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EB/CAM/85/69

December 10, 1985

To: Members of the Committee on  
Executive Board Administrative Matters

From: The Committee Secretary

Subject: Temporary Secretarial Help for Executive Directors

The attached paper has been prepared in response to requests made at the meeting of the Committee on Executive Board Administrative Matters held on September 5, 1985. The paper will be placed on the agenda of a meeting of the Committee on a date to be announced.

Att: (1)

Other Distribution:  
Members of the Executive Board



## Temporary Secretarial Help for Executive Directors

Prepared by the Staff

December 10, 1985

### Summary

This paper has been prepared in response to a request, made at the meeting of the Committee on Executive Board Administrative Matters held on September 5, 1985 (EB/CAM Meeting 85/4), that the staff develop suggestions on guidelines for provision of temporary secretarial help for Executive Directors. Discussion at the committee meeting on September 5 was based on a memorandum from Mr. Dallara (EB/CAM/85/44, 9/5/85). This paper contains (1) present guidelines for providing temporary secretarial help for Executive Directors; (2) present guidelines for temporary assistance to staff departments; (3) data on actual experience in CY 1984 for Executive Directors and departments; and (4) five suggestions on guidelines for Executive Directors which would include provision for peak work load assistance.

#### 1. Present Guidelines for Executive Directors 1/

Present guidelines applied for the use of temporary secretarial and clerical help for Executive Directors are as follows:

(a) Upon request, temporary assistance is provided to compensate for vacancies for Secretarial/Clerical Assistant positions;

(b) Upon request, temporary assistance is provided for leave replacement including sick and maternity leave;

(c) There is no provision under which temporary assistance can be provided for peak work load while the office is fully staffed.

#### 2. Present Guidelines for Staff Departments

For purposes of comparison, present rules governing the use of temporary help for departments are:

(a) Upon request, temporary assistance is provided to compensate for vacancies;

(b) Upon request, temporary replacements are provided for sick/maternity leave;

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1/ It is understood that the same guidelines apply for Executive Directors in the World Bank.



(c) Each department, bureau or office is given a budget to cover requirements arising from absences due to annual leave which is based on a formula of three weeks per year for each A-E position and the Administrative Officer;

(d) The annual leave budget of each department, bureau or office may be supplemented with a further provision for peak work load assistance based on a case by case review. In scrutinizing whether the budget ceiling for a department should be adjusted to accomodate peak work load needs, account is taken of (i) the fact that the annual leave allowance can be used to cover peak work pressures and need not be limited to times when staff are on leave; (ii) extra pressures which may arise because requests for a regular position may have been denied; and (iii) actual experience of need in the last few years.

### 3. Actual Experience in CY 1984

The following table compares actual experience in CY 1984 of Executive Directors' offices with that of departments with respect to temporary help provided for various purposes:

Temporary Staff Assistance Provided in CY 1984

| Total<br>Number<br>of A-E<br>Positions<br>(m-yrs) | :            | Temporary Assistance<br>On Account of Vacancies |                          |   | : | Temporary Assistance<br>On Account of Annual Leave Replace-<br>ment and Peak Work Requirements |                          |  |  |
|---|--------------|---|--------------------------|---|---|--|--------------------------|--|--|
|   |              | Vacan-<br>cies<br>(m-yrs)                       | Temp.<br>Asst<br>(m-yrs) | Temp.<br>Asst./<br>Vacancies<br>(percent) |   | Annual<br>Leave<br>Taken<br>(m-yrs)  | Temp.<br>Asst<br>(m-yrs) | Temp.<br>Asst./<br>Leave<br>Taken<br>(percent) | Temp.<br>Asst.<br>Per<br>Position<br>(m-wks) |
| Executive<br>Directors                            | 69 <u>1/</u> | 5.3   | 2.7                      | 50.9                                      | : | 7  | 4.3 <u>2/</u>            | 61.4 <u>2/</u>                                 | 3.2 <u>2/</u>                                |
| Staff   | 693          | 39.0  | 31.3                     | 80.3                                      | : | 77   | 83.6 <u>3/</u>           | 108.6 <u>3/</u>                                | 6.3 <u>3/</u>                                |

1/ Includes Secretarial Assistants at F range.

2/ As noted in paragraph 1c there is no provision for peak work load.

