse/jkr

X 210 ✓

293

2 April 1945

TO: David B. Vaughan
FROM: Corrington Gill
SUBJECT: Items not covered in Executive Staff Meeting of
30 March, of interest to you.

We did not take time at the Executive Staff Meeting on 30 March to bring to your attention items in several cables listed on the Agenda which are of particular interest to you. Therefore I am mentioning them in this memorandum in order that you can take appropriate action if you have not already done so:

1. In Cable 152 from Caserta there is a substitute section given for the Directives to the Chiefs of Missions concerning Communications procedure. Will you let me know what steps are under way to officially incorporate this procedure into the Mission Directives and any other official statements.
2. In Cable 160 from Caserta para. M emphasizes that civilian clothes, rather than uniform should be worn to the fullest extent possible.
3. You will remember you were to draft a memorandum for me to send to the Director General, pursuant to para I in 160 from Caserta recommending that the Senior Deputy Director General approve travel to the field.

MMulliner:CC
MM

293

2 April 1945

TO: Kenneth Dayton
FROM: Corrington Gill
SUBJECT: Items not covered in Executive Staff Meeting of
30 March, of interest to you.

We did not take time at the Executive Staff Meeting on 30 March to bring to your attention items in several cables listed on the agenda which are of particular interest to you. Therefore I am mentioning them in this memorandum in order that you can take appropriate action if you have not already done so:

Cable to Caserta 151, para. 3 involves the shaping up of specific instructions concerning the handling of financial matters in relation to the reporting of the Balkan Missions to ERO.

I will be interested in knowing what has been done or what you plan to do in this matter.

WHalliner:CC

m.m.

293

2 April 1945

TO: William F. Howell
FROM: Corrington Gill
SUBJECT: Items not covered in Executive Staff Meeting of
30 March, of interest to you.

We did not take time at the Executive Staff Meeting on 30 March to bring to your attention items in several cables listed on the Agenda which are of particular interest to you. Therefore I am mentioning them in this memorandum in order that you can take appropriate action if you have not already done so:

In Cable 152 from Caserta, para. 2 and other sections, pertain directly to existing personnel policy and its revision.

Would you let me know what steps have been taken to officially amend our existing policy statements, including the standard Directive to Chiefs of Missions.

MSullivan:CC

M.M.

293

2 April 1945

TO: G. E. Lukas
FROM: Corrington Gill
SUBJECT: Items not covered in Executive Staff Meeting of
30 March, of interest to you.

We did not take time at the Executive Staff Meeting on 30 March to bring to your attention items in several cables listed on the Agenda which are of particular interest to you. Therefore I am mentioning them in this memorandum in order that you can take appropriate action if you have not already done so:

In Cable 152 from Caserta the key question of accounting staff is emphasized again. Will you let me have a report from you concerning what accounting people are now attached to the three Balkan Missions, how many vacancies remain to be filled, and how recruiting is progressing.

Wulliner:CC

mm

293

29 March 1945

TO: Kenneth Dayton G. E. Lukas
 Joseph P. Harris Albert Keller
 William F. Howell Frank Munk
 Harry Herwitz Linton Smith
 Harry Knight David B. Vaughan

FROM: Corrington Gill

SUBJECT: Agenda for Executive Staff Meeting, Friday, 30 March, 11:30 AM, Rom 1209.

1. Report on operations to date of the Audit Subcommittee and plans for its future activity. (Dayton)
2. Pending organizational adjustments among the Fiscal Divisions. (Dayton)
3. Reassignment of responsibility for handling living allowance matters. (Herwitz)
4. What procedure do we have for auditing personnel to insure that the payroll accurately reflects the actual employees. (Howell - Lukas)
5. Outcome of discussion with Hammer concerning making budgetary provision at Caserta for field staff to be sent there for reassignment. (Smith)
6. Present plan for handling distribution of cables hereafter. (Vaughan)
7. Implications for this Bureau particularly as to Communications and Personnel matters, of Cables from Caserta Nos. 150, 151, 152, 160 and 165, sent by Mr. Hendrickson.
8. Report on developments regarding: (Gill)
 - a) Relations with Albania (Wash. to Caserta 122. Caserta Nos. 113 and 114)
 - b) Yugoslav Agreement (Caserta unnumbered 25 March)
 - c) Hyde, Chief of Middle East Office. ^{To} (Caserta 119)
 - d) Tentative plans for Third Session of Council. (To London 559)

