



Employment opportunities in technical co-operation  
by William R Lassey

A THESIS Submitted to the Graduate Faculty in partial fulfillment of the requirements for the degree of Master of Science in Agricultural Economics  
Montana State University  
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Abstract:

In recent years there has been much criticism of Americans abroad, some of it well founded and documented, some of it largely fictitious.

There is a serious need to improve our representation abroad if we are to meet our responsibilities around the world effectively, and maintain the prestige of the United States. Outstanding people must be attracted to overseas positions, and particularly, for the purposes of this study, to the field of technical cooperation.

Although much still needs to be discovered about characteristics and skills which contribute to overseas effectiveness, Montana State College has defined some important elements sought in students for a graduate international technical training program. An effort is then made to strengthen understandings, attitudes, and skills in a technical field and in cross-cultural problems.

Generally speaking there appears to be a large deviation from these criteria of effectiveness in selection and training programs of agencies employing technicians for work abroad. Each has its own particular method of selecting people and training them — these methods depend on the needs and experience of the organization. There is a very wide range of technical fields in which agencies operate and for which they employ people. Most of them prefer experienced, mature people rather than untested but possibly skilled younger people. The Peace Corps may provide a means of using younger people and has been generally well received by technical cooperation agencies.

Aside from the Peace Corps, other voluntary positions at little or no pay, or educational exchange programs, there seems to be little opportunity for young people interested in professional technical cooperation to work for extended periods abroad. They would need to get solid experience in their fields in the U.S. to be considered for -jobs with most agencies. Agencies in technical cooperation need to define more clearly the characteristics wanted in employees, may need to find apprenticeship roles for young technicians to get experience abroad, and should offer experience and advice to training institutions if they expect well-prepared personnel. Government, universities, and other interested institutions need to help create awareness of the need for better people, in overseas positions, should support research to more carefully examine what constitutes effectiveness, and may need to make a heavier financial contribution to produce desirable people. Establishment of a high-level committee or agency-may be necessary to coordinate ideas and resources to this end. The Peace Corps is probably a step in the right direction but should certainly not be considered a cure-all. Challenge, adventure, and opportunity must be available to our young people if we expect them to make their most effective contribution to a better world.

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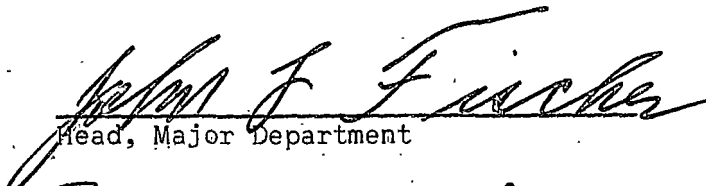
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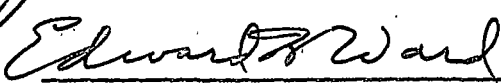
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Head, Major Department

  
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Dean, Graduate Division

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## ABSTRACT

In recent years there has been much criticism of Americans abroad, some of it well founded and documented, some of it largely fictitious. There is a serious need to improve our representation abroad if we are to meet our responsibilities around the world effectively, and maintain the prestige of the United States. Outstanding people must be attracted to overseas positions, and particularly, for the purposes of this study, to the field of technical cooperation.

Although much still needs to be discovered about characteristics and skills which contribute to overseas effectiveness, Montana State College has defined some important elements sought in students for a graduate international technical training program. An effort is then made to strengthen understandings, attitudes, and skills in a technical field and in cross-cultural problems.

Generally speaking there appears to be a large deviation from these criteria of effectiveness in selection and training programs of agencies employing technicians for work abroad. Each has its own particular method of selecting people and training them -- these methods depend on the needs and experience of the organization. There is a very wide range of technical fields in which agencies operate and for which they employ people. Most of them prefer experienced, mature people rather than untested but possibly skilled younger people. The Peace Corps may provide a means of using younger people and has been generally well received by technical cooperation agencies.

Aside from the Peace Corps, other voluntary positions at little or no pay, or educational exchange programs, there seems to be little opportunity for young people interested in professional technical cooperation to work for extended periods abroad. They would need to get solid experience in their fields in the U.S. to be considered for jobs with most agencies. Agencies in technical cooperation need to define more clearly the characteristics wanted in employees, may need to find apprenticeship roles for young technicians to get experience abroad, and should offer experience and advice to training institutions if they expect well-prepared personnel. Government, universities, and other interested institutions need to help create awareness of the need for better people in overseas positions, should support research to more carefully examine what constitutes effectiveness, and may need to make a heavier financial contribution to produce desirable people. Establishment of a high-level committee or agency may be necessary to coordinate ideas and resources to this end. The Peace Corps is probably a step in the right direction but should certainly not be considered a cure-all. Challenge, adventure, and opportunity must be available to our young people if we expect them to make their most effective contribution to a better world.

## CHAPTER I

### SOME PROBLEMS OF AMERICAN REPRESENTATION ABROAD

Half a million American civilians live abroad, as a result of private and government employment. Their number and their ability to represent the United States creditably must rise rapidly in the next decade if we are to attain an adequate level of exports and foreign investment and carry out programs for training and technical assistance. Universities, businesses and the federal government should each in appropriate fields greatly increase language and other specialized training for such work.<sup>1</sup>

In recent years there has been much serious criticism of these overseas citizens. An abundance of publications has appeared elaborating examples of many failures; the Ugly American,<sup>2</sup> by Lederer and Burdick, has been criticized widely, but has served to awaken the American public to a subject of critical importance in a very effective, if fictitious, manner. A great debate is thus underway on how to improve our representation abroad.

The serious shortage of qualified people willing to serve under conditions existent in many developing countries where the need is greatest will continue to be of prime concern. One reason for this is that until recently Americans have lacked any general tradition of overseas service. As a result people going abroad have been less well equipped to work with other people than the situation now demands.

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<sup>1</sup>President's Commission on National Goals, Goals for Americans, The American Assembly, 1960, p. 17.

<sup>2</sup>Eugene Burdick and William J. Lederer, The Ugly American, Norton, New York, 1958.

Our aim should be the creation of a body of well-motivated, technically competent representatives who are knowledgeable in the language and customs of countries in which they will be located. Overseas service should become an added element to every profession, and men and women with a genuine aptitude for it should be trained from the ground up.<sup>3</sup>

The current difficulty of attracting people to this field may be compared to that for teaching and scientific research. This difficulty reflects the importance of a deeper national understanding with respect to world economic development and human betterment, so that our ablest people will feel challenged to contribute to it.<sup>4</sup>

One of the serious bottlenecks to the attraction of such people, in addition to the lack of "tradition" and other incentives, has been a shortage of capable institutions interested in training people for effective work in under-developed lands; and even more serious than this is the meager systematic research with resulting lack of concrete information on what is actually involved.

...the experiences of Americans abroad, remaining largely unanalyzed, have yielded little guidance to the recruiting or training officer on whose judgment so much depends. Nor is the American educational system providing, as yet, a pool of Americans who, in addition to their vocational skills, are known in advance to have the understanding and the attitudes necessary to survival in overseas service.

As a consequence, the present arrangement in all the major types of overseas service is for the hiring agency to select

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<sup>3</sup>John J. McCloy, "Foreign Economic Policy and Objectives," Goals for Americans, The American Assembly, 1960, p. 347.

<sup>4</sup>Rockefeller Panel Reports, Prospect for America, 1961, p. 211.

people for their vocational skills and to provide training for overseas work, if at all, after the employee is already on the payroll... In spite of the cost of failure, there has been little systematic effort even to define the elements of success in overseas service. With some noteworthy exceptions, recruiters have been flying blind.<sup>5</sup>

The logical place to do much of the training and research needed is in American colleges and universities. Many of them are already equipped to offer the concentrations needed, and capable of systematic investigation essential to solution of problems that confront us.

As desirable as it might be, most experienced technicians are not willing or financially able to enter special training programs on their own initiative. It therefore seems likely that if people are to be trained at the university level most of them will presumably be quite young and not well established in their fields. If they receive concentrated specialized training for work abroad they will want to find employment in which they can directly use their training. However, there is some question about the market for young, inexperienced graduates of such programs which the initiation of a Peace Corps may, or may not, resolve.

This study is to supplement an obvious shortage of useful information on job opportunities - particularly for young people - in technical cooperation work. Information of this kind is needed to plan for the future of the International Technical Training Program at Montana

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<sup>5</sup>Harlan Cleveland, Gerard Mangone, and John Clark Adams, The Overseas Americans, McGraw-Hill, 1960, p. 169.

State College, to indicate possible employment opportunities to applicants, to place graduates, and to fulfill requests of increasing numbers of interested people desiring information on international opportunities.

Our major purpose has been to secure a body of useful information on qualifications desired, major operational fields, and orientation and training program content of technical cooperation agencies. This first chapter indicates the need for concern about personnel needs in overseas programs. Chapter II will outline some of the elements pertinent to effective work abroad - as defined at Montana State College in developing its International Technical Training Program. Chapter III summarizes and analyzes data on employment policies, secured through questionnaires and correspondence with agencies involved in technical cooperation. Chapter IV summarizes the findings of this study and draws conclusions and implications which appear relevant.

To persons interested in employment abroad, Appendix A may be the most useful section of this study. It contains detailed information on employment practices of 36 major agencies in technical cooperation. Appendix B contains a list of all agencies contacted, and Appendix C is a list of agencies in Appendix A, by category.

## CHAPTER II

## WHAT DOES IT TAKE TO BE EFFECTIVE OVERSEAS?

What are the desirable characteristics for a successful overseas technician? What makes one person highly effective and another ineffective? These are the basic questions which have confronted the staff at Montana State College in the development of the International Technical Cooperation Training Program. Study and research for such a program was initiated in 1956 when the International Cooperation Center was established on the Montana State College campus. Since very little information on training needs for successful work in technical cooperation exists, this process of development was necessarily a pioneering one requiring a prolonged period of discussion among concerned faculty - many with overseas experience and interest in trying to meet personnel needs for overseas programs.

These preliminary studies and discussions began with several basic assumptions elaborated in one of the early reports:<sup>1</sup>

1. The need for technical cooperation leadership throughout the world will continue for most of the foreseeable future.
2. Various agencies, such as the International Cooperation Administration (or a new agency), the United Nations, private foundations, and others will continue to work to meet this need.

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<sup>1</sup>Dr. Harvey F. Baty, A Plan for the Training of Personnel for International Technical Cooperation, Montana State College, March 1957.

3. There is an opportunity for a career or "life-investment" for a considerable number of well-qualified people in many fields--agriculture, engineering, medicine, education, home economics, community development, public administration, etc.
4. Many students are qualified in terms of genuine interest, technical skill, and personality--to perform such tasks.
5. A program needs to be designed and put into operation which can be a training and proving ground as preparation for work with people of another culture.
6. Such training (in case one does not go abroad) would increase one's insight, understanding and effectiveness in working with people here in the U.S.
7. It should be possible to design a program of selection, training, and guided experiences at the undergraduate and graduate levels which would provide a continuous supply of well-qualified leaders in the fields indicated in 3 above.

An effort was made to discover what other colleges and universities had been doing to meet these needs, only to find there were apparently no such training programs yet in existence. Surveys of operating agencies, government and private, indicated that none of them were conducting training of the kind or depth contemplated for Montana State College. Although there were many publications elaborating the need for better trained personnel (see Chapter One, and the Bibliography at the end of this paper), none described programs in existence which Montana State College could use as a detailed guide.

It was therefore necessary to develop "from scratch" a tabulation of the elements that would contribute to success overseas in technical cooperation, and build a curriculum which would provide skill in the necessary areas. This process culminated in 1959 with a grant from the Carnegie Corporation of New York to begin an experimental program.<sup>2</sup>

Following is an elaboration of the characteristics and elements which appear to be essential for most effective work in less-developed (or any "different") cultures.<sup>3</sup>

Anyone going abroad to work in a technical cooperation field must be able to do something useful - he must have a technical skill. Too many people are hired because they have studied international affairs or simply have a desire to work abroad. One can possess all of the other desirable characteristics listed here, but unless he can perform well in his assigned task he is likely to be ineffective. He should know his job so well that he can adapt it to new and changing situations. This does not mean every person sent overseas should be a

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<sup>2</sup>The Carnegie Corporation granted Montana State College \$90,000 for a three year program. This was to provide for training of two groups of Fellows over a three year period. In 1961 an additional \$78,000 was made available for continuation over three more years.

<sup>3</sup>The National Research Project on the Education and Training of Americans for Overseas Service, conducted by the Maxwell Graduate School of Citizenship and Public Affairs, Syracuse University, has been doing extensive research in this area since 1956. In 1957 the first results of this study were published in The Art of Overseasmanship, edited by Harlan Cleveland and Gerard Mangone, and published by Syracuse University Press. The Overseas Americans, by Harlan Cleveland, Gerard J. Mangone, and John Clark Adams, was published in 1960 and contained the final conclusions of the study. Many of their conclusions support the ideas outlined at Montana State College.

strict specialist. Rather, general practitioners in terms of broad ability might be most useful, but each should also have a high degree of skill at a specific job.

A second major area of needed skill is in cross-cultural understanding. This involves awareness of what constitutes culture and its development; and an ability to understand the meanings and workings of another way of life. It has to do with a willingness to accept differences, and avoidance of judgments based on American cultural values--to learn the whys of these differences and avoid imposition of values which may be alien and unworkable in other than an American setting. This characteristic is often called "cultural empathy." The beginning of empathy may be a thorough understanding of one's own culture, including both its successes and failures. If an individual is somewhat flexible in his attitudes towards the value system of his own culture, he is more apt to have empathy in another country.

Understanding of the process of economic, social, and political development is a third important area, and should include a realization of the inherent inter-relatedness of all three. A program of technical cooperation with the resulting impact of new technology, social change, and political problems is unlikely to be successful unless the agent of change is aware of the processes through which a society must pass in the stages of growth. The technician<sup>4</sup> will need to be aware of the

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<sup>4</sup>An individual involved in technical cooperation may not be a "technician" in the usual sense of the word, but will be referred to as such here for lack of a better term.

race between aspirations and realizations involved in what has been referred to as the "revolution of rising expectations," and prepared to meet the problems involved therein. He must understand the need for reasonably balanced growth and provision for "social overhead" institutions such as schools, roads, communications, electric power, and so on.

The geographical pattern - world distribution of resources, wealth, agricultural production, population, and related elements are important in terms of understanding the need for development. If one is aware of the nutritional needs of the less fortunate areas, problems of rapid population growth, extreme shortage of crucial resources in certain areas, and other geographical understandings he is apt to be less critical of slow change in less-developed nations, and should more readily realize the necessity of cooperating with such nations in their attempt to overcome these difficulties.

Probably one of the first essentials to a proper interpretation of the role of an American overseas is thorough understanding of his own cultural heritage and democratic tradition. He should be aware of the historical, economic, social and political development of the U.S.; our diplomatic and foreign policy history with its blunders and triumphs; the philosophy of democratic process as it has been interpreted by us; and certainly our revolutionary tradition, declaration of independence, constitution---with their great meaning to many of the emerging new nations.

Understanding of the current world political, social, and economic situation is important. This would include the problems of nationalism, colonialism, and imperialism as they relate to the predicament of developing nations--in shortage of education for leadership and other deficiencies for self-government. Every American should have some comprehension of the nature of communism, how it operates, its history, philosophy, development, and the threat that it poses to the world. Also included in this category might be "a sense for politics" described by the Syracuse University study.<sup>5</sup> What does it mean to be an alien in a foreign culture? There must be an awareness of the political forces which govern the actions and feelings of people with whom an American associates.

It seems quite likely that most individuals working in technical cooperation will of necessity be leaders and organizers. They should therefore have some awareness and skill in effective leadership, with associated methods of group action and interaction. Also involved here would be need for self-understanding; self-evaluation; flexibility; comprehension of the scientific method of objectivity and an attitude of questioning; and closely allied would be an understanding of the theory and practice of human communication, extension methods, group organization, and the meaning of these things for effective leadership. Problems of organization are magnified in many situations overseas by cross-cultural language barriers, long lines of communication,

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<sup>5</sup>Cleveland, Mangone, Adams, Op. Cit.

and other complications. A serious barrier to progress in many countries is lack of basic knowledge of organizational methods for getting jobs done. Such knowledge needs to be transmitted to counterparts if the overseas technician is to "work himself out of a job," allowing his indigenous co-workers to assume responsibilities effectively.

Further useful understandings for effectiveness abroad include:

(1) knowledge of the technical cooperation effort and institutions involved, such as U.S. bilateral programs through the International Cooperation Administration and private agencies, the United Nations technical assistance program and associated specialized agency effort, the role of private enterprise, regional programs, U.S.S.R. and satellite efforts; (2) understanding of the need for language as a tool for effective communication, frustrations of not communicating, and language structure; and (3) awareness of health hazards, preventive measures, and survival techniques.

In addition to the general skills and understandings listed above there are a number of background and personal characteristics desirable for "ideal" adjustment abroad. These include: (1) motivation, or belief in the goals of technical cooperation; (2) adaptive capacity (similar to environmental mobility referred to by the Syracuse University study);<sup>6</sup> (3) imagination; (4) initiative; (5) creativity or resourcefulness; (6) capacity for cultural empathy; (7) humility; (8) tact; (9) patience; (10) dependability; (11) emotional stability;

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<sup>6</sup>Ibid.