3/ Includes peak work load.

A more detailed table of experience of the Executive Directors, broken down between the 22 offices is shown in Attachment I.



4. Some Options with Regard to Provision of Temporary Assistance for Executive Directors to Meet Peak Work Load Requests

The following are some options which might be considered when establishing guidelines for peak work load assistance for Executive Directors:

(a) No limitations. The first option would be to meet all requests for temporary assistance to cover peak work load requirements. This option would be simple to administer but would be contrary to current trends in the Fund's budget procedures which are in the direction of setting ceilings wherever feasible to control all types of discretionary expenses. Moreover, it would tend to render superfluous the ceilings on the number of positions in Executive Director's offices.

(b) Same system as for staff. This would involve:

(i) a new peak work load allowance for each Executive Director's office which would be agreed at the beginning of each financial year;

(ii) a new limitation of three weeks per secretarial/clerical position would be required for temporary replacements for assistants taking annual leave. At present there is no formal limit on such replacements for Executive Directors' Offices, though in theory it should be about six weeks per secretarial/clerical position (i.e. equal to the full annual leave entitlement). As shown earlier, the average usage of this allowance in 1984 was about 3.2 man-weeks for each of the 69 secretarial/clerical positions in Executive Director's offices, or a total usage of 221 man-weeks (4.3 man-years), with an estimated cost of \$150,000. Partially offsetting the impact of such limitations would be the right to use the allowance at any time and thus there would be a removal of the present requirement that it be only used when an assistant is actually on leave.

(iii) there would be a continuation of the present practice of unrestricted help in case of maternity and sick leave or vacancies.

As is the case with option (a) it is not possible to make a reasonable estimate of the additional annual cost of this option though it probably would be less than (a). Although attractive at first sight, this option could have the difficulty that the process of agreeing individual budgets for peak work load needs for each office would not be as effective a procedure as it is for the staff departments because of the different nature of the relationship between Executive Board members and the staff responsible for drawing up the budget proposals.





(c) Individual Office Budgets For Each Financial Year Based on a Fixed Formula. Such budgets would cover both annual leave replacement and peak work load requirements and could be used without restriction. Neither help to cover temporary vacancies, nor replacements for sick or maternity leave which would continue to be provided on an unrestricted basis, would be charged to the individual office budgets described here. One formula might be to allow each office to have a budget for temporary staffing equivalent to 6 weeks per annum for each secretarial/clerical position in the Executive Director's office. This formula would be no greater in theory than present provisions. However, it would allow greater flexibility because the allowance usage would not be restricted to periods when there is an assistant on leave; thus it would likely lead to greater usage than the present average of 3.2 weeks per secretarial position. The estimated total annual cost would be \$280,000, or \$130,000 additional to the cost incurred in CY 1984. This option would avoid the dangers involved with the first two options but might not be flexible enough to meet the needs of an individual office which is particularly hard pressed. (See Attachment I which shows that in 1984 temporary help exceeded an average of 6 weeks per position for 3 of the 22 offices.)

(d) A Central Budget Pool For Each Financial Year. Instead of allocating budgets to each of the 22 offices a central budget pool might be established equal to 6 man-weeks for every secretarial/clerical position in Executive Directors' Offices. This budget would be available for use as needed by Executive Directors for both leave replacement and peak work load requirements. The budget ceiling would be fixed and could not be exceeded without the prior approval of the Committee on Executive Board Administrative Matters. As with the other options, temporary staff required to fill vacancies or to replace assistants on sick or maternity leave would be charged elsewhere. The estimated annual cost of this option would be also approximately \$280,000, i.e., an increase of \$130,000 over the present level. This approach would avoid the disadvantages of the first three options but would have a possible disadvantage that the Pool might be used up in the first part of the year by offices which would have no direct incentive to limit their demands. In consequence, the ceiling would either have to be exceeded in the latter part of the year with the approval of the Committee, or offices with high priority needs in the latter part of the year would have to be denied help.