MMulliner:CC

els - 13/4/45

Form AD-1
(11 Sept 44)
(Revised)

UNITED NATIONS RELIEF AND REHABILITATION ADMINISTRATION

CROSS REFERENCE SHEET

DATE: 16 March 1945

CROSS INDEX NO: 293

TO: Mr. Sayre - Mr. Spaeth
FROM: Laurence Duggan
FILED: Albania - 601
SUMMARY: Staff meeting, 16 March, re Albania

ATTACHMENTS:

293

14 March 1945

TO: Kenneth Dayton G. E. Lukas
 Joseph P. Harris Albert Keller
 William F. Howell George Mooney
 Harry Herwitz Frank Munk
 Harry Knight Linton Smith
 David B. Vaughan

FROM: John J. Corson

SUBJECT: Agenda for Executive Staff Meeting, Friday, 16 March, 3:30 P.M., Room 1209.

1. Report covering Director General's Staff Meeting of 8 March. (Corson - carried over from last week).
2. Report requested at last meeting on cable communications: (Vaughan)
 - (a) What are the quickest present lines of communications to our field missions?
 - (b) Are these lines more expensive than other lines which would not be as fast? What is present average monthly cable bill?
 - (c) Can more current written information be given to all concerned than now is available in Administrative Order No. 11 and Supplements, and General Bulletin No. 397.
3. Effect on Headquarters cable procedure of No. 284 from Cairo. (Vaughan)
4. Report requested at last meeting covering personnel who have returned to date from field missions, reasons for return, what has been done about them, etc. (Harris)
5. Progress in the establishment of and plans for the functioning of the Audit Subcommittee, pursuant to Reso. No. 44. (Dayton)
6. Consideration being given to adjusting the Headquarters training program to the current emphasis on the Displaced Persons Program. (Munk)
7. Report on developments regarding: (Corson)
 - (a) Decisions with ML in Athens. (Cable from London 444)
 - (b) Basis for recruiting and furnishing 30 medical specialists to China. (cable No. 59 from Chungking)
 - (c) Care of Displaced Persons of United Nations or stateless in western Europe (Cable to London 504).
 - (d) Highlights of Frechette report on Ethiopia. (Cable 328 to Cairo)
 - (e) Membership and negotiations regarding the UNRRA temporary delegation to Poland. (Cables to London 462 and to Moscow dated 12 March)
 - (f) Release of Sir William Mathews at request of H.M. Government.

14 March 1945

To: A. H. Feller

From: John J. Corson

The accompanying memoranda refer to a meeting arranged by members of your staff. This meeting poses the same problem I discussed with you once before in relation to a meeting which Mr. Schachter arranged with representatives of the FEA and the Bureau of the Budget. May I have your reactions to this problem and, desirably, your assurance that we can rely upon being apprised of such meetings in the future.

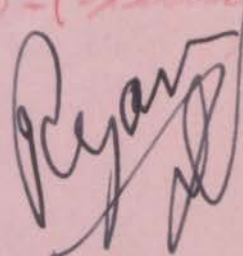
Attachments 2

no Encls

JJCorson/ojm

10 March 1945

1025
293-(Executive)



TO: Kenneth Dayton
Joseph P. Harris
William F. Howell
Harry Herwitz
Harry Knight
G. E. Lukas

Albert Keller
George Mooney
Frank Munk
Linton Smith
Milton P. Siegel
David B. Vaughan

FROM: John J. Corson

SUBJECT: Summary of Executive Staff Meeting, Friday, 9 March 1945.

1. Summary of recommendations by Mr. Furey concerning coordination of Financial operations between Bureaus of Supply and Finance and Administration.

Mr. Knight reported this procedure covers the use of free funds in purchasing supplies. UNRRA has about \$135,000,000 in free funds of which \$65,000,000 will be used to pay for purchases, such as recent fish deal in Iceland. Certain documents, such as letters of credit, bills of lading, and inspection receipts, are needed to prove ownership. Heretofore, there was no established procedure with Bureaus of Supply and Finance & Administration. Furey's procedure established working arrangement between the Bureau of Supply and the Bureau of Finance & Administration, which will bring Finance in on the negotiations at an early stage.