(12) intellectual curiosity; (13) ability to absorb disappointment, delay, and lack of appreciation; (14) good health, plus (15) ability to evaluate progress, or lack of it.

Adaptation of the employee's wife and children to a foreign environment warrants fully as much consideration as that of the employee. Behavior of a wife and children can more than undo an excellent technician's contribution. Conversely, the family can and does make a highly significant contribution toward achievement of over-all objectives of the program when its attitude is positive and its conduct exemplary.

So says a former chief of the Career Development Division, International Cooperation Administration.<sup>7</sup> This supports conclusions reached at Montana State College. Provision is made for strong consideration of the wife and family in selection of fellows; and wives are trained along with husbands as a program requirement, including participation in a three month field project in rural Mexico.

Another important consideration is the fact that successful work in the United States by no means guarantees, or even necessarily contributes to, success abroad. The criteria for accomplishment in many countries are different from those in the U.S. Financial success, hard-driving initiative, or what is often called the "Protestant Ethic"<sup>8</sup> may in fact be repulsive to many people in these countries. Because of these different criteria the selection of individuals

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<sup>7</sup>Ronald W. Jones writing on "Personnel Management for Technical Cooperation," The Annals of the American Academy of Political and Social Science, May 1959, p. 107.

<sup>8</sup>For further explanation of one interpretation of the "Protestant Ethic" see William H. Whyte, Jr., The Organization Man, Doubleday, 1957.

for effective work overseas is made particularly difficult.

The suggestions for a "Peace Corps" of young Americans working in technical cooperation projects abroad increases the need for knowledge in this area. Selection of potentially effective Corpsmen could very well be the key to success of this new effort.

Many people at Montana State College believe it is the responsibility of colleges and universities to prepare people to be as effective as possible in our overseas programs. Numerous others have expressed a like conviction.<sup>9</sup> To help meet the need for preparation an experimental training program was established. Graduate students are selected in so far as possible on the basis of the characteristics outlined above; and the training program is designed to further develop the individuals and their wives along these lines.

An additional year is added to the normal graduate program. Students are involved in seminars and courses from which they can add to the kinds of understandings, attitudes, and skills outlined in the preceding paragraphs. They participate in a short field trip to Montana Indian Reservations, and an extended field project (three months) in Mexico. These experiences are intended to give the student a beginning exposure to the problems of cross-cultural communication -- in

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<sup>9</sup>For explanation of this need by distinguished Americans see: The College and University in International Affairs, by Carnegie Foundation Trustees, 1959; The University and World Affairs edited by John B. Howard and written by the Committee on the University and World Affairs, 1961 (copies may be secured by writing the Ford Foundation, sponsor of the study, 477 Madison Avenue, New York 22, New York); and Goals for Americans by the President's Commission on National Goals, The American Assembly, 1960.

less developed situations at home and in Mexico. Problems are faced with language, inter-group and inter-personal relations, adaptation of skill, adjustment to less comfortable living circumstances, and related problems.

To add breadth in understanding of technical cooperation problems, Fellows attend conferences oriented toward this subject,<sup>10</sup> and individuals with distinguished experience in international affairs are brought to the campus for consultation and seminars (involving faculty and graduate Fellows).<sup>11</sup>

At the time an M.S.C. graduate study program was being contemplated, the Career Development Division of the International Cooperation Administration had established its intern program. It was their intention to recruit about 50 younger technicians (ages 23-28) to give a three-month extended orientation seminar in Washington and a nine-month period of in-service training in a United States Operations Mission, after which it was anticipated that they would be ready for regular assignment. ICA intern seminars were conducted in Washington during the summers of 1957 and 1958. In 1959, due to policy and personnel changes the intern program was suspended. Although policy changes may again alter the

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<sup>10</sup>The first group of Fellows attended the Stanford Conference on Latin America, held at Stanford University, Palo Alto, California, October 9-11, 1959; and the Michigan Conference on International Economic Development, Ann Arbor, Michigan, May 16-17, 1960.

<sup>11</sup>Further details on this training program are available in brochure and mimeograph form. Address inquiries to Dr. Harvey F. Baty, Director, International Cooperation Center, Montana State College, Bozeman, Montana.

picture, the present mood seems to favor recruitment of persons who have a minimum of 4-5 years of experience in the United States. This virtually eliminates the possibility of employment with ICA of younger graduates of the Montana State College training program.

The problem of placing these younger graduates in jobs which will make adequate use of their technical skill and special preparation for work abroad has led to this study. What kinds of people and skills do agencies want? How many openings are available annually, for which younger people might qualify? How do agencies recruit, orient and train new employees? Do the agencies' concepts of an ideal overseasman coincide with the characteristics outlined in this chapter? These are the kinds of questions for which answers are needed, and to which the following chapter is directed. It contains a summary and analysis of employment patterns for 36 agencies involved in some form of technical cooperation.

## CHAPTER III

## WHAT DO AGENCIES HAVE TO SAY ABOUT THEIR EMPLOYMENT PRACTICES?

Questionnaires were sent to sixty-five agencies whose objectives or activities indicated they were involved in technical cooperation.<sup>1</sup> Twenty-seven returned the questionnaire or supplied some of the requested information by letter. A high percentage of technical cooperation personnel are employed by these agencies. Others replied that their program did not fit our definition of technical cooperation, or was of such small-scale they did not feel that it merited inclusion in this study. A number of agencies not responding to the questionnaire are included. Information for these was secured from the Directory of American Voluntary and Non-profit Agencies Interested in Technical Assistance,<sup>2</sup> and from printed brochures and pamphlets published by the agencies.

A problem arose in determining which agencies to include. The decision was made to select: (1) those employing more than five

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<sup>1</sup>Technical cooperation is interpreted to mean any work abroad which has to do with encouraging development of a country on any level, from basic education to industrial expansion. The essential requirement is that it be work with local people to help them improve and develop their own nation.

<sup>2</sup>Wayland Zwayer, editor; this directory is published by the Technical Assistance Information Clearing House, American Council of Voluntary Agencies for Foreign Service, Inc., 20 West 40 Street, New York 18, New York. It contains detailed information on objectives, activities, technical assistance programs, resources (financial and personnel), geographic areas of operation, and some details on specific projects abroad, for 78 agencies.

Americans abroad, or planning to expand their operations beyond this, and (2) those cooperating with other than a single racial, national, or religious group. We have not included every agency fitting these criteria, however, because of their failure to respond to the questionnaire, or because sufficient information could not be secured from other sources during the period in which this study was to be completed. More information is listed for some agencies than others for the same reasons.<sup>3</sup>

The following summary is an elaboration of general trends or policies; and is based primarily on questionnaire responses rather than information from other sources. The number of agencies to which each table applies is noted in most cases.<sup>4</sup>

#### Technical Cooperation Fields

General Agricultural Development, Community Development, Health Improvement, Technical Education, Social Welfare, and Industrial Development appear to be the most popular fields, as noted in Table I.<sup>5</sup>

<sup>3</sup>See Appendix B for details on response of various agencies, and Appendix C for a list of the agencies by category.

<sup>4</sup>Universities with I.C.A. contracts abroad are not included in this study, but a list of the contracts may be secured from the Office of Contract Relations, International Cooperation Administration, Washington 25, D. C.

<sup>5</sup>It should be pointed out that these general areas are defined somewhat differently by each agency; i.e., agricultural development might include any or all of the other agricultural fields, and community development may include agricultural development as well as several other fields listed. Social welfare was listed as one major field by almost all church affiliated agencies but by very few others.

TABLE I

## TECHNICAL COOPERATION FIELDS AND NUMBER OF AGENCIES INVOLVED IN EACH \*

Field	No. Agencies Involved in Field	No. Agencies Involved in Field	
<u>Agriculture</u>		<u>Education (continued)</u>	
Development, General	15	Fundamental	5
Cooperatives	5	Literacy	5
Credit	3	Vocational	4
Basic Research	2	Adult	2
Extension	1	Business	2
Mechanization	1	Higher	2
Survey of Resources	1	Teacher Training	1
Land Reclamation	1	Physical	1
Irrigation Development	1	Elementary	1
Forestry	1	Secondary	1
Supply of Livestock & Poul.	1	Management	1
Livestock Improvement	1	English teachers	1
<u>Community Development</u>	18	<u>Government Improvement</u>	
<u>Communication Improvement</u>		Public Administration	4
Mass Information Programs	2	Statistical Development	2
Publishing	1	Social Research	1
General	1	Public Safety	1
		Fiscal Policy	1
<u>Economic Development</u>		<u>Health</u>	
Industrial Development	8	General	15
Home Industries	4	Sanitation	10
Natural Resources Dev.	3	Medical Services	2
Economic Research	2	Nutrition	1
Economic Planning	2	School Feeding	1
Labor Org. & Dev.	2	<u>General</u>	
Transportation	2	Social Welfare	10
Small Industries	1	Recreation & The Arts	8
Economic Administration	1	Home Improvements	5
Scientific Research	1	Housing Improvement	3
<u>Education</u>		Prov. of Supplies & Equip.	3
Technical	10	Surplus Distribution	2
General	6		

\*Obviously, it is difficult to classify specific fields within the larger fields of Agriculture, Education, etc. because of overlapping relationships. They have, therefore, been classified somewhat arbitrarily. These data apply to 36 agencies, many of which are involved in several fields. See Appendix A for details.

There is obviously a great variety of specific fields within the larger categories - education, agriculture, health, economic development, government, and communications - and it is difficult to judge which receives the most attention since no detail is included on number of people employed in each field. Differences in volume of operations between agencies make these tabulations somewhat misleading. Table II contains a summary of the range in number of employees, and indicates that the International Cooperation Administration likely employs more people in each of several fields than several of the smaller agencies combined.

The large involvement in agricultural development, education, health, economic development, and community development substantiates to some degree the notion that these are basic areas of need if nations are to develop. Apparently, agencies described here are concentrating most heavily on meeting what they consider to be basic needs.

The International Cooperation Administration is by far the greatest overall employer, followed by the Ford Foundation, International Labor Office, International Voluntary Services, Organization of American States, and several of the missionary organizations. As indicated in a footnote to Table II, information on numbers of employees was not secured for several agencies.

The International Cooperation Administration is also the largest annual recruiter as indicated in Table III. The International Labor Office recruits large numbers of people annually - many of them for terms of less than a year - for advice on specific problems.

TABLE II

## RANGE IN VOLUME OF AMERICANS EMPLOYED ABROAD PER AGENCY \*

Range in Number of Employees	Number of Agencies Employing Ranges in Column I
1 - 10	6
11 - 25	4
26 - 50	4
51 - 100	5
101 - 200	4
201 - 300	0
501 - 600	1
3800 (ICA)	<u>1</u>
Total Responding Agencies	25

TABLE III

## NEW EMPLOYEES HIRED ANNUALLY \*

Range of Employees Hired Annually	Number of Agencies Employing Ranges in Column I
1 - 5	6
6 - 10	3
11 - 20	1
21 - 30	1
31 - 40	1
41 - 50	1
101 - 150	3
601 - 700 (ICA)	<u>1</u>
Total Responding Agencies	17

\*This information was not available for many agencies - hence the limited tabulations.

International Voluntary Services is employing 140 in 1961 but has not needed this many every year. The United Nations Technical Assistance Board also employs large numbers annually, often for short terms.

The wide range of professional fields employed is indicated in Table IV. Various fields of agriculture lead the way, with Agricultural Economics, Agricultural Education, Agronomy, Agricultural Engineering, Extension, and Rural Sociology the most called for specialties. Secondary Education specialties are most needed in education, which follows agriculture as the field employed by most agencies. Doctors, Nurses, Home Economists, General Economists, Business Administrators, and Civil Engineers are also widely needed.

With some noteworthy exceptions, most of the professions called for are produced primarily by land-grant colleges and universities, such as Montana State College. This may mean that such institutions need to take leadership if a sufficient number of qualified people are to be supplied for technical cooperation programs.<sup>6</sup>

#### Education and Experience

A baccalaureate degree is the minimum educational requirement for employment in all but a few of the agencies surveyed. Beyond this, there is great variation, depending in most cases on the particular

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<sup>6</sup>See "Contributions of Colleges of Agriculture in Making Human Capital Available in Foreign Economic Development," by Mervin G. Smith and Joseph Ackerman; and "Land-Grant Institutions, the Public, and the Public Interest," by Roland R. Rennie, in Annals of the American Academy of Political and Social Science, September 1960.

TABLE IV

## PROFESSIONAL FIELDS FROM WHICH PEOPLE ARE EMPLOYED

Field	No. Agencies Employing this Field	Field	No. Agencies Employing this Field
<u>Agriculture</u>		<u>Engineering (continued)</u>	
Economics	9	Industrial Arts	3
Rural Sociology	8	Chemical	1
Agronomy	7		
Education	7	<u>Sciences</u>	
Engineering	7	Mathematics	4
Extension	7	Botany	2
Soils	6	Chemistry	2
Veterinary Science	5	Entomology	2
Animal Husbandry	4	Physics	2
Dairy Husbandry	4	Geology	1
Poultry	4		
Range Management	4	<u>Other</u>	
Horticulture	3	Home Economics	8
General	3	Economics	8
Plant Breeding	2	Medical Doctor	8
		Nursing	8
		Business Adminis.	7
<u>Education</u>			
Secondary	8	Social Work	6
Elementary	6	Architecture	5
General	5	Government	4
Health Education	4	Public Adminis.	4
Physical Education	4	Sociology	4
Administration	3		
Library Science	3	Anthropology	3
Adult	2	Journalism	3
Higher	2	Accounting	2
English as For.Lang.	1	Information	2
Vocational	1	Art	1
<u>Engineering</u>		Political Science	1
Civil	6	Music	1
Mechanical	5	Communications	1
Electrical	3	Transportation	1
Industrial	3	Labor	1
		Public Safety	1

job to be accomplished. International Voluntary Services is interested in young people who are willing to serve at minimum pay and does not require either experience or training beyond the first degree. The same situation exists with many of the missionary organizations. The Brethren Service Commission takes people at all educational levels above eighth grade. But their's is a special kind of program, as noted in Appendix A.

The vast majority of agencies prefer advanced degrees, and/or considerable professional experience. There is no provision in most programs for interns or on-the-job training. In many cases, the reason given for this situation is lack of funds to support a less than fully productive employee.

None of the agencies indicated a requirement of special training specifically for overseas work other than their own orientation programs. But in letter correspondence, a great many executives of these agencies suggested that such specialized training is badly needed. There appears to be general agreement, however, that such training should not constitute a new professional field, but rather should be added to present professions with provision for adaptation of this skill to overseas conditions.

### Salaries

Salaries range from the volunteer minimum pay programs of International Voluntary Service, American Friends Service Committee, and many missionary organizations, to well paid positions with the International Cooperation Administration, United Nations Technical

Assistance Board, etc. In other than the voluntary organizations, salaries are generally based on experience, education and previous salary levels.

There does not seem to be a provision in any of the agencies for an apprenticeship salary somewhere between the voluntary arrangement and the higher experienced professional salary. It seems appropriate to suggest that such a mid-level wage system might be one way to attract qualified young men and women who don't feel able to volunteer their efforts and lack experience for many positions, but who want to get the needed experience abroad rather than in the U.S.

Most agencies provide for transportation allowances to and from overseas posts for the employee, his family, and a limited amount of personal goods. The International Cooperation Administration pays for shipment of household goods, and in most instances, an automobile. Special allowances for hardship posts, education of children, housing, and other expenses vary greatly between agencies and from country to country.

Very few people would be attracted to overseas jobs because they hoped to get wealthy; but many college professors and other nominally paid professionals can probably improve their incomes considerably with certain agencies. It is difficult to judge from information secured in this study what the most appropriate salary levels for work abroad would be. This is an area that would benefit from further research.

### Participating Countries

Some technical cooperation activity undoubtedly exists in almost every nation of the world, the United States not excepted. The agencies in this survey operate in 77 countries. India cooperates with 13 groups, followed by Korea and Pakistan with 10, Chile and Greece with 9, and so on, as indicated in Table V. This table illustrates the very wide range of American participation in technical cooperation.

Geographic distribution seems fairly uniform, with no particular concentration of agencies on any one continent. Many countries of Western Europe, normally considered well developed economically, are included as areas of concern to several missionary and welfare agencies. Work in these countries is primarily with refugees from communism or World War II.

There appears to be some correlation between progressive countries in terms of development and the number of agencies working there. In Africa, Ghana, Liberia, Morocco, Nigeria, and Tunisia cooperate with more than six groups, and by some standards may be considered more developed than their neighbors. However, this pattern does not hold true in every case.

