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To: Members of the Committee on
Executive Board Administrative Matters

From: The Committee Secretary

Subject: Secretarial Assistants - Proposed Amendments
to Promotion Guidelines

The attached paper is circulated to members of the Committee at the request of the Chairman. It will be taken up at the meeting of the Committee scheduled for Thursday, April 5, 1990.

Att: (1)

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Members of the Executive Board

INTERNATIONAL MONETARY FUND

Secretarial Assistants - Proposed Amendments
to Promotion Guidelines

Prepared by the Administration Department

March 28, 1990

I. Background

With the introduction of a new compensation system effective May 1, 1989, one of the existing criteria for the promotion of Secretarial Assistants from Grades A7 through A10 has become inoperative. The criterion concerned requires Secretarial Assistants in Grades A7 through A9 to serve a minimum of one year at the maximum salary of the grade before they become eligible for promotion to the next higher grade. Under the new compensation system, however, where average pay increases follow closely adjustments to the salary structure, there are likely to be few, if any, cases where individuals can progress to the end of a grade. This paper, therefore, proposes some amendments to the guidelines to address this issue.

The current guidelines governing the grading and promotion of Clerical and Secretarial Assistants (Attachment I) were adopted by the Executive Board, effective January, 1986,^{1/} after careful review and discussion. It is not proposed, at this time, to review all elements of the promotion guidelines, but rather to recommend a substitute for the existing end-of-range criteria outlined in sections 2(e) through 2(h) of the guidelines. The present career progression rules for Clerical Assistants are already based on time-in-grade criteria so no change is being proposed to them.

Before presenting the recommendations, this paper provides brief background information on current grading and promotion policies for Fund and Bank secretarial staff and the progression experience at the Fund since the new grading system was adopted in 1986.

II. Promotion Rules for Fund Staff Assistants

Staff Assistants ^{2/} (formerly called secretaries) on the staff are recruited at Grade A4 regardless of their previous experience. They are required to serve a minimum of two years at Grade A4 before they can be considered for advancement to Grade A5. Promotion to Grade A6 requires serving a minimum of one year at A5 and being selected for a

^{1/} See EBAP/87/137 (June 15, 1987) and EBAP/88/32 (February 8, 1988).

^{2/} As of February 1, 1990 secretaries were retitled as "Staff Assistants" in Grades A4-A5, "Administrative Assistants" in Grades A6-A7, and "Senior Administrative Assistants" at Grade A8.

position that is graded at A6. An Administrative Assistant may progress to Grade A7 only if he/she meets the following criteria: (1) has been in Grade A6 for a minimum of five years; (2) has worked for at least two years for each of two different supervisors at the Division Chief level and above; (3) is in a position that carries heavier administrative responsibilities than Administrative Assistant positions classified at Grade A6. Normally, in the immediate office of a department, no more than two Administrative Assistants may be classified at Grade A7. One of these positions may be classified at Grade A8 if formally designated as the alternate to the Administrative Officer. Administrative Assistants to Division Chiefs may be promoted to Grade A7 only if, in addition to meeting the above criteria, the promotion is endorsed by the Administrative Assistant Review Committee.^{1/} Such endorsements are limited to those administrative assistants who have consistently met a standard of excellence and who are assessed as having the potential for advancement to more senior level administrative positions. The Administrative Officer position, of which there is one in each department and which is not a part of the administrative assistant job ladder, has been graded at A9-A11, with the majority classified at A10; placement in grade is based entirely on audited job content and not on length of service.

III. Promotion Rules for World Bank Secretaries

In the World Bank, the highest grade for a staff secretary is 17, the equivalent of the Fund's Grade A7. Unlike the case of the Fund, this same ceiling applies to secretarial staff of Executive Directors in the World Bank, only one of whom is permitted to be Grade 17 (A7). In addition, a second assistant has a grade ceiling of 16 (Grade A6) with the ceiling for the third set at 15 (Grade A5).

IV. Progression Rates

In determining what criteria should replace the current end-of-grade requirement, two factors were considered: (1) the estimated average time Secretarial Assistants would have taken under the previous compensation system to reach the end of each grade in Grades A7 through A9, and (2) the actual average time Fund staff have spent in Grades A7 through A9 before promotion to the next grade.