(e) Mixed Individual Budget/Central Pool System. This option would be a compromise between options (c) and (d) with a view to reducing the disadvantages associated with each of them as noted above. Under such a system individual budgets would be given to each Executive Director's office to cover needs for annual leave replacement only. The amount suggested is 3.2 man-weeks per secretarial/clerical position which has been the average used in CY 1984. In addition there would be a central pool to cover peak work load needs which



would be drawn on by Executive Directors on an "as needed" basis. This pool might be equivalent to 2.8 man-weeks per secretarial/clerical position (i.e., the difference between 6 weeks used in previous options and the 3.2 man-weeks suggested for individual office budgets). The pool ceiling would be fixed and could not be exceeded without prior authority of the Committee on Executive Board Administrative Matters. The estimated annual cost of this option would also be about \$280,000, or \$130,000 more than the present level of expenditure.

On balance it would appear that option (c), followed by option (e), would best meet the needs of the offices of the Executive Directors, and accordingly, the Committee may wish to consider recommending one of these two options to the Executive Board.

Attachment (1)



Temporary Secretarial Assistance for Executive Directors  
CY 1984

(Expressed in Man-weeks)

|        | (2)         | (3)             | (4)              | (5)             | (6)             | (7)          |
|--------|-------------|-----------------|------------------|-----------------|-----------------|--------------|
|        | Number of   | Number          | Temporaries      | Amount          | Temporaries     | Temp. for    |
|        | Secretarial | of              | for Vacancies 1/ | of Annual       | for             | AL Rep. as   |
| Office | Positions   | Secretarial     |                  | Leave Taken     | Annual Leave    | No. of wks.  |
|        | (years)     | Vacancies       | (weeks)          | (weeks)         | Replacement 2/  | per Position |
|        |             | (weeks)         |                  |                 | (weeks)         | (weeks)      |
| .      | 2           | 2.6             | 3.8              | 16.7            | 17.8            | 8.9          |
| .      | 2           | 16.8            | -                | 10.6            | 17.2            | 8.6          |
| .      | 3           | -               | -                | 16.4            | -               | -            |
| .      | 3           | 12.2            | 6.2              | 14.6            | 9.6             | 3.2          |
| .      | 3           | -               | -                | 12.5            | 4.4             | 1.5          |
| .      | 3           | -               | -                | 21.2            | 8.2             | 2.7          |
| .      | 3           | 2.8             | 2.8              | 16.4            | 13.4            | 4.5          |
| .      | 3           | -               | -                | 21.1            | 4.5             | 1.5          |
| .      | 3           | -               | -                | 16.5            | -               | -            |
| .      | 3           | -               | -                | 19.9            | 16.1            | 5.4          |
| .      | 3           | 6.0             | -                | 13.9            | -               | -            |
| .      | 3           | 35.0            | 30.1             | 11.4            | 5.6             | 1.9          |
| .      | 3           | -               | 1.0              | 16.7            | 15.0            | 5.0          |
| .      | 3           | -               | -                | 16.0            | 18.8            | 6.3          |
| .      | 3           | 46.4            | 46.2             | 8.3             | 9.8             | 3.3          |
| .      | 3           | 18.8            | 18.4             | 8.0             | 7.2             | 2.4          |
| .      | 3           | -               | -                | 19.1            | 16.0            | 5.3          |
| .      | 4           | 35.2            | 3.0              | 24.0            | 9.2             | 2.3          |
| .      | 4           | 26.8            | -                | 29.5            | 6.6             | 1.7          |
| .      | 4           | 13.4            | 12.6             | 25.6            | 23.6            | 5.9          |
| .      | 4           | 39.8            | 15.2             | 3.9             | 2.9             | 0.7          |
| .      | 4           | 19.0            | 0.8              | 19.5            | 15.1            | 3.8          |
| Total  | 69          | 274.8           | 140.1            | 361.8           | 221.0           | 3.2          |
|        |             | (5.3 man-years) | (2.7 man-years)  | (7.0 man-years) | (4.3 man-years) |              |

1/ For some offices, the amount of temporary assistance exceeds the number of vacancies shown in column (3) because (i) part was charged against staffing entitlements which had expired, or were subsequently, used for Assistants to Executive Directors; and (ii) there were occasional cases of overlap between new assistants and temporary personnel.

2/ For some offices, the amount of temporary assistance exceeds that of annual leave shown in column (5) because of a variety of factors such as replacement of assistants during training courses, interchange of assistants in dual Executive Directors' offices, and retroactive adjustments in leave from annual to sick which are not reflected in the temporary assistance reporting system.