### Duration of Assignments

The usual overseas assignment is two years; a few agencies assign for three years or more; and others, such as the International Labor Organization and the United Nations Technical Assistance Board,

TABLE V

COUNTRIES IN WHICH TECHNICAL COOPERATION WORK IS CARRIED ON \*

	Agencies in Each Country		Agencies in Each Country
<u>Latin America</u>		<u>Near and Middle East (cont.)</u>	
Argentina	4	Israel	5
Bolivia	6	Jordan	5
Brazil	5	Lebanon	7
British Guiana	2	Turkey	7
British Honduras	3	United Arab Republic	7
Chile	9	Yemen	2
Colombia	6	<u>Asia</u>	
Costa Rica	6	Burma	4
Cuba	4	Cambodia	5
Dominican Republic	2	Ceylon	4
Ecuador	7	Hong Kong	6
El Salvador	4	India	13
Guatemala	7	Indonesia	6
Haiti	6	Japan	8
Honduras	5	Korea	10
Jamaica	3	Laos	5
Mexico	8	Malaya	3
Nicaragua	4	Nepal	3
Panama	5	Pakistan	10
Paraguay	4	Philippines	8
Peru	4	Taiwan	5
Surinam	3	Thailand	2
Uruguay	3	Vietnam	5
Venezuela	3	<u>Africa</u>	
<u>Near and Middle East</u>		Algeria	2
Afghanistan	4	Basutoland	2
Greece	9	Congo, Rep. of The	2
Iran	7	Ethiopia	3
Iraq	4	Ghana	7

\*Several agencies did not report the specific countries in which they work. This tabulation is therefore not complete. Ten of the agencies listed are missionary in nature; four of these listed their efforts as world-wide but are not included in this table.

TABLE V (continued)

	Agencies in Each Country		Agencies in Each Country
<u>Africa (continued)</u>		<u>Europe</u>	
Kenya	3	Austria	4
Liberia	5	Belgium	2
Libya	3	West Berlin	1
Morocco	7	France	6
Nigeria	8	Germany	6
Nyasaland	3		
		Italy	6
Rhodesia	4	Poland	3
Somalia	2	Spain	2
South Africa	2	Switzerland	3
Sudan	3	Yugoslavia	2
Tanganyika	3		
Tunisia	6		
Uganda	4	<u>U.S.A.</u>	2
(Total of 77 countries)			

send high level experts abroad for short periods - usually of less than one year - as advisors. The Heifer Project sends people to accompany livestock being shipped abroad and keeps them in the recipient country only long enough to show individuals how to care for the animals.

Missionary organizations often assign people for a career in a particular area, as the Rockefeller Foundation does with its agricultural research staff. Table VI shows details on duration of assignments.

#### Expected Change in Size of Operations

All but three responding agencies indicated an intention to expand operations in the immediate future. This would imply recognition of a need for more and better work of this kind, with limitation of funds

and shortage of well prepared personnel as the probable major limiting factors.

### Orientation and Training

Only 20 agencies responded to our questionnaire section on orientation and training programs (see Table VII). Of these, 15 had some type of orientation and training programs while 5 did not. The five without programs, generally speaking, recruited only people with long experience who were to be placed in specific assignments. Their assumption seemed to be that such experienced persons could pretty well orient themselves, or would not require orientation until arrival in the host country.

The length and content of orientation and training among agencies with programs varies widely; some of these last only a few days, others up to six months. A few of them attempt to gear the program to needs of the individual and have no standard content. Church affiliated agencies generally have rather carefully planned orientation which often extends into the first year of assignment abroad. The situation here is quite unique, of course, because many of the individuals involved are assigned for life to a particular place in one country.

The major emphases of agencies with developed orientation and training programs seem to be: (1) administrative procedures of their own organization in its work abroad, (2) language training for the country of assignment, (3) problems of human relations and behavior in the country to which they are going, (4) health and survival techniques to guard against disease and disability,

TABLE VI

## USUAL DURATION OF ASSIGNMENTS

Years	Agencies Using This Length of Assignment
1	3
2	9
3	5
4	1
5	1
Career	3

NOTE: Some organizations have several types of assignments varying from one month to several years, or one, two, and three year assignments which might stretch into career. This means that some agencies have been counted more than once in this tabulation. Several agencies did not include this information in their response to the questionnaire.

TABLE VII

MAJOR ELEMENTS IN-ORIENTATION AND TRAINING PROGRAMS,  
AND NUMBER OF AGENCIES EMPHASIZING EACH

	No. of Agencies	
	Formal Instruction	Informal Preparation
Administrative Procedures	3	6
Non-English Language	6	2
Health and Survival Techniques	2	4
Human Relations and Behavior	2	4
Community Development	2	3
Economic Development	1	4
Non-Western Culture	2	3
Program Procedures	4	1
Fundamental Education	2	2
Nature of Technical Cooperation	2	2
U.S. Culture and Political Structure	2	2
Nature of Communism	2	1
Case Studies	1	1
Teaching Methods	2	
Technical Leadership Work	1	1
Personal Arrangements for Overseas Living	1	1
U.S. Policy Matters	1	1
Evaluation	1	1
Extension Methods		1
Linguistics	1	
Number of responding agencies with training & orientation		15
" " " without " "		5

(5) problems and methods of economic development in host countries, (6) nature of the culture to which they are going, and (7) problems of development on the community level. Table VII shows in more detail the elements of orientation and training and the number of agencies emphasizing each. Most of the items in which only one agency indicates involvement are International Cooperation Administration orientation - part of a concentrated three-week period in which a great number of items are touched upon for a few hours each.

Very few of the agencies have a well-developed program for orienting wives. The assumption is apparently made that wives do not need such preparation, or can secure the necessary ideas second-hand from the husband. Again, there are exceptions to this generalization. Missionary groups usually train wives along with the husband; some agencies train wives in language and health; and ICA offers - to those who want to participate - the full three-week session the husband gets, plus special sessions designed for them.

Generally speaking, the orientation and training programs of most organizations in this study do not match up well with the needs as defined at Montana State College. There seems to be little stress on (1) problems of cross-cultural understanding; (2) understanding of the American cultural heritage and democratic tradition; (3) knowledge of the current world situation (including the threat of Communism) and the U.S. role in it; (4) ability of the family to adjust and contribute to success abroad; and (5) certain of the personal

characteristics which might be affected by orientation and training.<sup>7</sup>

As noted later, many agencies attempt to measure these characteristics and areas of knowledge in the selection process, which would make it less necessary to stress them in the orientation and training period. It is quite possible, also, that insufficient understanding results in some instances when the suggested need is stressed for too short a period or in an ineffective manner.

#### In-service Training

Most organizations handle in-service training informally and have no definite policy extending to all employees. The International Cooperation Administration has formal advanced training for career personnel, and special arrangements for graduate work on salary. Other organizations use supervisory personnel for this function, and in some cases conduct special programs within the host nation. For example, the American Friends Service Committee cooperates with the Ford Foundation program for in-service training in India.

#### Procedures for Selection of Employees

A great variety of methods are used to recruit and select personnel, varying with the size, purpose, and specific needs of the organizations. Religious affiliated agencies usually have a broad recruitment program aimed primarily at members of their denominational

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<sup>7</sup>It is quite possible that our method of measuring the kinds of orientation and training conducted by agencies may have biased the results. Also, it would be rather impossible to cover in any depth all of the content suggested at Montana State College in the short period allowed for this by most agencies.

group. Voluntary agencies are interested in a variety of qualifications and usually recruit as widely as their funds will permit. United States government, United Nations, development corporations, and foundations want highly qualified people in most cases; and search for these in particular places such as universities, government offices, or other institutions where they are confident the type of person they hope to employ will be found. In most cases they discourage applications from other than experienced and well-qualified people. The common factor in recruitment problems of most agencies, as indicated in Chapter I of this study, seems to be difficulty in discovering and interesting a sufficient number of individuals with the needed skill, plus other traits that contribute to effective over-seasmanship.

After an individual is contacted and makes known an interest in employment, he submits a formal application or biographical information. He may submit names of references immediately or may be asked to do this only after review of his application suggests his possible acceptability. A personal interview prior to final acceptance is required by every agency responding to our questionnaire.

Only two agencies indicated any use of psychological tests in the selection process; both of these church affiliated. Apparently there is some mistrust of testing devices currently in use; or those responsible for recruitment feel that other methods are more satisfactory in measuring psychological stability. This suggests that more refinement

in testing is needed to measure characteristics relating to successful adjustment abroad. The proposed testing procedure for Peace Corpsmen may serve as a good means of developing adequacy in this field.

Table VIII is a tabulation of some of the more important characteristics or qualities nineteen agencies attempt to measure in their application form. The great diversity in rank of importance may indicate the varied nature of the agencies, or may imply different conceptions of what is needed for successful work abroad. There certainly does not seem to be clear-cut agreement on what should or should not be measured in the first contact with a potential employee.

The characteristics considered most important in the application by the majority of agencies apparently are: educational level, work experience, attitudes toward and understanding of other cultures, leadership experience, environmental mobility, administrative experience, and intellectual curiosity. Those less often measured are: academic competence, written English expression, family background, wife's experience and background, motivation, flexibility, and past salaries. The fact that intellectual curiosity and academic competence do not rank among the first in importance may indicate a desire for "doers" rather than "thinkers" or "innovators" for some kinds of jobs.

Table IX consists of a tabulation of characteristics and qualities which agencies attempt to measure in a personal interview. There

TABLE VIII

## QUALITIES OR CHARACTERISTICS MEASURED IN THE APPLICATION FOR EMPLOYMENT

Qualities Measured	Rank in Importance to the Agency								
	1	2	3	4	5	6	+	0	
Work Experience	7	4	1	1	1	1	4		
Educational Level	3	2	2	4		1	4	3	
Attitudes & Understanding Other Cultures	3	2	3	3	1		4	4	
Leadership Experience		1	4	2	3	2	4	2	
Environmental Mobility	1	3	3	1	3		3	5	
Administrative Experience	1	1	3		2	2	2	8	
Intellectual Curiosity		1	1	2		1	5	8	
Academic Competence	2	2	1		1	1	2	10	
Wife's Experience & Background		1			1	1	4	10	
Written English Expression	1		1		1		2	12	
Family Background							5	13	
General Motivation		1					2		
Flexibility							3		
Religious Motivation	1						1		
Past Salaries							1		

NOTE: The rankings indicate how many times the quality was rated first, how many times second, etc. Plus (+) means it is considered important but is not ranked among the first six. The zero column indicates the number of times the quality was not rated as of primary importance. (19 agencies responding.)

TABLE IX

## CHARACTERISTICS MEASURED IN THE PERSONAL INTERVIEW

Qualities	Measured	Not Measured
<u>Listed in Questionnaire</u>		
Emotional Stability	17	2
Maturity	17	2
Attitudes & Understanding Other Cultures	16	3
Ability to Work in Groups	14	5
Belief in Purposes of Your Program	13	6
Oral Expression and Ability	13	6
Understanding of World Events	8	11
<u>Added by Agencies</u>		
Motivation	4	15
Adaptability	2	17
Family Attitudes	2	17
Reliability and Honesty	1	18
Tolerance	1	18

NOTE: Respondents were asked to check a list of qualities measured in the personal interview, or to add further characteristics not listed. Numbers indicate the agencies which measure, or do not attempt to measure, the quality. (19 agencies responding.)

appears to be fairly consistent agreement except on "Understanding of World Events." Apparently such understanding is not considered important by quite a number of agencies.

These data may indicate a lack of well defined goals as to precisely what should be, or can be, measured in the application and personal interview; and points to a need for serious research to develop more precision in selection of employees.

Only three agencies indicated a preference for single persons, while five wanted married couples only. The remainder were willing to hire married or single people, depending (in two cases) on the nature of the assignment. International Voluntary Services is interested in single people because they are less expensive to maintain and can fit into the rather primitive living arrangements sometimes required. The same is true for CARE and the Laubach Literacy Fund.

Very few organizations have minimum or maximum age levels as such, but effectively limit ages by other requirements such as advanced degrees or experience.

#### Old Experienced vs. Young Skilled Technicians

In attempting to measure the attitude of agencies toward hiring young, highly skilled persons as compared to older, more experienced people - who may be less skilled - we received a strong indication that agencies want "mature," tested employees. If young people exhibit this maturity and have been tested there may be opportunities for them, but more trust is placed in people with proven successful

experience in the United States or abroad.

This preference naturally varies by agencies. A few are interested only in young people. Others say it depends entirely on the individual and the job to be filled. Young people might be preferred for field jobs but older persons for administrators. "Peace-Corps type personnel are okay for grass-roots work but we want mature experts," would summarize the attitude of several organizations. The International Cooperation Administration is interested in people qualified as "advisors" who work with counterparts. Since youth is not respected in many societies, no matter how highly skilled, assigning young men or women as advisors to officials of other nations would often create a difficult situation.

Several agencies indicated a willingness to hire young people in an intern or apprentice capacity, but lack of funds to finance both experts and apprentices makes this impossible.

#### Interest in the Peace Corps

Thirteen agencies indicated a definite interest in using Peace Corps participants in their operations; two indicated they could not use them; and five were uncertain. This implies rather strongly that agencies already involved in overseas operations see a definite place for a Peace Corps.

One of the questions asked was, "In what jobs would you use Peace Corps personnel?". The response was varied but indicates definite consideration of useful work which needs doing and could be done by

Corpsmen. The American Friends Service Committee suggested a need in rural and urban development work, social welfare, health projects, teaching, and administration. Other agencies indicated need in educational programs, agricultural development, administration of CARE donated materials in feeding programs, self-help projects, general community development activities; International Development Services, Inc. would use them as apprentices to experienced technicians at first, and later as full-fledged professionals.

International Voluntary Services would make them team members in an on-going program. Other agencies have need for nurses, nurses' aides, social workers, literacy teachers, recreation directors, demonstrators of modern techniques at various levels, agents for collection programs (Technico) and so on.

When questioned about the degree or level of responsibility which Corpsmen might fulfill, the responses were again varied. But generally, agencies would place them in subordinate positions or as apprentices at first but would be perfectly willing to promote them rapidly if they proved sufficiently able. A few agencies will give them substantial responsibility as teachers or administrators, providing they are technically qualified.

## CHAPTER IV

## PROSPECTS AND RESPONSIBILITIES IN TECHNICAL COOPERATION

The past three chapters have: (1) emphasized the growing awareness of need for better trained people to man overseas technical cooperation posts; (2) outlined the characteristics contributing to overseas effectiveness as suggested by Montana State College staff and others concerned with this problem; (3) explained the background for a training program developed at Montana State College as it attempts to meet the need by providing young "technicians" with the appropriate understandings, attitudes, and skills; and (4) summarized information on employment practices and opportunities with 36 agencies engaged in technical cooperation programs.

What does this information tell us about the prospects for young Americans interested in technical cooperation or other overseas work as a career?

If they are to have the personal and professional skills suggested as important for effectiveness overseas, they should begin preparing themselves as undergraduates in useful professional fields and in other subjects related to international service. Or, if this is not possible, they should be prepared to go through a special training program which not only increases and adapts their professional skill to an overseas situation, but adds the cross-cultural understandings, atti-

tudes, and skills contributing to effectiveness.<sup>1</sup> If the young person is married, the wife should also receive special training for her role abroad.

Unless the situation changes rapidly, young people will find it necessary to get solid experience in an appropriate field in the United States, before or after any special training. An advanced degree (or degrees) is also necessary in many instances, and would certainly be a good supplement to special training and experience in any case.

An alternative to experience in the United States might be to work in a voluntary capacity with organizations such as International Voluntary Services, American Friends Service Committee, Heifer Project, Inc., Laubach Literacy Fund, Technico, Volunteers for International Development, CARE, church missions, or the Peace Corps. Also, private businesses abroad employ many college graduates without experience, but are moving more and more to nationals of the host country rather than Americans.

A further alternative is to gain overseas experience while studying through the Fulbright exchange program, a Ford Foundation fellowship, or other means. However, most of these opportunities are limited to one or two years, provide only for single persons, require stringent qualifications, and are limited in number.

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<sup>1</sup>See Andrew E. Rice, "Training Programs in International Development and Overseas Service," International Development Review, Vol. III, No. 1, February 1961, pp. 44-47; and "Training Programs for Working Overseas," INTERCOM, Vol. 3, No. 2, April 1961, pp. 56-59.

The difficulty with all of these possibilities, except perhaps the Peace Corps, arises from the fact that each can use only a very limited number of people at this point, and will not provide sufficient opportunity for the number of trained people needed in posts abroad. This means that training programs such as the one at Montana State College will need to recruit experienced technicians who can be assigned immediately overseas on completion of their training. Or, if young people without experience are trained they should be forewarned of the probable need to: (1) work in a voluntary capacity while gaining experience; (2) work with private businesses abroad; (3) secure an educational exchange grant of some kind; or (4) gain needed experience in the United States. Since it is likely that the skills and experience levels needed abroad will vary widely in the coming years, directors of training programs will need to make them sufficiently flexible to adapt the volume and kinds of personnel in training.

What does this study suggest as to possible roles for technical cooperation agencies and organizations?

Obviously most such agencies want mature, experienced, highly qualified individuals. But there simply aren't enough of these available who have the interest, appropriate skill, and proper training for overseas effectiveness.

It therefore seems necessary that if a sufficient number of the "right" kind of people are to be available, agencies must define more

carefully the skills, and characteristics needed, so that young people, or older persons can be prepared. This will require further study, investigation, plus verbal and possibly financial support for training.

