

The Director General must be able to give strong direction to the staff. This strong direction becomes even more important if, as safeguards systems and policies are developed, the initiative gradually shifts from the Board to the Secretariat. Fischer and Szasz have noted such a possibility as a result of changes in the Board's composition as well.⁷ But active directors general may be less welcome to the Board of Governors than more passive ones. An additional problem is the development of pressure from the Third World for a Director General from their group. This could have repercussions in the Agency for appointments, priorities and policies.

The model provided by the Agency for the Director General's position would seem broadly useful for a chemical weapons verification agency. However, the specifics of the Agency's Director General should be more closely examined.

Staffing Policies⁸

The terms of employment of Agency personnel seem to be a problem at the lower professional levels. Only a very small absolute number of persons are permanently on staff. A substantially larger number are on contracts of five years or so, with a possibility of renewal. Many, however, are essentially short-term or have little prospect for promotion. Some are rotated out every two to three years as a home state policy.

There is also the question of what sort of people one wants to attract. Getting people who already have good qualifications is desirable, since it reduces the training load on the Agency, but it also reduces representation from the Third World, where there are fewer trained people available for international positions. Increasing the intake of less qualified people creates unease about credibility and requires greater training efforts.

Do people see the Agency as offering a long-term career? If the job is seen as temporary, does it enhance or hinder one's professional status? Are highly qualified people needed, even if only for short rotations, or longer-term personnel who can develop in the job and see it as more than a temporary stop-over? A career staff has some advantages over a short-term staff, but also creates the danger of an ingrown organization, a danger increased if other personnel policies do not succeed in attracting good and loyal personnel who will enjoy the confidence of states.

The personnel policies and experiences of the Agency should receive closer examination, not only because of its apparent relative success compared to other international organizations but also because of the fundamental personnel decisions they reflect.