

the distribution of top level posts among the nationals of member states. During the debate the Secretary-General told the General Assembly that he expected to be able to save about one million dollars in 1955, largely from economies in staff which a more rational scheme of work would permit.

Since the eighth session of the Assembly the Secretary-General has been proceeding systematically in the pursuit of this objective. On March 10, 1954 he announced that there were 200 vacant posts in the Secretariat which it would be unnecessary to fill. He hoped that further economies could be achieved except on the senior level through the normal staff turnover rather than by separations. On the same date he circulated a memorandum to his staff which emphasized "that the economies aimed at and anticipated should not be looked upon as the expression of a policy of contraction but of a policy aimed at fulfilling at the least possible cost the duties of the Secretariat as they arise out of the general development of the United Nations". His objective is, therefore, to explore new directions for United Nations endeavours as well as to make more flexible and rational use of the Secretariat's resources.

In mid-August, Mr. Hammarskjöld announced that his re-organizational plan was complete and would go into effect on January 1, 1955. Four offices, three of them new, have been set up within the office of the Secretary-General bearing the titles of Executive Assistant, Legal Counsel, Controller and Director of Personnel (for the period of re-organization). There are seven Under Secretaries, five in charge of specific departments and two with a general mandate. On the same level there is a Director in charge of the Department of Conference Services and a Director-General of the Technical Assistance Administration who is Dr. Hugh L. Keenleyside of Canada. Appointment of Deputy Under Secretaries may be announced later. The distribution of the new posts corresponds in a general way to the principle of equitable geographical representation. In explaining the change, Mr. Hammarskjöld described the old system as one with "two top echelons" under which the Assistant Secretaries-General were "quasi-political officials" and the principal director in each department was not strictly subordinate to the Assistant Secretary-General but was mainly a chief administrative officer. According to the new system there would be heads of departments called Under Secretaries who were delegated political responsibility from the Secretary-General and under them heads of offices with substantive titles whose duties were primarily administrative. The Deputy Under Secretaries would be introduced into departments which were too big for one man to handle "without developing into a rather awkward kind of a bottleneck". The Deputy was not supposed to be subordinate to the Under Secretary. He would be at the side of the Under Secretary and they would arrange between them what kind of division of responsibilities they found most useful.