It may also be necessary to find apprentice roles for young technicians, either through the Peace Corps or their own programs, because once they get settled in a domestic occupation it is extremely difficult to "pry them loose" for work abroad. They find it hard to adjust to a low stipend in a training program and feel strong responsibility to provide for family, education of children, and maintenance of a "minimum" living standard. Such an apprenticeship might need to offer an intermediate salary, between that of the volunteer and the expert.

One means of improving training opportunities for young people could involve provision of experienced persons from agencies' overseas staff in training programs. This might be accomplished through leaves-of-absence or could constitute in-service training opportunity for such staff. Agencies, their staff, and trainees might all gain from such an arrangement.

What are the implications of this study for government, universities and other concerned institutions?

More interest in and awareness of our overseas responsibilities and needs is a pre-requisite for effective action. Government and the educational system can help to create this awareness, as can any other interested groups. The needs must be carefully analyzed. How many

people are needed and for how long? Who should be trained and at what level?<sup>2</sup> Firm answers are not yet known to these questions, but must be found if we are to assume the appropriate responsibilities. The research and study mentioned above must be encouraged to discover and publicize understandings, attitudes and skills needed.

The educational system must be mobilized to provide undergraduate, graduate, and special training programs, and qualified students must be attracted to them. Students must be trained while single and under the financial support of family and private sources, or higher stipends must be provided for more mature and experienced people on the graduate level. Since state and private institutions may not feel the obligation to provide training for international employment, it might be necessary for the federal government or foundations to assume more financial responsibility, or to work cooperatively with state and private institutions in financing programs.

In order properly to coordinate and implement necessary training, research, and study of employment opportunities and needs, a high-level committee or inter-agency team may be required. Such a group should have a close relationship with those who formulate

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<sup>2</sup>These questions arose in discussions at a conference on Training of Americans for International Technical Assistance and Economic Development Programs, sponsored by The Ford Foundation, at Princeton University, November 2-5, 1960. Reported by Dr. Harvey F. Baty, a member of the conference, and Director of the International Cooperation Center, Montana State College, Bozeman, Montana.

policy and design programs in United States government, educational institutions, foundations, and industry. This committee would need to have access to all existing information and evaluative studies relative to the needs, possibilities, and programs of cooperation with and development in the newly emerging nations.<sup>3</sup>

Since this study was initiated, the advent of the Peace Corps has altered the picture of employment opportunities for young people considerably. It may provide one means of immediate work for well-qualified, trained young people, as volunteers or as group leaders and supervisors. Literature reviewed during the course of this study enforces the view that to serve a worthwhile function it must be carefully developed and must insist on selection of the best young people available - for well designed orientation and training programs before sending them abroad.

However, the Peace Corps should not be considered a cure-all. It may help solve the problem outlined here and should provide good background for individuals interested in career work abroad or as better American citizens, but it should be considered only as a beginning step.

In any case, if we want effective overseasmen in the years ahead, young people must have some assurance that after appropriate preparation and acquisition of ability to meet chosen criteria, they

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<sup>3</sup>Ibid.

will find an employment opportunity open to them in helping to build firmer foundations for less-developed nations. The following quotation seems relevant:

The major test of any culture is the extent to which it continues to offer its young people the challenge and adventure embodied in the age-old desire to build a better world.<sup>4</sup>

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<sup>4</sup>Source unknown.

APPENDICES

## APPENDIX A

## AGENCIES EMPLOYING AMERICANS IN TECHNICAL COOPERATION

Information on operations and employment of the 36 agencies described in the following pages was secured through questionnaires, from the Directory of American Voluntary and Non-profit Agencies Interested in Technical Assistance, and supplemented from brochures and pamphlets published by the agencies. Data are included for most organizations on: (1) objectives, (2) technical cooperation fields, (3) Americans employed abroad, (4) new employees hired annually, (5) professional fields employed, (6) educational and professional experience preferred, (7) salary levels, (8) criteria used in determining salaries, (9) countries in which work is carried on, (10) minimum and maximum age requirements, (11) orientation and training programs, (12) methods of recruitment, (13) duration of overseas assignments, (14) preference for married or single couples, (15) expected change in size of overseas operations, (16) and the questionnaire respondent, if applicable.

It was impossible to get complete information on each agency, hence the difference in length and content of data. (See the beginning paragraphs of Chapter III for further explanation of data and agencies included.)

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## AMERICAN FRIENDS OF THE MIDDLE EAST

1607 New Hampshire Avenue, N.W.  
Washington, D.C.

Objectives:

Long range goal: "To promote American-Middle Eastern friendship and understanding through a comprehensive educational, cultural, and informational program based on people-to-people contact."

In technical cooperation: (a) Maintenance of technical libraries to keep local graduates of American institutions abreast of their fields, and (b) arranging technical training for Middle Easterners.

Technical Cooperation Fields:      Technical education.

Americans Employed Abroad:      10 men  
    In the U.S. :      10 men      2 women

New Employees Hired Annually:      2

Educational Levels Preferred:      Dependent on the position to be filled.

Experience Preferred:      Broad experience and knowledge of Middle Eastern peoples and cultures.

<u>Salary Levels:</u>		(men)	(women)
B.A. or B.S.	\$5,000 - \$5,500		\$4,850 - \$5,500
M.A. or M.S.	same		same
Ph.D.		\$6,500 - \$7,500	

These are approximate figures. There is no arbitrary pay scale.

Criteria Used in Determining Salaries:      Performance, longevity, level of responsibility.

Countries in Which Work is Carried On:

Pakistan	Jordan	Morocco
Iran	U.A.R.	Turkey
Iraq	Tunisia	Lebanon

Orientation and Training Program:

Duration: Varies with previous experience in the area and work with cultural exchange.

Elements: Non-English language.  
Non-Western culture.  
Familiarization with methods of cultural and educational exchange and technical services.

Special Language Training: On a tutorial basis.

For Wives: Language training.

In-Service Training: On the job experience and orientation.

Methods of Recruitment: The professional staff is quite small; therefore, recruitment is usually through personal and professional contacts.

Personal interview required.

Married couples preferred.

Duration of Assignment: 3 years

Expected Change in Size of Overseas Operation: Expansion

Questionnaire Respondent: David M. McDowell  
Assistant Director  
Program Department

## AMERICAN FRIENDS SERVICE COMMITTEE

160 North 15 Street  
Philadelphia 2, Pennsylvania

Objectives: "A service agency of the Religious Society of Friends, to carry into action Friends' belief that men of every race, creed and nationality can find ways to live peacefully together. It draws into its service people of many faiths and backgrounds with like convictions. It seeks creative ways to deal with conflict rather than resorting to violence."

Technical Cooperation Fields:

Community Development	Health Improvement and Sanitation
Agricultural Development	Social Welfare
Home Industries	Recreation and the Arts

Americans Employed Abroad: 57 men and women

In the U.S.: 327 men and women

New Employees Hired Annually: 30 abroad  
44 for work in the U. S.

Professional Fields Employed: (There is a great variation in employment fields from year to year)

Agricultural Extension	Business Administration
Rural Sociology	Sociology
Secondary Education	Anthropology
Adult Education	Economics
Industrial Arts	Government
Public Administration	Social Work

Educational Levels Preferred: Varies with program needs; generally college degree with some professional experience.

Experience Preferred: Depends on the position, but experience in social welfare work, university teaching (social sciences), administration or executive leadership are generally useful.

Salary Levels: All overseas staff receive maintenance plus needed ongoing home costs. Only national and regional office staff in the U. S. are on salaried basis.

Criteria Used in Determining Salaries: Knowledge of and association with AFSC programs and commitment to religious testimony of Friends.

Countries in Which Work is Carried On:

Nigeria	Mexico	Switzerland
Rhodesia	Guatemala	Japan
Morocco	France	Hong Kong
Tunisia	Germany	East Pakistan
Jordan	Austria	India

Recent seminars were conducted in Poland, Yugoslavia, and the Soviet Union.

Orientation and Training Program:

**Duration:** Two weeks to three months depending upon experience and assignment.

**Elements:** Non-English language.  
Community Development methods.  
Orientation to AFSC International work, history, religious, and social convictions of related Religious Society of Friends.

**Special Language Training:** Handled by Berlitz school methods, or tutors by arrangement with university departments or instructors.

**For Wives:** Orientation to AFSC work and problems of living and working conditions in area of assignment.

**In-Service Training:** Mainly of an informal nature; occasionally through short orientation courses available in country of assignment (e.g., Ford Foundation program in India).

Methods of Recruitment: Potential applicants are contacted through extensive files of volunteers, participants, ex-staff members, contacts with regional offices, Quaker Meetings and colleges, and university centers.

Personal interview required.

Either married couples or single persons acceptable.

Duration of Assignment: 2 - 3 years

Expected Change in Size of Overseas Operation: Expansion, particularly in Asia, Africa, and Latin America.

Questionnaire Respondent: Russell C. Tuttle, Director  
Foreign Service Personnel

## AMERICAN INTERNATIONAL ASSOCIATION FOR ECONOMIC AND SOCIAL DEVELOPMENT

30 Rockefeller Plaza  
New York 20, New York

Objectives: "The AIA program is founded on the deep conviction that progress in improving living standards of already free peoples is best served by evolutionary processes. It is directed at the rural population, as 60% of the population of the 20 Latin American republics lives in rural areas, and these are the poorer, more backward areas."

Its primary objectives are: "To promote self-development and better standards of living together with understanding and cooperation among peoples throughout the world. AIA hopes to accomplish its objectives by initiating projects which after they are operating successfully will be taken over by the governments or private organizations of the various countries."

Technical Cooperation Fields:

Community Development	Technical Training for:
Health-nutrition	Agricultural Extension
Mass information programs	Credit
Teacher Training for	Farm Mechanization
Industrial and Trade Schools	Community Centers
Surveys of Agricultural and Other Resources	Mass Communications
Basic Agricultural Research	Cooperative Education

Professional Fields Employed:

Economists	Agronomists
Home Economists	Information Specialists
and others	

Countries in Which Work is Carried On: 20 Latin American Countries.  
(Work has been concentrated in Brazil, Venezuela, and Costa Rica to date.)

India

Letter Reply From: Flor P. Brennan  
Assistant Secretary

THE AMERICAN-KOREAN FOUNDATION

345 East 46th Street  
New York 17, New York

Objectives: "To help in the achievement of educational, health, rehabilitation, economic, and general welfare programs for Korea; to exemplify the mutual goodwill and friendship felt by the American and Korean people; and to extend more broadly a mutual understanding of Korean and American history, culture, customs, and democratic institutions."

Technical Cooperation Fields:

Agricultural Development  
Health Improvement and Sanitation  
Recreation and the Arts

Americans Employed Abroad: 4 men, 6 women

In the U.S.: 4 men, 12 women

New Employees Hired Annually: One

Professional Fields Employed:

General Agriculture	Sociology
Secondary Education	Medicine (Doctor)
Educational Administration	Literature and Journalism
Nursing	Political Science
Business Administration	Music

Educational Levels Preferred: Depending on the designated position.

Experience Preferred: As much experience as possible is desirable, depending on the position. Preference is for people with experience in the kinds of positions with which they will be confronted.

Salary Levels: People are hired to fill a job and salaries are set up on the basis of the going rate.

Criteria Used in Determining Salaries: Experience and references.

Countries in Which Work is Carried On: Korea

Orientation and Training Program:

Duration: Varies - depending on experience of the individual - from two weeks to one month.

<u>Elements:</u> Economic Development	Health & Survival Techniques
Extension Methods	Fundamental Education
Administrative Procedures	Aspects of the Foundation's
Human Relations and	program in health, educa-
Behavior	tion, welfare and
	agriculture.

Special Language Training: This is up to the individual on arrival. Native staff are interpreters.

Methods of Recruitment: Application file, word of mouth, employment office.

Personal interview required.

Whether married couples or single persons depends on individual requirements and the job.

Duration of Assignment: 2 years

Expected Change in Size of Overseas Operation: Possible expansion

Questionnaire Respondent: Dr. Dorothy M. Frest  
Executive Director

## THE ASIA FOUNDATION

550 Kearny Street  
San Francisco 8, California

200 East 42 Street  
New York 17, New York

Objectives: "To make private American support available to individuals and groups in Asia who are working for the maintenance of peace and independence and for greater personal liberty and social progress; encourage and strengthen active cooperation, founded on mutual respect and understanding, among voluntary organizations - Asian, American, and international - with similar aims and ideals. A part of the Foundation's effort is devoted to work with other American individuals and organizations to achieve a better understanding in the United States of the peoples of Asia, their histories, cultures and values."

Technical Cooperation Fields:

Social and Economic Research	Travel Grants for Asian Delegates
Publishing programs	to attend International Confer-
English Teachers	ences.
Physical Education and	Community Development
Athletic Training	Social Welfare
Science	Cultural Activities

Countries in Which Work is Carried On:

Afghanistan	Malaya/Singapore
Burma	Pakistan
Cambodia	The Philippines
Ceylon	Taiwan
Hong Kong	Thailand
Japan	Vietnam
Korea	United States
Laos	

Information secured from the Directory of American Voluntary & Non-profit Agencies Interested in Technical Assistance.

## ASSOCIATION FOR INTERNATIONAL DEVELOPMENT

374 Grand Street  
Paterson, New Jersey

Objectives: "To undertake projects in newly developing areas of the world that will provide help to local, native leaders in their efforts to work out solutions to their social and technical problems in the light of Christian social principles."

Technical Cooperation Fields:

Recruiting, training and helping to sponsor Catholic professional and technical specialists for service in:

Education	Community Recreation
Medicine	Adult Education
Credit Union and Cooperatives	Community Service
Domestic Arts	

Americans Employed Abroad: 20 men

Professional Fields Employed:

Teachers	Cooperative Specialists
Writers	Community Relief
Credit Union Specialists	Social Service

Countries in Which Work is Carried On:

Mexico	Malaya
Chile	Japan
Bolivia	India
Basutoland	Pakistan
South Africa	

Information secured from the Directory of American Voluntary & Non-profit Agencies Interested in Technical Assistance.

## BRETHREN SERVICE COMMISSION

1451 Dundee Avenue  
Elgin, Illinois

Objectives: The Brethren Volunteer Service program attempts to fulfill the following purposes:

- a. To serve human need - physical, economic, educational, emotional, and spiritual.
- b. To serve the cause of peace
  - (1) by witnessing for a "way of life that takes away the occasion for all war,"
  - (2) by giving young people a unique opportunity to grow together in the philosophy and the skills of peace-making.

Technical Cooperation Fields: Extremely varied because of the flexibility and mobility of the work carried on, but including:

Agricultural Development  
and Rehabilitation  
Education  
Adult Education

Community Development  
Health and Sanitation  
Improvement

Americans Employed Abroad: 38 men and women

New Employees Hired Annually: Varies widely

Professional Fields Employed: Varies widely, but includes:

Program directors  
Doctors  
Social workers  
Nurses  
Bookkeepers  
Teachers

Secretaries  
Agriculturalists  
Home Economists  
Construction workers  
Mechanics

Educational Levels Preferred: Varies widely, including 8th grade graduates through advanced college degrees.

Experience Preferred: No experience required for many positions.

Minimum and Maximum Age Requirements: None

Salary Levels: Transportation to project, board, room, medical care while on project and \$10.00 cash allowance per month for first year of service; \$15.00 per month for second year, and return transportation. A few of those designated as "Alternative Service Special Volunteer" are dentists or doctors, married with families and are provided a slightly better financial arrangement than the general group.

Countries in Which Work is Carried On:

Austria	Italy
Ecuador	Japan
France	Jordan
Germany	Mexico
Greece	Morocco
Haiti	Nigeria
India	

Orientation and Training Program:

Duration: Two months

Elements: General in nature and including:

Discipline of spiritual life, time, work, and behavioral attitudes.

World needs and the volunteer's place in the needs.

Needs of the project to be served.

The pacifist position, and the idea of service with BVS.

Many additional areas are covered to prepare the individual for the particular type of service in which the Brethren Volunteer Service is involved.

Methods of Recruitment: Most people involved in the Brethren Service program are there because of interest in service of a non-military nature with a religious orientation. They are volunteers who contact the Brethren Service Commission for this reason. However, other individuals interested in the particular type of service may apply.

Either married couples or single persons are acceptable.

Duration of Assignment: Usually two years, which may be extended.

Other Information: Most people involved in this work are "Alternative Service Special Volunteers" and are not interested in career technical cooperation.

Questionnaire Respondent: Hazel Peters  
Administrative Assistant

## CATHOLIC RELIEF SERVICES

350 Fifth Avenue  
New York 1, New York

Objectives: "The business objects and purposes for which this corporation is formed are to plan, promote, organize, manage, supervise, conduct and coordinate, directly or indirectly or in collaboration with other persons, services and assistance to meet religious, charitable, educational, literary and scientific needs, related to or arising out of war, including maintenance of the morale of members of armed forces and of civilians affected by war, and including relief of needs, material or spiritual, created by or arising out of war, its incidents and consequences."