Mr. Corson said this report illustrated the advantages in using the technique of bringing in a Consultant from outside who is able to give us advice which might take longer to develop here.

2. Disposition of the proposed policy concerning the assumption by UNRRA of the cost of moving staff members' families.

Mr. Herwitz reported that there was much opposition to this proposed policy on the part of the DG's staff, and that at a meeting in the Director General's office, it was voted that the matter be dropped for the present, and that we shall not assist or endorse requests of the families of employees to obtain transportation or passports.

3. Report on change in communications procedures between Headquarters and the Balkan Missions in accordance with cable from Caserta No. 53.

Mr. Corson read the cable No. 53 from Caserta. It changes the practice of routing communications to the Missions through Cairo, and provides direct communications to the Missions, and copies to Cairo to 15 March.

Mr. Dayton raised the point that Cairo still has fiscal responsibilities of the Missions to 1 April, and that the memorandum should be modified to cover fiscal questions as well as personnel questions.

It was agreed that we should suggest a change in the Directives of the Country Missions to change the system of routing, and an Administrative Order should be prepared recommending how the directives should be handled, and more particularly, how the Greek Mission directive should be amended. There should also be a General Bulletin or Administrative Order issued advising the staff as to how to address communications directly to country missions.

Mr. Herwitz will prepare a General Bulletin to supplement the directive, as well as

a recommendation of the Director General concerning the routing system in the Bureau of Areas. Mr. Vaughan and Mr. Handy are also working on this problem. Mr. Herwitz will contact Mr. Dayton and the other Division Chiefs to collaborate on this matter. A progress report is requested by 21 March.

4. Outline of experimental procedure for handling incoming cables within the Bureau of Finance & Administration beginning 12 March.

Mr. Vaughan is making every effort at Headquarters to speed up the receipt and intern dispatch of cables. Under the present plan, the "experimental" procedure is to have one white copy which will be clearly marked across the face of it "Action", ("Secret", "Restricted" or "Confidential"). When a cable comes in, the Cable Room (Mr. Vaughan and Mr. Handy will be handling it in its experimental stages) determines which Division should get the "Action" copy, and which offices will get a yellow, or informational copy. The reply should be attached to the white copy, and the individual responsible for the reply should keep a yellow copy for his file.

Mr. Vaughan asked that an individual receiving a white action copy erroneously, please forward it to its rightful owner, or return it to the Cable Room if it is not known who should be responsible for action.

Mr. Vaughan also asked that the time an "action" cable is received should be recorded on the white copy, in order that it may be determined approximately how long it takes to handle them under the new system.

Mr. Vaughan further asked that the Cable Room be notified if an erroneously received action cable is being rerouted. If no action is necessary, say "no action necessary" and return white copy to cable room and retain yellow copy for your own files. Also, if you receive a yellow copy for your information, which is definitely one for your action, call the Cable Room and you will get the action copy. A report will be made to Mr. Corson on 17 March containing the effectiveness of this experiment.

5. Report on new procedure to coordinate the work of obtaining passports and AGO clearance for UNRRA's overseas personnel.

Mr. Howell reported agreement on a Biographical Sketch form which will cover all purposes. The Division concerned is to type up 8 copies.

6. Report covering Director General's Staff Meeting of 8 March.

(Mr. Corson was called to the Director General's office and will report on this item next week.)

7. Report on developments.

Mr. Dayton brought to the attention of the staff, the significant items in the following cables indicated.

- (a) Decisions on Greece Mission made by Hendrickson in Athens. (Cables 25 & 26)
- (b) Utilization of Albanian Mission personnel (Cables 77 and Unnumbered 19 February from Caserta.)
- (c) Change in travel route of personnel for Yugoslavia, Greek and Albanian Missions (Unnumbered Caserta cable)
- (d) Future itinerary and program of Hendrickson. (Athens No. 20)
- (e) Liquidation and supervisory responsibility for Casablanca. (68 from Caserta)
- (f) Activities related to Central Committee Resolution to assist West. European countries with emergency supplies. (400 to London; 412 from London).