1. Secretarial Assistants to Executive Directors

Before the current grade structure was introduced in January 1986, Secretarial Assistants could progress from the old Grade D (the equivalent of A6) to Grade E (A7) and then to Grade F (A10). One

^{1/} The Administrative Assistant Review Committee is composed of the Deputy Director of Administration (Chairman), two Division Chiefs and two Administrative Officers.

Secretarial Assistant in each office could be promoted to F after spending two years at the end of E. Under the new structure, two new Grades A8 and A9 were interposed between the equivalent of old Grades E and F. Secretarial Assistants currently in Grades A8-A10 were in A7 or old Grade E for an average period of 8.3 years, with the longest period being 13.2 years and the shortest period being 5.0 years.

In projecting how long on average a Secretarial Assistant would have taken to reach the end of a grade in Grades A7 through A9, the average merit increases of 4.5 percent for A7 and A8 and 3.5 percent for A9 were used. Given that under the current guidelines, one year is required at the end of the range, the following average promotion rates emerged:

A7 to A8 = 4 years at A7
A8 to A9 = 3 years at A8
A9 to A10 = 5 years at A9

2. Fund Staff

Since 1986, the average progression rates for staff have been as follows:

A6 to A7 = 5 years at A6
A7 to A8 = 4 years at A7
A8 to A9 = 3 years at A8
A9 to A10 = 2 years at A9

However, these data are based on the progression rates of all Fund staff members in Grades A6 through A10 who were promoted on May 1 of the years 1987 through 1989. Thus, in Grades A6 through A8, they include not only Administrative Assistants but also Research Assistants, Accounts Assistants, Library Assistants, and other support staff. Moreover, in the case of those moving from Grades A9 to A10, the data are not directly relevant for comparative purposes, since most staff members in Grades A9 are occupying positions in diversified career ladders (e.g., Budget Officer, Personnel Officer, Service Officer, Translator). In some cases, A9 is the recruitment grade for a ladder actually beginning at A10, in others A9 is the bottom of just a two-grade ladder, and in still others A9 represents the ceiling of a career ladder. Taking the secretarial ladder alone, however, it would take a minimum of eight years for a secretary entering at Grade A4 to reach Grade A7 and nine years to reach Grade A8 for the very limited number who are graded at the Senior Administrative Assistant level.

V. Recommendation

A comparison of the data provided in Table 1 below indicates that past progression rates for staff and Secretarial Assistants to Executive Directors moving from A7 to A8 and A8 to A9 have been identical; four years for the former grade and three years for the latter. 1/ As explained above, however, they are quite different for those moving from A9 to A10.

On the basis of the historical average progression rates, the following minimum time-in-grade rules are proposed for Secretarial Assistants in grades A7-A9.

A7 to A8:	4 years at A7
A8 to A9:	3 years at A8
A9 to A10:	3 years at A9

If the Executive Board, on recommendation of the Committee, were to accept the proposals outlined in this paper, 39 percent of Secretarial Assistants at Grade A7 (9 out of 23) and all four of the Secretarial Assistants at Grade A8 would currently meet the minimum time-in-grade requirements for promotion to A8 and A9, respectively (Attachment II). However, these figures are based just on the proposed minimum time-in-grade criteria alone and do not take account of the grade budget ceiling for each office or the rule requiring 15 years of Fund or equivalent experience. If these latter two criteria are taken into account, 26 percent (6 out of 23) of Secretarial Assistants could be eligible for promotion from A7 to A8, and 75 percent (3 out of 4) from A8 to A9.

Sections 2(e) through 2(h) of the guidelines for Clerical and Secretarial Assistants are shown below with the proposed amendments; the proposed deletions are crossed through and additions are underlined.

1/ On May 1 of the years 1987-1989, four secretaries on the staff were promoted from A7 to A8; one Secretarial Assistant from A7 to A8, one from A8 to A9 and two from A9 to A10.