Technical Cooperation Fields:

Distribution of U. S. Government Surpluses	
Collection and distribution of used clothing and medicines	
Stimulation and support of self-help projects	
Consultation and Planning	
Provision of supplies and equipment	
Education	Vocational training
Health and Sanitation	Housing facilities
Land reclamation	Agricultural Development
Community Development	

Americans Employed Abroad: 81 men

Countries in Which Work is Carried On: 58 countries in:

Africa	Caribbean Area
Europe	Central America
Far East	South America
Middle East	

Expected Change in Size of Overseas Operation: Contraction or consolidation.

Information secured from the Directory of American Voluntary & Non-profit Agencies Interested in Technical Assistance.

## CHURCH WORLD SERVICE

475 Riverside Drive  
New York 27, New York

Objectives: "CWS serves the common interests of its constituency (of Protestant and Orthodox Communions) in works of Christian mercy, relief, technical assistance, reconstruction, and inter-church aid, ministering to the victims of war and other emergencies such as famines and floods. Wherever possible, CWS works in and through the local National Christian Council or other cooperative body in the countries where it is engaged in programs."

Technical Cooperation Fields:

Material Aid - of relief and rehabilitation supplies

Rehabilitation	Cooperatives
Health	Irrigation Development
Rural Development	Agricultural Development
School Feeding	Rural Credit
Vocational Training	Small Industries
Forestry	Home Improvement
Elementary Education	Business Training

Many of these projects are in cooperation with, or under the direction of, denominational or other voluntary groups.

Americans Employed Abroad: Currently, 26 men. As many as 10,000 indigenous personnel.

Professional Fields Employed: Varies widely.

Countries in Which Work is Carried On:

Algeria	Gaza	Israel	Pakistan
Austria	Germany	Italy	Poland
Belgium	Greece	Japan	Syria
Brazil	Haiti	Jordan	Taiwan
Chile	Hong Kong	Korea	Tunisia
Egypt	India	Lebanon	Turkey
France	Indonesia	Morocco	Yugoslavia

Methods of Recruitment:

Most personnel are supplied by the various Christian Councils and denominations; occasionally also by the World Council of Churches.

Information secured from the Directory of American Voluntary and Non-profit Agencies Interested in Technical Assistance.

## CONGREGATIONAL CHRISTIAN SERVICE COMMITTEE, INC.

110 East Twenty-Ninth Street  
New York 16, N. Y.

Objectives: "The agency of the Congregational Christian Churches entrusted with the responsibility for alleviating human distress, particularly overseas, as means and opportunity offer, regardless of race, class, creed or nationality."

Technical Cooperation Fields:

Village Development  
Agricultural Development

Social Welfare  
Health

Americans Employed Abroad: 60 men

Professional Fields Employed:

Child Welfare Experts  
Physicians

Teachers  
Social Workers

Countries in Which Work is Carried On:

France  
Germany  
Italy  
Greece

Lebanon  
Hong Kong  
Korea  
Taiwan

Information secured from the Directory of American Voluntary & Non-profit Agencies Interested in Technical Assistance.

## CARE

660 First Avenue  
New York 16, N. Y.

Objectives: "To provide relief, rehabilitation and economic assistance to the people of underdeveloped areas at the "grass roots" where need is greatest, with emphasis on the development of community life through nutritional improvement, economic growth, education and public health.

"Provide tools and other material to assist projects of other agencies working abroad. CARE personnel are administrative - they are "professional" in the sense that they apply knowledge of the technical cooperation field in choosing projects."

Technical Cooperation Fields:

Supply of tools, books, and special equipment.  
Supply of standard and specially purchased equipment for health, education and social welfare.

American Employed Abroad: 89 men and 1 woman.

In the U.S.: 28 men and 7 women.

New Employees Hired Annually: 15

Professional Fields Employed: Do not hire specialists for work in specific fields. Rather, prefer general background, administrative skills, and some knowledge of technical assistance.

Educational Levels Preferred: Master's Degree.

Experience Preferred: Experience is necessary for some positions. In the case of overseas personnel, experience with relief work or in administration of technical assistance programs is preferred.

Salary Levels: \$3,500 to \$9,000 per year, plus "per diem" allowance for expenses.

Field Representative - \$3,500 to \$4,000.  
 Assistant Mission Chief - \$4,000 to \$5,000.  
 Mission Chief - \$5,000 to \$9,000.

Criteria Used in Determining Salaries: Largely performance and experience. There are no fixed criteria in salary scales other than three categories of overseas personnel.

Countries in Which Work is Carried On:

Vietnam	Mexico	Poland	Hong Kong
The Philippines	Panama	Italy	Ceylon
Iran	Guatemala	West Berlin	India
Jordan	Colombia	Yugoslavia	Pakistan
Egypt	Ecuador	Greece	Korea
Turkey	Honduras		
Israel	Chile		
Libya	Costa Rica		
Afghanistan	Haiti		

Orientation and Training Program:

Duration: 4-5 weeks in the New York headquarters, plus two weeks at a CARE mission enroute to mission assignment.

Elements: Administrative procedures of CARE, 4-5 weeks.  
 Economic Development.  
 Nature of Technical Cooperation.  
 Community Development

Special Language Training: New employees have usually already had some language training; otherwise, they receive training in missions or, occasionally, they are sent to Berlitz for an extensive course.

Methods of Recruitment: There is a "natural" flow of applicants, or candidates are contacted through colleges or other agencies.

Personal interview is required. Prefer single persons.

Duration of Assignment:

Four years at least.

Expected Change in Size of Overseas Operation:      Expansion.

Questionnaire Respondent:      Mr. Bertram Smucker  
Director  
Overseas Operations Department

## THE COOPERATIVE LEAGUE OF THE U.S.A.

343 South Dearborn Street  
Chicago 4, Illinois

Objectives: "The purpose and objective of the Cooperative League is the growth of cooperation and cooperative business enterprises to a point where the people's own business (accounting for perhaps 15% to 20% of important lines of commerce) can become an effective balance wheel of a just and truly free economy. Where cooperative business is strong enough to be an effective check on monopoly, there the small business man, the farmer, the worker, the professional man has a better living and breathes freer air. Cooperation can be a protection against monopoly wherever it exists; a bulwark against unhealthy inflation and disastrous deflation and depression; and an all-time alternative to and means of escape from Communism, Fascism, and other forms of totalitarianism."

Technical Cooperation Fields: Cooperatives.

Americans Employed Abroad: 3 men

New Employees Hired Annually: 1

Professional Fields Employed: Agricultural Cooperative Credit - 1  
Cooperative Education - 3

Educational Levels Preferred: Formal university training is not considered as important as the amount and kind of cooperative experience.

Experience Preferred: Practical, long-term experience in cooperative education, or management, or both.

Salary Levels: \$10,000 - \$12,000.

Questionnaire Respondent: Merlin G. Miller  
Director, International Affairs

## FOOD AND AGRICULTURAL ORGANIZATION OF THE UNITED NATIONS

Viale delle Terme di Caracalla  
Rome, Italy

North American Regional Office  
1325 C Street, S. W.  
Washington 25, D. C.

Objectives: "Development of agriculture to provide for an adequate world food supply; to help nations raise the standard of living; to improve nutrition of the people of all countries; to increase the efficiency of farming, forestry, fisheries; to better the conditions of rural people; and, through all these means, to widen the opportunity of all people for productive work."

Technical Cooperation Fields: Staff are employed world-wide in each of these divisions.

Animal Production and Health	Land and Water Development
Economics	Nutrition
Fisheries	Plant Production & Protection
Forestry and Forestry Products	Rural Institutions & Services

Professional Fields Employed: Most agricultural fields.

Educational Levels Preferred: At least an M.S., but preferably a Ph.D.

Experience Preferred: Fundamental requirement is a real expert knowledge plus years of practical experience in applying such methods in the field.

Countries in Which Work is Carried On: Approximately 130 countries.

Questionnaire Respondent: Letter reply from - O. J. Gobert  
Acting Chief  
Personnel Branch  
North American  
Regional Office

## THE FORD FOUNDATION

477 Madison Avenue  
New York 22, New York

Objectives: "The Foundation's general purpose is to advance human welfare by trying to identify problems of importance to the nation and the world and by supplying funds on a limited scale for efforts directed at their solution."

Technical Cooperation Fields:

Education	Economic Development & Administration
Humanities and the Arts	International Training and Research
Science and Engineering	International Affairs
Public Affairs	Overseas Development

Americans Employed Abroad: 160 men (1959)

Foundation Staff:	12
Consultants provided by the Foundation:	53
Consultants provided by other agencies:	95

Professional Fields Employed: Varying with need.

Countries in Which Work is Carried On:

Belgian Congo	Iran	Nigeria
British East Africa	Iraq	Pakistan
Burma	Israel	Rhodesia & Nyasaland
Ghana	Jordan	Sudan
India	Lebanon	Turkey
Indonesia	Liberia	United Arab Republic
	Nepal	

Methods of Recruitment: Consultants are recruited for specific assignments as needed.

Other Information: The Ford Foundation has a very broad program covering many areas not indicated herein and embracing many highly significant projects.

Letter reply from: John J. Bresnan  
Program Assistant  
Overseas Development Program

Information secured from the Directory of American Voluntary & Non-profit Agencies Interested in Technical Assistance.

## HELPER PROJECT, INC.

111 West Main Street  
North Manchester, Indiana

45 Ashby Road  
Upper Darby, Pennsylvania

Objectives: "To provide livestock and poultry to meet the needs of hunger and malnutrition, as well as the long range potential of supplying food requirements."

Technical Cooperation Fields: Supply of livestock and poultry to agencies already in the field who are carrying on agricultural development programs. Each recipient must in turn give the first offspring to a deserving neighboring farmer.

Americans Employed Abroad: 4 men (full time)

Volunteer livestock attendants recruited to escort livestock overseas and to remain long enough to educate recipients in breeding of animals.

Salary Levels: Expenses for volunteer livestock escorts.

Countries in Which Work is Carried On: 57 countries served so far, with no limitations on shipments to other nations which meet the requirements of need.

Information secured from the Directory of American Voluntary & Non-profit Agencies Interested in Technical Assistance.

INTERNATIONAL COOPERATION ADMINISTRATION  
Washington, D. C.

Objectives: To cooperate in the social and economic fields so that peaceful nations can develop self-reliance and reasonable self-sufficiency.

Technical Cooperation Fields

Community Development	Communication Improvement
Fundamental Education	Public Administration Improvement
Literacy Education	Health Improvement and Sanitation
Technical Education	Social Welfare
Agricultural Development	Public Safety
Industrial Development	Transportation
Home Improvement	Labor
Home Industries	

Americans Employed Abroad: 3800 men and women

In the U.S.: 1000 men and women

New Employees Hired Annually: 600 to 700

Professional Fields Employed:

Most Agricultural Fields	770	Participant Training	75
Agricultural Credit		Housing & Architecture	20
Agricultural Cooperatives		Engineering Fields	250
Agricultural Economics		Public Health & Nursing	190
Agricultural Extension		Public Administration	110
Extension Information		Procurement & Supply	40
Water Resources		Business Administration	200
Agricultural Marketing		General Services	100
and Processing		Sociology & Anthropology	60
Extension Training		(Community Development)	
Agronomy		Economics	270
Soils		Communication Media	85
Conservation		Accounting & Commerce	230
Livestock		Transportation	75
Agricultural Engineers		Labor	40
		Public Safety	125
Educational Fields	365		

Educational Levels Preferred: Varies widely depending on occupation.

Experience Preferred: Most of personnel have 10-20 years of experience. Only about 6 were hired during the past year with little or no experience. The amount of experience required depends upon the position. Overseas exposure is highly desirable, but not required.

Minimum and Maximum Age Requirements: 21-65 for regular employees.  
Up to 70 for consultants.

Salary Levels: B.A. or B.S., no experience - \$5,085.  
after long experience, up to - 17,030.  
Master's degree, no experience 5,805 - \$6,035.  
after long experience, up to - 17,030.  
Ph.D. degree, no experience - 6,755 - \$7,215.  
after long experience, up to - 17,030.

Criteria Used in Determining Salaries: Kind of profession, professional attainment and success, record of earnings, overseas experience.

Countries in Which Work is Carried On: 60 countries on every continent. Information of work in each country is readily available from ICA headquarters in Washington.

Latin America:

Argentina	Nicaragua	Lebanon	Korea	Rhodesia
Bolivia	Panama	Pakistan	Laos	Somalia
Brazil	Paraguay	Turkey	Nepal	Sudan
British Guiana	Peru	U.A.R.	Philippines	Tanganyika
British Honduras	Surinam	Yemen	Taiwan	Tunisia
Chile	Trinidad		Thailand	Uganda
Colombia	Uruguay	<u>Europe</u>	Vietnam	
Costa Rica	Venezuela	Spain		
Cuba		Yugoslavia	<u>Africa</u>	
Dominican Republic			Ethiopia	
Ecuador	<u>Middle East</u>	<u>Asia</u>	Ghana	
El Salvador	Afghanistan	Burma	Kenya	
Guatemala	Greece	Cambodia	Liberia	
Haiti	Iran	Ceylon	Libya	
Honduras	Iraq	India	Morocco	
Jamaica	Israel	Indonesia	Nigeria	
Mexico	Jordan	Japan	Nyasaland	

Orientation and Training Program:

Duration: 3 weeks for new personnel.

Elements: Concentrated orientation in:

Administrative Procedures	Case Study
Nature of Communism	Technical Leadership work
Human Relations & Behavior	Program Procedures
Health and Survival Techniques	U. S. Policy Matters
Evaluation	Economic Development
Non-Western Culture	
Nature of ICA Technical Cooperation	
U. S. Culture and Political Structure	
Personal Arrangements for Overseas Living	

For Wives: A few sessions are offered especially for the wives; and selected sessions listed above. She may attend the full three weeks session if it can be done without any extra expense to the government.

Methods of Recruitment: Positive recruiting of many kinds, designed to attract good candidates for actual needs, and avoid mass applications from people we cannot use.

Careful selection process including personal interview, mail and telephone investigation of personal characteristics, knowledge, job success, etc.; interview with whole family in the home; security investigation.

Prefer married couples. Use single persons for some positions.

Duration of Assignment: 2 years each to maximum of four years, usually.

Expected Change in Size of Overseas Operation: Expansion.

Questionnaire Respondent: G. W. Peterson  
Chief Examiner  
Employment Division

## INTERNATIONAL DEVELOPMENT SERVICES, INC.

1270 Avenue of the Americas  
New York 20, New York

Objectives: "To promote the economic and social development of the underdeveloped areas of the world."

Provides planning, staffing, and management of programs of technical assistance sponsored by private enterprise, foundations, the U. S. government, foreign governments, United Nations, and other international agencies.

Technical Cooperation Fields:

Community Development	-	2
Agricultural Development	-	42
Industrial Development	-	none at present

Americans Employed Abroad: 41 men

In the U.S.: 5 men

New Employees Hired Annually: 5 - 10

Professional Fields Employed:

Agricultural Education	8	Plant Breeding	2
Agricultural Economics	1	Civil Engineering	5
Agronomy	2	Geology	1
Soils	3	Public Administration	3
Agricultural Engineering	5	U.S. Government	15
Range Management	1	State Government	1
Veterinary Science	1	Foreign Government	2
Extension	2	Private Business	4
Rural Sociology	1	Mechanics	1
Credit	12	Farm Manager	1

Educational Levels Preferred: At least B.S.

Experience Preferred: Few years, preferably in part, abroad - want to see a man's total capacity tested.

Minimum and Maximum Age Requirements: None

Salary Levels: Flexible - guiding principle is previous earnings which in a typical case would be improved upon slightly.

Criteria Used in Determining Salaries: Previous earnings.  
Individual qualifications.

Countries in Which Work is Carried On:

Ghana	Costa Rica
Nigeria	Bolivia
Burma	Chile
Guatemala	

Orientation and Training Program: Not standardized.

Duration: Depends on need of the individual.

Elements: 2-5 days intensive discussions in New York before departure.

Special Language Training: Rarely necessary and therefore treated on an Ad Hoc basis.

For Wives: As much face to face discussion and correspondence as possible.

In-Service Training: Informal

Other: Direct those awaiting assignment to useful literature.

Methods of Recruitment: Contacts with prominent persons in the field. Some people apply directly to IDS. The recruitment process is quite varied.

Either married couples or single persons.

Duration of Assignment: Usually two years - often renewable.

Expected Change in Size of Overseas Operation: Expansion

Questionnaire Respondent: Alvin G. Edgell  
Assistant to Vice President

INTERNATIONAL LABOR OFFICE  
UNITED NATIONS

917 Fifteenth Street  
Washington 5, D. C.

Objectives: "Established in 1919, the ILO is now a specialized agency of the United Nations, in which government, worker, and employer representatives of the world work toward peace through improved labor conditions and living standards."

Technical Cooperation Fields:

Technical Education	Social Welfare
Industrial Development	Management Training
Home Industries	Worker's Education
Public Administration	Productivity

Americans Employed Abroad: 150-200 men

New-Employees Hired Annually: 150 average

Professional Fields Employed:

Rural Sociology	Mechanical Engineering
Vocation Education	Industrial Arts
Electrical Engineering	Economics
Industrial Engineering	Government

Experience Preferred: At least 5 years.