7 March 1945

293

TO: Kenneth Dayton G. E. Lukas
 Joseph P. Harris Albert Keller
 William F. Howell George Mooney
 Harry Herwitz Frank Munk
 Harry Knight Linton Smith
 David B. Vaughan

FROM: John J. Corson

SUBJECT: Agenda for Executive Staff Meeting, Friday, 9 March, 3:30 PM, Room 1211.

1. Summary of recommendations by Mr. Purey concerning coordination of Financial operations between Bureaus of Supply and Finance & Administration. (Knight)
2. Disposition of the proposed policy concerning the assumption by UNRRA of the cost of moving staff members' families. (Herwitz)
3. Report on change in communications procedures between Headquarters and the Balkan Missions in accordance with cable from Caserta, No. 53. (Vaughan)
4. Outline of experimental procedure for handling incoming cables within the Bureau of Finance & Administration beginning 12 March. (Vaughan)
5. Report on new procedure to coordinate the work of obtaining passports and AGO clearance for UNRRA's overseas personnel. (Harris)
6. Report covering Director General's Staff Meeting of 8 March: (Corson)
7. Report on developments regarding: (Corson)
 - (a) Use of Sweden's sources of supplies and personnel. (London cable 401)
 - (b) Decisions on Greece Mission made by Hendrickson in Athens. (Cables Nos. 25 and 26)
 - (c) Utilization of Albanian Mission personnel. (Cables 77 and Unnumbered 19 February from Caserta)
 - (d) Change in travel route of personnel for Yugoslavia, Greek and Albanian Missions. (Unnumbered Caserta cable)
 - (e) Future itinerary and program of Hendrickson. (Athens No. 20)
 - (f) Liquidation and supervisory responsibility for Casablanca. (68 from Caserta)
 - (g) Activities related to Central Committee Resolution to assist Western European countries with emergency supplies. (400 to London and 412 from London)

File
293 -

6 March 1945

To: Mr. John Corson Mr. George Mooney
Mr. A. H. Feller Dr. W. A. Sawyer
Mr. Fred Hoehler Mr. Francis B. Sayre
Dr. P. W. Kuo Mr. M. Sokolowski
Mr. W. S. B. Lacy Mr. Shelby Thompson
Miss M. C. McGeachy Mr. David Weintraub
Mr. Michail Menshikov

From: Herbert H. Lehman, Director General

Subject: Agenda for Staff Meeting, Thursday, 8 March.

I would like to ask you to meet in my office on Thursday, 8 March from 11:00 A.M. to 12:45 P.M. to discuss the following topics of general concern to members of your staff:

1. The employment of Negroes on the Headquarters Staff and for field assignments.
2. A review of the present status of recruitment for Displaced Persons operations in Europe. (Mr. Hoehler)
3. A summary review of progress on the procurement of supplies. (Mr. Weintraub)
4. The rate at which UNRRA will exhaust its financial resources. (Mr. Corson)



1025

5 January 1945

TO: Joseph P. Harris
Harry K. Herwitz
William F. Howell
Albert Keller
Harry Knight

Frank Munk
Milton P. Siegel
Linton Smith
Donald Sullivan
David B. Vaughan

293. (Executed)
Ryan

FROM: John J. Corson

SUBJECT: Summary of Executive Staff Meeting, Friday, 5 January 1945.