Table 1. Progression Rates of Secretarial Assistants and Staff
Grades A8 - A10
1987 - 1989

	Current Minimum Time-in-Grade (TIG) for Staff	Actual Average Staff TIG	Average Secretarial Assistant TIG ^{1/}
Grade A8	2 yrs. at A7	4 yrs. at A7	4 yrs. at A7
Grade A9	3 yrs. at A8	3 yrs. at A8	3 yrs. at A8
Grade A10	2 yrs. at A9	2 yrs. at A9	5 yrs. at A9

^{1/} Based on the assumption that the Secretarial Assistant was promoted to A7 at the maximum salary of A6 and received annual average merit increases of 4.5 percent at A7 and A8 and 3.5 percent at A9. However, if calculations were based on the maximum recruiting salary at A6, which would be the case for those hired from outside the Fund, it would have taken on average about six years to reach the end of A7.

Note: Secretarial Assistants currently in Grades A8-A10 were in A7 or old grade E for an average period of 8.3 years. The longest period was 13.2 years and the shortest period was 5.0 years.

Secretarial Assistants

e. ~~Two~~ One senior Secretarial Assistants in each office may be promoted from Grade A7 to Grade A8 provided that (i) the Executive Director recommends such promotion, (ii) the Secretarial Assistant has been ~~at the ceiling of Grade A7~~ in Grade A7 for at least ~~one~~ four years, and (iii) has at least five years' service in the Fund and has completed a total of at least 15 years of service in the Fund, or in a comparable institution as defined in (d) above.

~~[f. A second Secretarial Assistant in each office may be promoted to Grade A8 provided that (i) the Executive Director recommends such promotion, (ii) the individual has been at the ceiling of in Grade A7 for at least one four years, and (iii) the individual meets the same grade and length of service criteria as in paragraph (e).]~~ 1/

g f. One senior Secretarial Assistant in each office who has reached Grade A8 may be promoted to Grade A9 provided that (i) the Executive Director recommends such promotion, (ii) the individual has been ~~at the ceiling of~~ in Grade A8 for at least ~~one~~ three years and (iii) the combined Secretarial Assistants' grades are within the applicable grade budget ceiling for that office.

h g. One senior Secretarial Assistant in each office who has reached Grade A9 may be promoted to Grade A10 provided that (i) the Executive Director recommends such promotion, (ii) the individual has been ~~at the maximum of~~ in Grade A9 for at least ~~one~~ three years and (iii) the combined Secretarial Assistants' grades are within the applicable grade budget ceiling for that office.

1/ Incorporated into paragraph e.

The following rules currently govern the grading and career progression of Secretarial and Clerical Assistants.

Secretarial Assistants

a. The entry level for a Secretarial Assistant shall be Grade A6 (equivalent to former Range D). Grade A5 may be used at the discretion of the Executive Director concerned.

b. A combined grade budget ceiling of 23 shall be established for the usual office consisting of three Secretarial Assistants. Offices having two Secretarial Assistants shall have a grade budget ceiling of 17. The grade ceiling for the third Secretarial Assistant shall be Grade A7. In the event an office has more than three Secretarial Assistants, the grade ceiling for Secretarial Assistants below the third position shall be Grade A6.

c. One Secretarial Assistant in each office may be promoted to Grade A7 provided that (i) the Executive Director recommends such promotion, and (ii) the Secretarial Assistant has at least one year of service at Grade A6.

d. A second or third Secretarial Assistant in each office may be promoted from Grade A6 to Grade A7 provided that (i) the Executive Director recommends such promotion, and (ii) the Secretarial Assistant has been in Grade A6 for a minimum of five years and has completed a total of at least 15 years of service in the Fund, or in institutions such as ministries of finance, central banks, financial agencies, foreign offices including embassies of member countries, and international organizations, or other outside service as a secretary, with any service outside the Fund to be reviewed for comparability by the Committee on Executive Board Administrative Matters on an individual basis. If one or two Secretarial Assistants serving in an office have already been promoted to Grade A7 after fulfilling the above length-of-service requirements, a second or third Secretarial Assistant, respectively, in the same office may be promoted to Grade A7 in accordance with the provisions in paragraph (c).

e. One senior Secretarial Assistant in each office may be promoted from Grade A7 to Grade A8 provided that (i) the Executive Director recommends such promotion, (ii) the Secretarial Assistant has been at the ceiling of Grade A7 for at least one year, and (iii) has at least five years' service in the Fund and has completed a total of at least 15 years of service in the Fund, or in a comparable institution as defined in (d) above.