Salary Levels: Depends on the person and the project.

Countries in Which Work is Carried On: No indicated by countries.

Orientation and Training Program:

Duration: Varies from one week to one month.

Elements: Economic Development (informal)  
Nature of Technical Cooperation (formal)  
Administrative Procedures (formal)  
Human Relations & Behavior (informal)  
Fundamental Education (informal)  
Teaching methods (formal)

Methods of Recruitment: Through government and professional sources.

Prefer married couples.

Duration of Assignment: One year

Expected Change in Size of Overseas Operation: Expansion.

Questionnaire Respondent: Earnest Woodchek  
Administrative Assistant

## INTERNATIONAL VOLUNTARY SERVICES

3636 Sixteenth Street, N. W.  
Washington 10, D. C.

Objectives: "To conduct special projects in the fields of:

- |                          |                                   |
|--------------------------|-----------------------------------|
| 1) community development | 5) livestock and poultry projects |
| 2) agriculture           | 6) building                       |
| 3) health                | 7) home economics                 |
| 4) education             |                                   |

for the betterment of living conditions in the economically underdeveloped areas of the world on a people-to-people and village level basis.

Technical Cooperation Fields:

Community Development	Home Improvement
Fundamental Education	Health Improvement and Sanitation
Technical Education	Social Welfare
Agricultural Development	
Recreation and the Arts	

Americans Employed Abroad: 177 men, 4 women

In the U.S.: 5 men, 1 woman

New Employees Hired Annually: Varies, but in the current year - 140

Professional Fields Employed:

Agricultural Education	Extension	Home Economics
Agricultural Economics	Rural Sociology	Nursing
Animal Husbandry	Elementary Education	Botany
Dairy Husbandry	Secondary Education	
Agronomy	Physical Education	
Soils	Health Education	
Engineering (Agric.)	Architectural Engineering (basic)	
Horticulture	Civil Engineering (basic)	
Poultry	Electrical Engineering (basic)	
Range Management	Entomology	
Veterinary Science	Architecture	

Educational Levels Preferred: B.S. or B.A. for team members.

Team chiefs are needed in ratio of 1 to 10 team members and would need additional education or experience.

Experience Preferred: Any practical experience would be useful but is not necessary.

Minimum and Maximum Age Requirements: Minimum 22. Maximum depends upon physical fitness.

Salary Levels: B.A. or B.S. degree)- \$80 per month for first assignment, both men and women, plus all expenses.  
or Tech. Training )

Chiefs of Party - \$3,000 per year plus all expenses for both husband and wife on first assignment.

2 - 4 years experience \$4,000 plus all expenses.

More than 4 years experience \$5,000 plus all expenses.

Criteria Used in Determining Salaries: Based entirely on service and selection for leadership positions.

Countries in Which Work is Carried On:

Ghana  
Liberia  
Laos

Vietnam  
Cambodia

Orientation and Training Program: Very limited at present, based on the philosophy that prolonged orientation is not profitable. Done primarily in the field.

Duration: three months.

Elements: Non-English language - 3 months  
Administrative Procedures - 3 months, informal  
Human Relations and Behavior - 3 months, informal  
Community Development - 3 months, informal

Special Language Training: Three months intensive training in country immediately upon arrival. No language but local is permitted while training.

For Wives: Not accepted except for Chiefs of Party.

In-Service Training: Informal by administrative office and annually by Field Program Officer visit.

Methods of Recruitment: Recruiting program uses every means possible to reach desirable candidates. "Gold is where you find it."

Special application and personal interview required.

Single Persons preferred. Married couples only for Chief of Party

Duration of Assignment: 2 years

Expected Change in Size of Overseas Operation: Expansion

Questionnaire Respondent: J. O. Noffsinger  
Executive Director

THE IRAN FOUNDATION, INC.  
350 Fifth Avenue  
New York, New York

Objectives: "For the advancement of health and education in Iran primarily through substantial pilot plant installations in Shiraz for the purpose of serving the entire country."

Technical Cooperation Fields:

Technical Education  
Industrial Development  
Health Improvement and Sanitation

Americans Employed Abroad: 20 men, 150 women

In the U.S.: 1 man, 7 women

New Employees Hired Annually: 10

Professional Fields Employed:

Health Education	20	Doctors
Industrial Engineering	4	Dieticians
Nursing	10	

Educational Levels Preferred: Medical or Nursing Degree

Experience Preferred: Minimum of 5 - 10 years in U. S.

Salary Levels: \$6,000 for experienced nurse.

Countries in Which Work is Carried On: Iran

Methods of Recruitment: Advertisements, personal contacts.

Either married couples or single persons.

Expected Change in Size of Overseas Operation: Expansion

Questionnaire Respondent: Richard V. Weekes  
Executive Director

## LAUBACH LITERACY FUND

235 East 22 Street  
New York 10, New York

Objectives: "To teach literacy throughout the world wherever such help is needed.

Technical Cooperation Fields:

Fundamental Education

Literacy Education

Americans Employed Abroad: Help to place people with other agencies, and furnish scholarships for foreign nationals.

New Employees Hired Annually: 10 placed in 1960.

Professional Fields Employed:

Education fields

Journalism

Experience Preferred: Degree and one year of experience preferred. Experience might include teaching adults, educational or agricultural work under mission or government, journalism, educational traveling.

Minimum and Maximum Age Requirements: Minimum 21

Salary Levels: No definite range. Salaries are low, largely subsistence.

Criteria Used in Determining Salaries: Actual needs of each person.

Countries in Which Work is Carried On: About 90 countries.

Orientation and Training Program:

Duration: Minimum of 4 months.

Elements: Adult literacy techniques.  
Writing for new readers.

Special Language Training: Usually two or more weeks of linguistics training during the literacy course.  
Some laboratory teaching and writing.

For Wives: Same as for husbands.

In-Service Training: Informal, after training try to place literacy workers in U.S. projects for a time.

Methods of Recruitment: Through scouts, by correspondence, meetings.

Personal interview required.

Prefer single persons.

Duration of Assignment: Varies widely.

Expected Change in Size of Overseas Operation: Multiply, (hopefully).

Other Information: Prefer to train workers going abroad under governments, industries, mission agencies, or privately; then help them in the field mostly through correspondence and traveling teams of top experts.

The Laubach Literacy Fund has taken the lead in organizing "Committees of 100" to sponsor a literacy, teacher, journalist, or agriculturist, in a less developed country abroad.

Questionnaire Respondent: Lorenzo W. Lowe  
Washington Associate

MENNONITE CENTRAL COMMITTEE  
Akron, Pennsylvania

Objectives: "To give relief and render other welfare services overseas where needed regardless of recipient's race, creed, class, or political sympathies."

Technical Cooperation Fields:

Rehabilitation and reconstruction  
Hospital facilities, clinics, medical services  
Agricultural aid  
Farm Trainee Exchange Program

Americans Employed Abroad:

) 200 men and women  
In the U.S.:

Professional Fields Employed:

Medicine	Construction
Agriculture	many others

Minimum and Maximum Age Requirements: Minimum 18

Countries in Which Work is Carried On: World-wide, but particularly in:

Germany	Vietnam
Korea	Greece
Paraguay	Hong Kong
Jordan	Austria
Indonesia	Uruguay

Information taken from the Directory of American Voluntary & Non-profit Agencies Interested in Technical Assistance, and the Mennonite Central Committee Annual Report, 1959.

METHODIST CHURCH, BOARD OF MISSIONS  
 Division of World Missions  
 475 Riverside Drive  
 New York 27, New York

Objectives: "The supreme aim of Missions is to make the Lord Jesus Christ known to all peoples in all lands as their Divine Savior, to persuade them to become His disciples, and to gather these disciples into Christian Churches; to enlist them in the building of the Kingdom of God; to cooperate with these Churches; to promote world Christian Fellowship, and to bring to bear on all human life the spirit and principles of Christ." (Discipline of the Methodist Church)

Technical Cooperation Fields:

Community Development	Home Improvement
Fundamental Education	Health Improvement and
Literacy Education,	Sanitation
Technical Education	Social Welfare
Agricultural Development	Recreation and the
Industrial Development	Arts

Americans Employed Abroad: 550 men, 450 women plus 500 wives

New Employees Hired Annually: 125

Professional Fields Employed:

Agricultural Education	Education
Agronomy	Elementary
Soils	Secondary
Agricultural Engineering	Physical
Horticulture	Health
Poultry	Library Science
Extension	Chemistry
Rural Sociology	Art
Industrial Arts	Nursing
Mathematics	Home Economics
Physics	Business Administration
Sociology	Anthropology
Film & Television	

Educational Levels Preferred: Must have B.S., and a graduate degree for particular missionary assignments.

Experience Preferred: Experience in the professional field to be served is preferred, and if possible, cross-cultural experience is desirable. Career missionaries are required to have at least one year of experience before going abroad.

Minimum and Maximum Age Requirements:

Short term minimum	- 21
Career	- 23
Maximum for couples	- 25
Single women	-35, but older women may be considered

Salary Levels: All missionaries are on a standard salary; one base for single persons, another for couples - plus allowances for children and service increments.

Countries in Which Work is Carried On:

Africa

Transvall  
Angola  
Belgian Congo  
Liberia  
Algeria  
Tunisia  
Portuguese East Africa  
Southern Rhodesia

Asia

Borneo  
Burma  
Formosa  
Hong Kong  
India  
Japan  
Korea  
Malaya  
Nepal  
Okinawa  
The Philippines  
Pakistan  
Sumatra

Latin America

Argentina  
Bolivia  
Brazil  
Chile  
Costa Rica  
Cuba  
Mexico  
Panama  
Peru  
Uruguay

Orientation and Training Program:

Duration: 7 weeks for special termers  
5 - 40 months for career people.

Elements:	U.S. Culture and Political Structure	
	Non-Western Culture	Community Development
	Nature of Communism	Fundamental Education
	Human Relations & Behavior	Teaching Methods
	Health & Survival Techniques	Linguistics
	Bible and Christian Theology	Science of Missions

Special Language Training: Study in linguistics; some language study in the U.S., or study language in schools overseas.

For Wives: Basically the same training as husbands receive.

Methods of Recruitment: Contacts on college campuses, visitations to potentials, published information, pastors.

Either married couples or single persons, depending on nature of assignment.

Duration of Assignment: 3 years for special termers.  
5 years for career people

Expected Change in Size of Overseas Operation: Expansion

Questionnaire Respondent: Roland W. Scott  
Executive Secretary for  
General Administration

## NEAR EAST COLLEGE ASSOCIATION

548 Fifth Avenue  
New York 36, New York

Objectives: "The Near East College Association represents the largest American Educational effort overseas, bringing an opportunity for higher education to 7,000 students of more than 54 different national and cultural backgrounds. Seven schools have combined to form an association so that they may benefit from a cooperative administrative office and teacher placement organization. During the past ninety years thousands of Americans have aided in the support of these Colleges in the Near East. The combined effort of Americans and Near Eastern people contributing to a total annual budget of five million dollars is an effective adventure in International goodwill."

Technical Cooperation Fields: Secondary and Higher Education.

Americans Employed Abroad: 80 men, 40 women

In the U.S.: 5 men, 5 women

New Employees Hired Annually: Approximately 40

Professional Fields Employed: Annually needed -

Agricultural Education	1	Mathematics	5
Agricultural Economics	1	Physics	1
Veterinary Science	1	Chemistry	4
Elementary Education	4	Nursing	1
Secondary Education	10	Public Administration	1
Physical Education	1	Business Administration	1
Library Science	1	Economics	1
Civil Engineering	1	English as a Foreign Language	4
Mechanical Engineering	1		
Botany	1		

Educational Levels Preferred: M.A. for secondary.  
Ph.D. for college level.

Experience Preferred: At least one year teaching experience.

Salary Levels:

B.A. or B.S.	\$3,000 - \$4,000
M.A. or M.S.	3,200 - 4,400
Ph.D.	3,400 - 4,600

All U.S. tax exempt, plus fringe benefits. Frequently free room and board, or low cost housing, plus travel and baggage allowance.

Criteria Used in Determining Salaries: Other than education and experience - scarcity of applicants, particularly in the sciences.

Countries in Which Work is Carried On:

- Greece
- Lebanon
- Turkey

Methods of Recruitment: College placement offices, former staff, colleagues of present staff.

Personal interview required.

Prefer married couples.

Expected Change in Size of Overseas Operation: Remain the same.

Questionnaire Respondent: Walter Prosser  
Assistant Director

## NEAR EAST FOUNDATION

54 East 64 Street  
New York 21, New York

Objectives: "To better the economic and social lines of the rural populations of the Near East (through self-help demonstration)."

Technical Cooperation Fields:

Community Development	12	Social Welfare	2
Technical Education	4	Public Health	
Agricultural Development	6	Rural Education	
Home Improvement	1		

Americans Employed Abroad: 22 men, 1 woman.

In the U.S.: 4 men

New Employees Hired Annually: 3 - 5

Professional Fields Employed:

Agricultural Education	8	Rural Sociology	3
Agronomy	1	Secondary Education	2
Soils	1	Civil Engineering	2
Agricultural Engineering	7	Architecture	1
Extension	2	Home Economics	1

Educational Levels Preferred: B.S., M.S., Ph.D., depending on the position to be filled.

Experience Preferred: 3-5 years U.S. experience required (as much as ten years preferred). Successful performance in an environment similar to what might be encountered abroad also desirable, based on the belief that successful experience in the U.S. increases the likelihood of success overseas.

Salary Levels: \$5,000 - \$6,000 for experienced graduates with B.S., B.A.  
5,000 - 7,000 for inexperienced graduates with  
Master's.

Criteria Used in Determining Salaries: For experienced persons salary levels depend on past earnings and future responsibilities, with the usual expectation of paying at least 10% more than take home pay at the time of employment.

Countries in Which Work is Carried On:

Ghana	Jordan
Iran	Korea

Orientation and Training Program:

Duration: 7 - 14 days, varying with the individual.

Elements: Informal preparation in administrative procedures and health and survival techniques.

Special Language Training: \$200 provided annually for language study, after the employee has passed a language proficiency test.

For Wives: Informal orientation.

In-Service Training: Variable and informal.

Methods of Recruitment: Potential employees contacted largely through inquiries and recommendations of present employers.

Personal interview required.

Duration of Assignment: Usually two years.

Expected Change in Size of Overseas Operation: Expansion

Questionnaire Respondent: Lyle J. Hayden  
Executive Director

ORGANIZATION OF AMERICAN STATES  
PROGRAM OF TECHNICAL COOPERATION

General Secretariat  
Washington, D. C.

Objectives: "To expand technical cooperation and assistance, through the utilization of all available resources, to the end that 'man should not be a pawn to history but, rather, should play a meaningful, wise, and active role in order to achieve the highest possible levels of progress and well-being for the greatest numbers.'"

Technical Cooperation Fields:

Rural Development	Health
Educational Improvement	Social Welfare
Agricultural Development	Cooperatives
Livestock Improvement	Natural Resources
Housing	Business Administration
Statistics	Industrial Production

Americans Employed Abroad: 124 men, over a two-year period.

New Employees Hired Annually: Varies widely depending on requests from member states.

Professional Fields Employed: Between July 1, 1958 and December 31, 1961:

Rural Development	30	Statistics	7
Planning	20	Social Services	6
Science Development		Library Science	5
Natural Science	8	Industrialization	3
Applied Science	8	Medicine	5
Economic Development	2	Banking	3
Housing	8	Tourism	3
Education	8	Others	8
		Total	124

Educational Levels Preferred: Varies with needs of the assignment.

Experience Preferred: People employed must generally be considered experts or highly trained specialists in their fields.

Salary Levels: Varies, depending on the qualifications of the expert employed.

Countries in Which Work is Carried On:

Argentina	Mexico
Bolivia	Nicaragua
Brazil	Panama
Colombia	Paraguay
Costa Rica	United States
Cuba	(Puerto Rico)
Chile	Uruguay
Ecuador	Venezuela
El Salvador	
Guatemala	
Haiti	
Honduras	

Methods of Recruitment: A specific highly qualified expert is sought to fill each request from a member state.

Duration of Assignment: Varies according to needs of the project.

Expected Change in Size of Overseas Operation: Expansion

Other Information: Information in this description was extracted from as OAS report dated December, 1960, and is therefore incomplete in detail.

Letter Reply From: Earl J. Rousche  
Acting Chief  
Division of Technical Cooperation  
and Assistance

THE ROCKEFELLER FOUNDATION  
111 West 50th Street  
New York 20, N. Y.

Objectives: "To promote the well-being of mankind through the advancement of knowledge and its effective application to human interests and needs."

Technical Cooperation Fields:

Agricultural Research

Virus Research

Americans Employed Abroad: 45 men

New Employees Hired Annually: 2-3

Professional Fields Employed:

Agricultural Economics	2	Veterinary Science	2
Animal Husbandry	1	Extension and Agricultural	
Dairy Husbandry	1	Information	2
Soils	4	Genetics and Plant	
Agricultural Engineering	4	Breeding	12
Horticulture	2	Plant Pathology	6
Poultry	2	Entomology	3
Forage Crops and		Statistics	1
Range Management	3		

Educational Levels Preferred: Ph. D. generally required.