1. Presentation by Delmas Nucker of suggested plan for necessary additional training within the Bureau for F. & A. personnel, who have completed the course at College Park.
 - a. Mr. Corson stressed the importance of this additional training and requested each Division Chief to fully cooperate in developing an orderly procedure for insuring that what must be done is accomplished. He introduced to the Staff, Mr. Nucker, the F. & A. liaison person between Headquarters and the Training Center.
 - b. Mr. Nucker covered the following points in presenting his plan for this training:
 - (1) The objective of the course is to familiarize F. & A. personnel with the organization, activities, and purposes of the Bureau.
 - (2) He said that there are now 20 people at Headquarters who have cleared the Center and are awaiting transportation. It is expected that 2 to 5 F. & A. people will enter on duty every other week. Hereafter, it will be this small group which will need the training.
 - (3) The personnel who come into Headquarters should have a chance to do actual work and to familiarize themselves with forms and procedures in use. They should get the over-all policies while at the Training Center.
 - (4) It is proposed that a person be designated from each Division to give the training which will result in understanding and clarification of matters and a critical analysis of various problems.
 - (5) A set pattern of instruction for the various subjects which must be covered must be established.
 - (6) The time factor is uncertain. It cannot yet be said whether this training will last for 2 weeks or for 4 weeks.
 - c. Mr. Corson referred to the many pending policy developments such as local currency, living and quarters allowances, etc. Some system must be devised whereby trainees may be kept informed of the thinking which is involved in the development of policies. He stated further that the trainees are a representative group with whom proposed changes may be discussed and reactions received. Mr. Herwitz said that the F. & A. Monthly Report could be used by Mr. Nucker to keep abreast of current developments and changes, and might well be studied by the trainees.

- d. Mr. Corson asked Mr. Nucker to discuss with all Division Chiefs the plans for the advanced training. In 2 weeks this problem will be reviewed again at Staff Meeting to learn what has been accomplished.
2. Weekly telephone call to London every Thursday.
 - a. Mr. Corson reported that Mr. Jackson is to talk with London every Thursday morning at approximately 10 o'clock. This telephone call is one indication of the attempt to better communications and understanding between the Headquarters and London Regional offices.
 - b. Mr. Corson asked each Division Chief to bear this fact in mind and to present to Miss Mulliner in writing by 2 o'clock each Wednesday afternoon any pressing matters which should be mentioned in the phone call.
3. Progress report on analysis of budget requests and distribution of 1945 administrative funds and plans for discussions on Division Operating Programs for January-June 1945 (see Item 5 on the Agenda).
 - a. Mr. Smith said that the Budget Office comments for the various divisions of F. & A. are almost ready.
 - b. Mr. Smith said that these materials would not include such categories as travel, communications, supplies, etc. Mr. Corson agreed that at this stage it is hard to see a pattern of expenses for these items, but it is necessary that allotments for them be developed.
 - c. Mr. Corson said that he had reviewed all of the Division Operating Programs and that he hopes to discuss them in connection with the respective budget requests and analyses next week with each Division Chief. He emphasized that we must adjust our program to fit our resources.
4. Observations by Mr. Rohrbaugh based on his experience in Cairo and Greece.
 - a. Too large a number of staff have been recruited and sent from the Headquarters and London Offices. Local qualified personnel are available, and should be employed.
 - b. Recruitment must be made more carefully. There is need for a ruthless separation policy which should be enforced rigidly.
 - c. There is need for more thorough training of administrative and line staff in specifics of conditions which must be met, before the personnel goes overseas. The "Country Mission Regulations" were improvised in Cairo to meet the needs of staff who did not know what was expected of them on the day to day job.
 - d. There is a gap between the field and Headquarters regarding operating instructions and leadership. This gap works both ways. There should be a development at Headquarters of the regulations, duties, and interrelationships of personnel.
 - e. Confusion exists about the organization of UNRRA. There is confusion especially about the relations between the Bureau of Areas and the Bureau of Finance & Administration, with apparent duplications.
 - f. There should be a greater uniformity and consistency between Headquarters and London, about the Personnel and Administrative Services practices, the matter of allowances, and physical examinations.

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- g. More attention should be paid at Headquarters to the matter of following through on things such as accounting procedures and funds from the Military.

Mr. Corson asked Mr. Rohrbaugh to be sure to talk with the responsible official here about each one of these weaknesses before he leaves, and give each such suggestions as he could regarding their correction.

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3 January 1945 1025

TO: Joseph P. Harris
Harry K. Herwitz
William F. Howell
Albert Keller
Harry Knight
Delmas Nucker

Frank Munk
Lewis Rohrbaugh
Milton P. Siegel
Linton Smith
Donald Sullivan
David B. Vaughan

TO: John J. Corson

SUBJECT: Agenda for Executive Staff Meeting, Friday, 5 January, 11:30 A.M.