f. A second Secretarial Assistant in each office may be promoted to Grade A8 provided that (i) the Executive Director recommends such promotion, (ii) the individual has been at the ceiling of Grade A7 for at least one year, and (iii) the individual meets the same grade and length-of-service criteria as in paragraph (e).

g. One senior Secretarial Assistant in each office who has reached Grade A8 may be promoted to Grade A9 provided that (i) the Executive Director recommends such promotion, (ii) the individual has been at the ceiling of Grade A8 for at least one year, and (iii) the combined Secretarial Assistants' grades are within the applicable grade budget ceiling for that office.

h. One senior Secretarial Assistant in each office who has reached Grade A9 may be promoted to Grade A10 provided that (i) the Executive Director recommends such promotion, (ii) the individual has been at the maximum of Grade A9 for at least one year, and (iii) the combined Secretarial Assistants's grades are within the applicable grade budget ceiling for that office.

Clerical Assistants

a. The entry level for a Clerical Assistant in an Executive Director's office shall be Grade A3.

b. A Clerical Assistant may be assigned to Grade A4 provided that (i) the Executive Director recommends such promotion, and (ii) the individual has demonstrated that ability to perform a variety of clerical and administrative tasks of a nonroutine nature and either has a minimum of two years of satisfactory service at Grade A3 or has passed the Fund's shorthand test. A Clerical Assistant who has passed the Fund's shorthand test will, upon promotion to Grade A4, have the title of Secretary.

c. A Clerical Assistant (or Secretary) at Grade A4 may be promoted to Grade A5 provided that (i) the Executive Director recommends such promotion, and (ii) the individual has completed two years of satisfactory service at Grade A4 and the position involves the performance of administrative tasks of a more complex and responsible nature.

Current OED Staff by Grade
(as of April 30, 1990)

Name	Salary	Quartile	Fund Exp.	Time in Present Grade (years and months)	Time in Previous Grade
<u>Grade A10</u>					
1.	50,780	4	26.7	8.0	7.0
2.	50,780	4	28.11	8.4	10.0
3.	49,340	3	25.11	6.0	6.4
4.	45,590	3	18.10	5.0	6.0
<u>Grade A9</u>					
1.	47,630	4	31.10	2.4 + 4.8 (A10/F)	11.0
2.	45,600	4	20.11	2.4 + 3.8 (A10/F)	6.0
3.	41,560	3	22.11	1.0	3.4
<u>Grade A8</u>					
1.	42,200	4	17.11	3.4	7.9
2.	41,560	4	11.8	3.4	5.8
3.	41,400	4	23.9	4.0	5.0
4.	40,810	4	17.6	4.4	13.2

Current OED Staff by Grade
(as of April 30, 1990)

Name	Salary	Quartile	Fund Exp.	Time in Present Grade (years and months)	Time in Previous Grade
<u>Grade A07</u>					
1.	38,940	4	6.4	4.4	2.0
2.	38,780	4	16.11	6.2	6.10
3.	38,520	4	13.5	6.2	6.4
4.	38,260	4	18.10	5.4	10.0
5.	38,010	4	16.3	6.3	1.9
6.	37,690	4	19.4	4.4	15.0
7.	37,650	4	9.0	4.1	4.11
8.	36,740	4	7.0	2.10	4.0
9.	36,650	4	15.10	5.0	3.8
10.	36,260	4	11.11	2.0	7.2
11.	35,880	4	8.9	4.4	4.5
12.	35,770	4	16.6	2.0	5.0
13.	35,290	3	11.7	1.9	5.0
14.	34,900	3	5.4	0.8	4.4
15.	34,570	3	14.8	3.2	5.7
16.	33,730	3	10.3	1.2	6.0
17.	33,570	3	20.4	2.0	5.3
18.	33,290	3	9.9	3.4	5.5
19.	32,730	3	5.8	3.4	2.4
20.	31,810	2	5.4	2.4	3.0
21.	31,540	2	3.0	0.9	2.3
22.	30,700	2	5.3	3.1	2.2
23.	30,350	2	5.5	0.9	4.6