Experience Preferred: No experience required, but research experience with U.S.D.A. or a Land Grant College is preferred. Experience abroad is not required.

Minimum and Maximum Age Requirements: Preferred age at time of appointment, 30 to 40.

Salary Levels: Comparable to those of larger Land Grant Colleges plus foreign allowances.

Countries in Which Work is Carried On:

Mexico  
Colombia  
Chile

India  
The Philippines

Orientation and Training Program:

Special Language Training: Staff members and wives are expected to learn Spanish when assigned to Mexico, Colombia, or Chile. This is ordinarily undertaken after arrival at the field post.

In-Service Training: No formal program, but junior staff members are teamed with those having more experience, for on the job training.

Methods of Recruitment: Usually through contacts with heads of subject matter departments in Agricultural Colleges and through U.S.D.A. personnel.

Special preference is for persons with aptitude for and interest in applied research relating to improvement of basic food crops and animal husbandry.

Personal interview required.

Prefer married couples.

Duration of Assignment: Usually assigned to one country as a career.

Expected Change in Size of Overseas Operation: None

Questionnaire Respondent: Kenneth Wernimont  
Assistant Director for Agricultural Sciences

SEVENTH-DAY ADVENTIST WELFARE SERVICE, INC.

6840 Easter Avenue, N. W.  
Washington 12, D. C.

Objectives: "Alleviation of pain, hunger, and suffering among people of all lands ensuing from whatever cause; to assist in rehabilitation through self-help projects and educational services."

Technical Cooperation Fields:

Vocational Training  
Professional Training  
Self-help projects

Professional Fields Employed: Seventh-Day Adventist Missionaries including:

Physicians  
Educators  
Social Workers

Countries in Which Work is Carried On: World-wide

Information taken from the Directory of American Voluntary & Non-profit Agencies Interested in Technical Assistance.

TECHNICO

73 Chatworth Avenue  
Warwick, Rhode Island

Objectives: Providing machinery and equipment for technical education in less developed areas.

Technical Cooperation Fields: Technical education.

Americans Employed Abroad: 29 men

New Employees Hired Annually: Unlimited need for volunteers.

Professional Fields Employed: Any of them.

Educational Levels Preferred: All

Experience Preferred: None necessary.

Salary Levels: Volunteer except for two paid personnel to be hired this year.

Countries in Which Work is Carried On:

Nigeria	India
Uganda	Pakistan
Morocco	Indonesia
Tunisia	Ecuador
Liberia	The Philippines

Methods of Recruitment: Any possible way.

Interview required.

Expected Change in Size of Overseas Operation: Expansion

Questionnaire Respondent: Robert Morrow, President

## UNITARIAN SERVICE COMMITTEE

9 Park Street  
Boston 8, Massachusetts

Objectives: "Through its world-wide work of helping people to help themselves the USC sums up its purposes as follows:

(1) to face and accept our full share of relieving human distress and to help restore human dignity where it has been violated and to strengthen it everywhere.

(2) to maintain and to give expression to the unity of humankind and to render services at home and abroad without regard to race, creed, color, or nationality.

(3) to revive human initiative, knowledge, and skill and thus help themselves and demonstrate and share in humility and the best of our American heritage in areas of conflict and devastation."

Technical Cooperation Fields:

Community Development  
Technical Education  
Health Improvement and Sanitation

Americans Employed Abroad: 4 men, 6 women

In the U.S.: 2 men, 5 women

New Employees Hired Annually: An occasional person.

Professional Fields Employed:

Secondary Education	Nurses
Home Economics	Social Workers
Medical Doctors	

Educational Levels Preferred: Varies widely depending on assignment.

Experience Preferred: Training and experience in the field of competence needed.

Salary Levels: Wide variation from no salary (volunteer personnel) to substantial amounts.

Countries in Which Work is Carried On:

Nigeria  
Cambodia  
Peru  
France

Greece  
Germany  
Korea

Orientation and Training Program: Informal.

Methods of Recruitment: No standard method.

Personal interview required.

Either married couples, or single persons.

Duration of Assignment: From one month to several years.

Expected Change in Size of Overseas Operation: Expansion

Questionnaire Respondent: Frank Glick  
Executive Director

## UNITED BOARD FOR CHRISTIAN HIGHER EDUCATION IN ASIA

475 Riverside Drive  
New York 27, New York

Objectives: "The United Board concentrates on quality rather than on quantity, in an effort to make Christian higher education in that area a truly effective force in the life of church and nation.

The United Board is a semi-autonomous interdenominational agency, sometimes employing for short terms, but also cooperating in finding mission-supported long term staff members for the colleges."

Technical Cooperation Fields: Higher education.

Americans Employed Abroad: 6 men.

In the U.S.: 3 men, 2 women

Total Western personnel averages 75 in five institutions, and this number is increased 50% by wives who may be drawn into service. However, most of these are employed directly by the institutions rather than by the Board.

New Employees Hired Annually: 3

Professional Fields Employed: Usually not more than one or two in any field, and there only as need arises which cannot be filled by nationals of the country concerned. All personnel are teachers.

Agricultural Economics	Mechanical Engineering	
Agricultural Education	Botany	
Agronomy	Bacteriology	English Language
Soils	Geography	English Lit.
Agricultural Engineering	Mathematics	Art
Extension	Physics	
Rural Sociology	Zoology	
Library Science	Entomology	
Teacher Training	Chemistry	
Architectural Engineering	Medicine	
Chemical Engineering	Business Administration	
Civil Engineering	Sociology	
Electrical Engineering	Nursing	

Educational Levels Preferred: M.A. or Ph.D.

Experience Preferred: Teaching experience for teachers; for other staff members (e.g. Comptroller) similar experience here or abroad. A westerner going to an Asian University should be extra well trained.

Minimum and Maximum Age Requirements: Varies from 20 to 70.

Salary Levels: Missionary rates: a living wage and residence, usually; the wage depends on the country to which assigned, and not on experience, generally. Some exceptions are made to this rule for visiting specialists.

Countries in Which Work is Carried On:

Indonesia	Japan
Hong Kong	Taiwan
The Philippines	Korea

Orientation and Training Program:

Duration: Varies, but is usually informal, individually designed, and very brief for short termers. If mission appointed orientation may last from 6 weeks to one year.

Elements: Varies according to need.

Special Language Training: Conducted at Yale or Michigan summer institutes.

Methods of Recruitment: Referrals to the United Board by individual boards; inquiries, and through a variety of other means.

Personal interview required.

Duration of Assignment: For short termers - one year; some special programs - 2 years; regular teachers - 3 years; for those appointed by mission boards - indefinitely, extending to career.

Expected Change in Size of Overseas Operation: Possible expansion if funds are available.

Questionnaire Respondent: Abigail Hoffsommer  
Associate Secretary

## UNESCO

Place de Fontenoy  
Paris 7, France

Objectives: "To contribute to peace and security by promoting collaboration among the nations through education, science, and culture in order to further universal respect for justice, for the rule of law, and for the human rights and fundamental freedoms which are affirmed for the peoples of the world, without distinction of race, sex, language, or religion, by the Charter of the United Nations."

Technical Cooperation Fields:

Education at the primary level.  
Fundamental education.  
Scientific research for the improvement of living conditions.  
Fostering mutual appreciation of Eastern and Western cultural values.  
Information Exchange  
and others

Professional Fields Employed: A great variety of professions in the following areas:

Education  
Sciences  
Cultural Affairs

Educational Levels Preferred: Depends on the post, but for most professional positions at least a Master's Degree is required. A working knowledge of second language (French, Russian, Spanish) is also usually required.

Experience Preferred: Experience requirements vary, but usually two or three years of experience at the professional level.

Countries in Which Work is Carried On: Approximately 130 countries.

Other Information: Cooperates fully with the other specialized agencies of the United Nations, particularly with the Technical Assistance Board.

Information secured from UNESCO employment publications.

UNITED NATIONS  
TECHNICAL ASSISTANCE PROGRAMS

United Nations, N. Y.

Objectives: "The basic task of an expert recruited by the Technical Assistance Board is to fill specific gaps in the technical knowledge and experience available in the country to which he is assigned."

Technical Cooperation Fields:

General Economic Surveys	Transportation
Industrial Development	Housing
Natural Resources	Social Welfare
Fiscal Policy	Public Administration
Statistics	Community Development

Americans Employed Abroad: 8000 experts from many countries during the past 10 years.

New Employees Hired Annually: Varies according to requests and funds available.

Professional Fields Employed: Varies according to requests, but would be included in the areas listed above.

Educational Levels Preferred: Most United Nations experts are top people in their professions, possessing sound academic backgrounds and long practical experience. For some industrial jobs academic requirements are less important than length of experience.

Experience Preferred: It is only rarely that U.N. experts have less than 15 - 20 years of experience in his field.

Minimum and Maximum Age Requirements: Range is mostly between 40 and 70.

Salary Levels: Range up to \$12,500 annually net of income tax. For assignments of one year or more, certain allowances are paid to assist the expert in meeting the additional costs arising out of his overseas assignment. Roughly speaking, these allowances add twenty to forty per cent to the base salary. For assignments of less than one year, the U.N. pays the base salary and a daily subsistence allowance, which is calculated to cover the cost of board and lodging.

Countries in Which Work is Carried On: 140

Orientation and Training Program: Geared to the needs of the particular assignment.

Special Language Training: The expert is usually expected to know the language of his assigned country before being selected.

Methods of Recruitment: For every assignment a job description is prepared in the requesting country. It is reviewed at the U.N. headquarters and circulated internationally in government, university, and private circles. After a minimum of eight weeks, if sufficient qualified candidates have been located for an assignment, the U.N. submits the names of one or more to the requesting government. The government then selects the preferred candidate and notifies the U.N., which proceeds with the appointment. Individuals interested in Technical Assistance assignments with the U.N. should submit resumes to the T.A. Recruitment Services of the Office of Personnel.

Duration of Assignment: Varies widely from a few months to two years. Only rarely does an assignment last longer than two years, and one year or less is the usual case.

Expected Change in Size of Overseas Operation: Expansion

Other Information: The United Nations Technical Assistance Board cooperates with other specialized agencies of the U.N., such as UNESCO, FAO, WHO, and The UN Special Fund, in administration and coordination of technical assistance related to their particular function. However, these agencies also have recruiting and employment programs of their own which employ people from member U.N. states as much as possible on an allocation basis. This means that states which are under-represented have first choice of job openings. Since the U.S. is over-represented in many instances it is difficult for Americans to find posts with Specialized agencies.

Questionnaire Respondent: A letter response was received with enclosed information from: Laurence Michelmore  
Deputy Director of Personnel

## VOLUNTEERS FOR INTERNATIONAL DEVELOPMENT

5 Thayer Avenue  
Auburn, Massachusetts

Objectives: "To pioneer with people in the new Africa, Asia, and Latin America who have asked for partners in progress beyond poverty and hunger."

"To channel skilled persons who ask, 'How can I help?' to VID's United Nations related projects in community development, child welfare, village industries, literacy, agriculture, by building a United Nations related voluntary service in technical assistance."

Technical Cooperation Fields: This is a new program with the intention of branching into several areas additional to those listed:

Agricultural Development  
Literacy Education

Community Development  
Health and Sanitation  
Improvement

New Employees Hired Annually: Expect to hire 50 in the next year.

Professional Fields Employed: (Tentative - these are rough estimates of people desired in current requests. Additional fields will be added as funds are secured and program expanded.)

Agricultural Education	10	Architectural Engineering	4
Animal Husbandry	2	Home Economics	8
Dairy Husbandry	2	Economics	1
Agronomy	1	Government	1
Agricultural Engineering	7	Physical Education	12
Elementary Education	2		

Educational Levels Preferred: M.A. or M.S.

Experience Preferred: Minimum of two years experience in one's field, preferably abroad in village work.

Minimum and Maximum Age Requirements: 22

Salary Levels: Leaders - \$4,000 per year or more, plus expenses.

Volunteers - Room, board, and expenses, plus \$75 per month.

Countries in Which Work is Carried On: Ghana

Planned for:	Laos	Syria
	India	Ecuador
	Egypt	Mexico
	Jordan	The Philippines

Orientation and Training Program: Still in planning state.

Methods of Recruitment: Speeches, fliers, mass communication media, letters.

Duration of Assignment: 2 years

Expected Change in Size of Overseas Operation: Expansion

Questionnaire Respondent: Raymond J. Magee  
Executive Secretary

## WORLD HEALTH ORGANIZATION

1501 New Hampshire Avenue, N. W.  
Washington 6, D. C.

International Headquarters  
Palais des Nations  
Geneva, Switzerland

Objectives: "The attainment by all peoples of the highest possible level of health."

"The major functions of the World Health Organization include: (1) the coordination of international health programs and technical health services; and (2) the provision of advice and technical assistance to individual governments in the improvement of their own health services. The coordination of research, and collection and dissemination of epidemiological information, and health statistics, the standardization of products, practice, and classification of data in the health field, and the establishment of sanitary regulations, are among such services."

Technical Cooperation Fields:

Strengthening national health services.  
Helping train more and better health workers.  
Controlling or eradicating major diseases.  
Protecting maternal and child health.  
Improving sanitation and water supply.  
Promotion of mental health.  
and all other efforts to raise health levels.

New Employees Hired Annually: Varies.

Professional Fields Employed:

Medical officers	Entomologists
Nurses	Bacteriologists
Sanitary Engineers	Serologists
Sanitarians	Health Educators

Educational Levels Preferred: Depending on the applicant's field, a degree of Doctor of Medicine, a Bachelor of Science in Nursing, or a Bachelor of Science in Sanitary Engineering. For the post of medical officer or sanitary engineer, a Master of Public Health degree from an accredited school of public health.

Experience Preferred: At least five years of experience is required in public health at the municipal, county, state, or national level (for a nurse educator, widely diversified experience in teaching and supervision in schools of nursing.)

Salary Levels: Beginning at \$8,750 per annum for senior medical officers and sanitary engineers.  
\$4,800 to \$7,300 per annum for nursing position.  
\$4,800 to \$6,000 for other types of general technical personnel.

Additionally, post adjustments and certain allowances are payable. The above mentioned salaries and allowances are net, inasmuch as income tax is reimbursed by the Organization. There are annual increments to base salaries, and there is accident and health insurance coverage for staff members. Travel expenses are paid for the employee, and for dependents when the appointment is for a year or more.

Countries in Which Work is Carried on: 130 countries. 88 countries belong to the WHO.

Methods of Recruitment: In cooperation with the other United Nations agencies and through national governments and regional offices.

Duration of Assignment: Varies from a few months to several years, depending on the assignment.

Expected Change in Size of Overseas Operation: Expansion

Questionnaire Respondent: Information extracted from available literature and communication with:

Martin Bickford  
Personnel Officer  
World Health Organization  
1501 New Hampshire Ave, N.W.  
Washington 6, D. C.

## WORLD NEIGHBORS, INC.

1145 Nineteenth Street, N.W.  
Washington 6, D.C.

Objectives: "To establish exhaustive, self-help, community development type of programs, train leaders and technicians for them and submit the 'package' to indigenous top level direction as a competent 'people-pipeline' for any wholesome outside material or technical assistance."

Technical Cooperation Fields:

Literacy  
Health

Improved Agriculture  
Crafts and Industry

Countries in Which Work is Carried On:

Ethiopia

India

The Philippines

Expected Change in Size of Overseas Operatinn: Expansion

Other Information: World Neighbors relies primarily on indigenous personnel wherever possible, and therefore does not employ large numbers of Americans.

Letter reply from Dr. William S. Harmon  
Associate Director

Other information taken from the Directory of American Voluntary & Non-profit Agencies Interested in Technical Assistance.

## APPENDIX B

## LETTER AND QUESTIONNAIRE SENT TO THE FOLLOWING (MARCH 1961)

African-American Institute Suite 505, Dupont Circle Building Washington, D. C.	Asia Foundation 550 Kearny Street San Francisco 5, California
#Agricultural Missions, Inc. 475 Riverside Drive New York 27, New York	Assoc. for International Development 374 Grand Patterson, New Jersey
*Program Department American Friends of the Middle East, Inc. Middle East House 1607 New Hampshire Ave, N.W. Washington 9, D. C.	#Brethren Service Commission Church of the Brethren 1451 Dundee Avenue Elgin, Illinois
*American Friends Service Committee 160 North 15th Street Philadelphia 2, Pennsylvania	*CARE 660 First Avenue New York 16, New York
#American International Assoc. for Economic & Social Development Room 5101, 30 Rockefeller Plaza New York 20, New York	#Carnegie Corporation of N.Y. 589 Fifth Avenue New York 17, New York
American Jewish Joint Distribution Committee, Inc. 3 East 54th Street New York 27, New York	Catholic Relief Services National Catholic Welfare Conference 350 Fifth Avenue New York 1, New York
*The American-Korean Foundation 345 East 46 Street New York 17, New York	Christian Children's Fund, Inc. China Building Richmond 4, Virginia
#American ORT Federation 222 Fourth Avenue New York 3, New York	Overseas Program Church World Service 475 Riverside Drive New York 27, New York

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\*Indicates the agency returned a completed questionnaire.