1. Presentation by Mr. Delmas Nucker, of Training Center staff, of suggested plan for necessary additional training within this Bureau, of F. & A. personnel for the field missions after they have completed the course at College Park. In preparation for this discussion each Division Chief should:

- (a) Identify those basic functions, policies and procedures which should be known by F. & A. field personnel;
- (b) Decide the approximate amount of time the trainee needs to spend in his Division, and what persons on the staff will familiarize the trainee in these materials and processes.

2. Weekly telephone call to London every Thursday.

- (a) What individual in each Division will be assigned responsibility for identifying and reporting to D.D.G.'s offices those items which should be handled by telephone?

3. Progress report on analysis of budget requests and distribution of 1945 administrative funds by organizational units:

- (a) Personal services
- (b) Will this cover also, such categories as communications, printing and binding, travel, supplies, etc. (Mr. Smith)

4. Report by Mr. Rohrbaugh on significant experiences in Cairo and Greece.

5. Plan for discussions on Division Operating Programs for January - June 1945. (Corson)

To Nucker
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TO: John J. Corson
Joseph P. Harris
Sue Whitman
Lyman Cozad
George W. Lawson, Jr.
Frederick Parker
Florence Kirlin
Eleanor Moller
Harold E. Snyder

FROM: Frank Munk

SUBJECT: Suggestions for Personnel and Training Division
Staff Meeting, 3 January, 1945.

1. The following suggestions and attached training chart are offered as a basis of discussion for this afternoon's meeting and as implementing recommendations of the meeting on training problems held in London on 12 December 1944.
2. The entire training program ought to be regarded as a whole and so organized as to be mutually coordinated. It is based on the assumption that we shall be able to obtain adequate physical and personnel facilities on the Continent. In that case, the Training Center on the Continent (which it is suggested should be called "UNRRA Continental Training Center") should be organized on two levels; a basic level, roughly corresponding to the work at College Park for personnel recruited on the Continent, and an advanced level for personnel having completed courses at College Park and Reading.

The proposed scheme would somewhat narrow down the curriculum now offered at College Park primarily by eliminating the present course in Field Operations. This, in turn, presumes that the Continent Training Center should be used not only for Displaced Persons Division but for all types of functions and for all countries in Europe including possible new recruitment for the Balkans, Eastern Europe, etc. Otherwise only the section on Displaced Persons would be eliminated in College Park while other sections such as Welfare, Supply, Health and general administrative and finance, and so forth, would have to be conducted in this country.

3. It is tentatively suggested that the course in College Park and Reading be of three weeks duration and that the Continental Training Center offer a curriculum for another three weeks. The total length of training would thus be six weeks which is the present length of basic and advanced curriculum in College Park.

4. The present curriculum at London is roughly comparable to the curriculum proposed for the advanced level at the Continental Training Center. We should try to coordinate our training with London so that the curriculum offered in Reading would in the future be roughly the same as we propose for College Park except that it may be feasible to eliminate or to shorten the course on "Regional Study." I, personally, would be in favor of giving a similar course in London but it is believed by members of the staff of ERO that personnel recruited in London possess a much closer knowledge of European conditions than personnel recruited overseas.

It is suggested that training officers be attached to forward offices (Cairo, Paris) and to all full-fledged country missions. Their duty would be to offer continuation of training as mentioned in the attached training chart and organization of orientation courses for locally recruited personnel.

It is presumed that a staging camp will be attached to the Continental Training Center for those graduating from the Training courses. If desired a supplementary training program could be given on this level. A program designed to stimulate physical fitness should be devised and offered at all levels except in operating-country missions. It should be particularly intensive in the staging camps.

If our operations in Eastern Europe expand it may be desirable to organize another major training center, comparable to the one we now propose in Eastern Europe, possibly in Czechoslovakia. Conditions in western and eastern Europe may be very different and it might be desirable to accept trainees who know the problems on or close to their field of operations.

A division of levels similar to the one proposed might be instigated for our training program in the Far East. The advisability of a training center in China should be explored at an early opportunity.

It is suggested that Continental Training Centers be conducted on a bi-lingual basis (English and French), and that a possible eastern Europe Training Center be conducted in English and Russian.