#Indicates a letter response.

No mark indicates the agency did not respond.

#Commission on Ecumenical Mission  
and Relations

475 Riverside Drive  
New York 27, New York

The Congregational Christian  
Service Commission, Inc.  
110 East 29 Street  
New York 16, New York

\*Cooperative League of the U.S.A.  
Director of International Affairs  
343 South Dearborn Street  
Chicago 4, Illinois

Council on Economic and  
Cultural Affairs, Inc.  
14 West 49 Street  
New York 20, New York

Development Loan Fund  
Office of Public Information  
Washington 25, D. C.

#Export-Import Bank  
811 Vermont Avenue, N.W.  
Washington 5, D. C.

#F.A.O. of the U. N.  
North American Regional Office  
1325 C Street, S. W.  
Washington 25, D. C.

#The Ford Foundation  
477 Madison Avenue  
New York 22, New York

#Goodwill Industries of  
America, Inc.  
1913 N Street, N. W.  
Washington 6, D. C.

#Heifer Project, Inc.  
111 West Main Street  
N. Manchester, Indiana

#Inter-American Schools Service  
1785 Massachusetts Ave., N. W.  
Washington 6, D. C.

International Catholic  
Auxiliaries  
1734 Asbury Avenue  
Evanston, Illinois

\*Internat'l Cooperation Adm.  
806 Connecticut Avenue, N.W.  
Washington 25, D. C.

\*Internat'l Development  
Services, Inc.  
1270 Avenue of the Americas  
New York 20, New York

\*Internat'l Labor Organization  
Washington Branch  
917 15th Street, N. W.  
Washington 5, D. C.

#Internat'l Monetary Fund  
19th and H Street, N. W.  
Washington 25, D. C.

#Internat'l Rescue Committee, Inc  
255 Park Avenue South  
New York 10, New York

\*Internat'l Voluntary Services,  
Inc.  
3636 - 16th Street, N. W.  
Washington 10, D. C.

\*The Iran Foundation, Inc.  
350 Fifth Avenue  
New York 1, New York

#Kiyosato Educational Exper-  
iment Project (KEEP)  
2720 N. Greenview Avenue  
Chicago 14, Illinois

Koinonia Foundation  
Pikesville, Box 5744  
Baltimore 8, Maryland

\*Laubach Literacy & Mission  
Fund  
4527 31 Street South  
Arlington 6, Virginia

- #Medico, Inc.  
420 Lexington Avenue  
New York 17, New York
- Mennonite Central Committee  
Akron, Pennsylvania
- Methodist Church; Board of  
Missions  
Joint Committee on Missionary  
Personnel  
150 Fifth Avenue  
New York 11, New York
- \*Near East College Association  
Teacher Placement Secretary  
40 Worth Street  
New York 13, New York
- \*Near East Foundation  
54 East 64 Street  
New York 21, New York
- #Operation-Crossroads Africa  
360 West 122 Street  
New York 27, New York
- #Coordinating Committee for  
Technical Assistance  
Organization of American States  
Pan American Union  
Washington, D. C.
- Private Enterprise, Inc.  
Wichita  
Kansas
- \*The Rockefeller Foundation  
111 West 50 Street  
New York 20, New York
- #Seventh-Day Adventist  
Welfare Service, Inc.  
6840 Eastern Avenue, N.W.  
Washington 12, D. C.
- \*Technico  
73 Chatworth Avenue  
Warwick, Rhode Island
- \*Unitarian Service Committee, Inc.  
9 Park Street  
Boston 8, Massachusetts
- \*United Board for Christian High-  
er Education in Asia  
475 Riverside Drive  
New York 27, New York
- #U. N. Technical Assistance  
Board  
United Nations  
New York
- #United Presbyterian Church  
in the U. S. A.  
Commission on Ecumenical  
Mission and Relations  
475 Riverside Drive  
New York 27, New York
- The Universalist Service  
Committee  
16 Beacon Street  
Boston 8, Massachusetts
- UNESCO  
Place de Fontenoy  
Paris 7, France
- \*Volunteers for International  
Development  
5 Thayer Street  
Auburn, Massachusetts
- #World Confederation Organiza-  
tions of the Teaching Prof.  
1227 16th Street, N. W.  
Washington, D. C.
- \*World Education, Inc.  
45 East 65th Street  
New York 21, New York
- #World Neighbors, Inc.  
1145 19th Street, N. W.  
Washington 6, D. C.

World University Service  
20 West 40th Street  
New York 18, New York

#Young Women's Christian  
Association  
600 Lexington Avenue  
New York 22, New York

## APPENDIX C

## TECHNICAL COOPERATION AGENCIES INCLUDED IN THIS STUDY BY CATEGORY

UNITED NATIONS

Food and Agriculture Organization  
 World Health Organization  
 UNESCO  
 International Labor Office  
 United Nations Technical Assistance  
 Programs

RELIGIOUS

Amer. Friends Service Committee  
 Assoc. for Internat'l Development  
 Brethren Service Commission  
 Catholic Relief Services  
 Church World Service  
 Congregation Christian Service  
 Committee, Inc.  
 Mennonite Central Committee  
 Methodist Church, Board of  
 Missions  
 Seventh-Day Adventist Welfare  
 Service, Inc.  
 Unitarian Service Committee  
 United Board for Christian  
 Higher Education in Asia

DEVELOPMENT CORPORATIONS

International Development  
 Services, Inc.  
 American Internat'l Assoc. for  
 Economic & Social Development  
 World Neighbors, Inc.

U. S. GOVERNMENT

Internat'l Cooperation Admin.

VOLUNTARY

American Friends of the  
 Middle-East  
 Cooperative League of the U.S.A.  
 CARE  
 Heifer Project, Inc.  
 Internat'l Voluntary Services  
 Laubach Literacy Fund  
 Technico  
 Volunteers for International  
 Development

FOUNDATIONS

American-Korean Foundation  
 The Asia Foundation  
 The Ford Foundation  
 The Iran Foundation  
 Near East Foundation  
 The Rockefeller Foundation

OTHERS

Near East College Association  
 Program of Technical Cooperation  
 of the OAS

## APPENDIX D

## LETTER ACCOMPANYING QUESTIONNAIRE

The International Cooperation Center at Montana State College is currently involved in a training program designed to prepare young Americans for more effective work abroad in the field of technical cooperation. We have discovered that very little information is generally available on job opportunities in this field.

A study we are now conducting, entitled "Job Opportunities in Technical Cooperation Work Abroad," is an attempt to bring together a body of information about each of the agencies which might employ people in this work. We intend to summarize and tabulate this information in such a way that it can be printed in booklet form and made available to anyone who might be interested. We will also use it in recruiting students for our graduate program.

The enclosed questionnaire is the method we have chosen to gather the desired information. Although it may appear to be quite long, we have attempted to design it so that answers can be easily indicated. It is important that we have complete data if our study is to be worthwhile, and therefore request that you answer the questions as completely as possible.

Would you please return this information to us immediately? We hope to have the study completed in the next few weeks.

If you would like a copy of the completed booklet, please indicate this at the end of the questionnaire. Our sincere thanks for your cooperation.

Sincerely yours,

W. R. Lassey, Assistant Director  
International Cooperation Center

WRL/vtd

Enc: Questionnaire

QUESTIONNAIRE ON JOB OPPORTUNITIES IN, AND TRAINING FOR,  
TECHNICAL COOPERATION WORK ABROAD

Please complete each question either by checking in the blanks where applicable, or by completing answers where specific information is requested. If requested information is confidential kindly indicate.

Are you involved in Technical Cooperation Work?<sup>1</sup> Yes \_\_\_\_\_. No \_\_\_\_\_.

What kinds? (please indicate number of people employed in each category)

- |                                      |       |                                      |       |
|--------------------------------------|-------|--------------------------------------|-------|
| a) Community Development             | _____ | k) Health Improvement and Sanitation | _____ |
| b) Fundamental Education             | _____ | l) Social Welfare                    | _____ |
| c) Literacy Education                | _____ | m) Recreation and the Arts           | _____ |
| d) Technical Education               | _____ | n) Other                             | _____ |
| e) Agricultural Development          | _____ |                                      | _____ |
| f) Industrial Development            | _____ |                                      | _____ |
| g) Home Improvement                  | _____ |                                      | _____ |
| h) Home Industries                   | _____ |                                      | _____ |
| i) Communication Improvement         | _____ |                                      | _____ |
| j) Public Administration Improvement | _____ |                                      | _____ |

How many professional or semi-professional people do you employ? (We are not interested in clerks, secretaries, etc.)

a)	American Men	American Women	Citizens of other Countries	Total
In the U.S.				
Abroad				
Total				

<sup>1</sup>By technical cooperation we refer to any work abroad which has to do with encouraging development of a country on any level from basic education to industrial expansion. The essential part is that it be work with local people to help them improve and develop their own nation.

b) How many new people do you hire each year? (If this varies from year to year, kindly estimate an average.) \_\_\_\_\_.

From what professional fields do you employ people? (Please estimate number of people in each.)

a) Agriculture:

Education \_\_\_\_\_  
 Economics \_\_\_\_\_  
 Animal Industry \_\_\_\_\_  
 Dairy Industry \_\_\_\_\_  
 Agronomy \_\_\_\_\_  
 Soils \_\_\_\_\_  
 Engineering \_\_\_\_\_  
 Horticulture \_\_\_\_\_  
 Poultry \_\_\_\_\_  
 Range Management \_\_\_\_\_  
 Veterinary Science \_\_\_\_\_  
 Extension \_\_\_\_\_  
 Rural Sociology \_\_\_\_\_  
 Other \_\_\_\_\_

Education:

Elementary \_\_\_\_\_  
 Secondary \_\_\_\_\_  
 Physical Education \_\_\_\_\_  
 Health Education \_\_\_\_\_  
 Library Science \_\_\_\_\_  
 Other \_\_\_\_\_

Engineering:

Architectural \_\_\_\_\_  
 Chemical \_\_\_\_\_  
 Civil \_\_\_\_\_  
 Electrical \_\_\_\_\_  
 Industrial \_\_\_\_\_  
 Mechanical \_\_\_\_\_  
 Industrial Arts \_\_\_\_\_  
 Other \_\_\_\_\_

Sciences:

Botany \_\_\_\_\_  
 Bacteriology \_\_\_\_\_  
 Earth Sciences \_\_\_\_\_  
     Conservation \_\_\_\_\_  
     Geology \_\_\_\_\_  
     Geography \_\_\_\_\_  
 Mathematics \_\_\_\_\_  
 Physics \_\_\_\_\_  
 Zoology \_\_\_\_\_  
 Entomology \_\_\_\_\_  
 Chemistry \_\_\_\_\_  
 Genetics \_\_\_\_\_  
 Other \_\_\_\_\_

Other Fields:

Architecture \_\_\_\_\_  
 Art \_\_\_\_\_  
 Nursing \_\_\_\_\_  
 Home Economics \_\_\_\_\_  
 Public \_\_\_\_\_  
     Administration \_\_\_\_\_  
 Business \_\_\_\_\_  
     Administration \_\_\_\_\_  
 Wildlife \_\_\_\_\_  
     Management \_\_\_\_\_  
 Sociology \_\_\_\_\_  
 Anthropology \_\_\_\_\_  
 Economics \_\_\_\_\_  
 Film and \_\_\_\_\_  
     Television \_\_\_\_\_  
 Government \_\_\_\_\_  
 Other \_\_\_\_\_

Do you require previous professional experience in the U.S. of all the people you hire? Yes \_\_\_\_\_. No \_\_\_\_\_.

If so, how much? \_\_\_\_\_

a) Experience abroad? Yes \_\_\_\_\_. No \_\_\_\_\_.

If so, how much? \_\_\_\_\_

b) What kind of experience do you prefer? \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

Do you have a minimum and maximum age level for employees?

Yes \_\_\_\_\_. No \_\_\_\_\_. If yes: Minimum \_\_\_\_\_. Maximum \_\_\_\_\_.

What are your salary ranges?

a) New, inexperienced college graduates with:

	<u>Men</u>	<u>Women</u>
B.A. or B.S. degree	_____	_____
Master's degree	_____	_____
Ph.D. degree	_____	_____

b) With less than 2 years experience?

B.A. or B.S. degree	_____	_____
Master's degree	_____	_____
Ph.D. degree	_____	_____

c) With 2-5 years experience?

B.A. or B.S. degree	_____	_____
Master's degree	_____	_____
Ph.D. degree	_____	_____

d) More than 5 years experience?

B.A. or B.S. degree	_____	_____
Master's degree	_____	_____
Ph.D. degree	_____	_____

e) Technically trained people without college degrees?

_____	_____
-------	-------

f) What other criteria do you use in determining salaries? \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

g) Which of the listed educational and experience levels do you prefer to hire? (Please indicate reasons.)  
 \_\_\_\_\_  
 \_\_\_\_\_

In which countries do you work? Countries in:

Africa:	_____	_____	_____
	_____	_____	_____
S.E. Asia:	_____	_____	_____
	_____	_____	_____
Middle East:	_____	_____	_____
	_____	_____	_____
Latin America:	_____	_____	_____
	_____	_____	_____
Europe:	_____	_____	_____
	_____	_____	_____
Asia & Oceania:	_____	_____	_____
	_____	_____	_____

Do you have training and/or orientation program for employees going abroad for the first time? Yes \_\_\_\_\_. No \_\_\_\_\_.

a) How long does it last? (If this varies, please indicate) \_\_\_\_\_  
 \_\_\_\_\_

b) What are its major elements?

	Length of Training	(√) Formal Instruction	(√) Informal Preparation
Non-English Language			
U.S. Culture & Political Structure			
Economic Development			
Non-Western Culture			
Nature of Technical Cooperation			
Extension Methods			
Administrative Procedures			
Nature of Communism			

b) What are its major elements? (continued)

Human Relations & Behavior			
Health and Survival Techniques			
Community Development			
Fundamental Education			
Teaching Methods			
Field Project Testing Period			
Other			

c) How is special language training handled? \_\_\_\_\_  
 \_\_\_\_\_

Do you have an in-service training program? Yes \_\_\_\_\_. No \_\_\_\_\_.

If yes, what are its major elements? \_\_\_\_\_  
 \_\_\_\_\_

Do you also train the wife when married persons are involved? Yes \_\_\_. No \_\_\_

a) What kind of training do you give wives? \_\_\_\_\_  
 \_\_\_\_\_

b) Length of training period? \_\_\_\_\_

Recruiting of employees.

a) How do you make contact with potential applicants? \_\_\_\_\_  
 \_\_\_\_\_

b) What elements do you attempt to measure in the application? (Please rank the most important six from 1 to 6 and check others you consider important.)

Educational Level	___	Written English	___
Work Experience	___	Expression	___
Attitudes Towards & Understanding of Other Cultures	___	Family Background	___
Environmental Mobility (association with variety of people)	___	Wives' Experience and Background	___
Intellectual Curiosity	___	Other: _____	___
Leadership Experience	___	_____	___
Administrative Experience	___	_____	___
Academic Competence	___	_____	___

c) Do you require a personal interview? Yes \_\_\_\_\_. No \_\_\_\_\_. If yes, what elements do you attempt to measure in it?

Oral Expression and ability	_____	Emotional Stability	_____
Maturity	_____	Attitudes Towards and Under-	_____
Belief in Purposes of	_____	standing of Other Cultures	_____
Your Program	_____	Other: _____	_____
Understanding of World	_____	_____	_____
Events	_____	_____	_____
Ability to work in groups	_____	_____	_____

d) Do you require any psychological tests? Yes \_\_\_\_\_. No \_\_\_\_\_.

If yes, are these standardized tests? Yes \_\_\_\_\_. No \_\_\_\_\_.

If yes, which tests do you use? \_\_\_\_\_  
 \_\_\_\_\_

Which do you find more desirable for work abroad? Married couples \_\_\_\_\_  
 Single persons \_\_\_\_\_

What is the usual duration of your employee's overseas assignment?  
 1 year \_\_\_\_\_ 2 years \_\_\_\_\_ 3 years \_\_\_\_\_ 4 years \_\_\_\_\_ Other \_\_\_\_\_

If a Youth Peace Corps bill should pass Congress, could you find use for some of these young people? Yes \_\_\_\_\_. No \_\_\_\_\_.

a) If so, in what positions would you use them? \_\_\_\_\_  
 \_\_\_\_\_

b) What degree of responsibility would you assign them? \_\_\_\_\_  
 \_\_\_\_\_

c) What is your general attitude towards hiring young, highly skilled people as compared to older, more experienced persons? \_\_\_\_\_  
 \_\_\_\_\_

Do you expect that your overseas operation will: (please check)

a) Expand in the next few years?	_____
b) Contract?	_____
c) Remain the same?	_____

Is there additional information about your employment and training policies which might be useful in our study? (If additional space is needed please attach pages.)

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Please enclose a copy of your application blanks, if you use them, and other printed information that might be of interest to us.

If you wish a copy of the completed booklet, please check \_\_\_\_\_.

Organization \_\_\_\_\_

Address \_\_\_\_\_

---

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\_\_\_\_\_  
Name of Respondent

\_\_\_\_\_  
Title

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