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June 28, 1988

To: Members of the Committee on Administrative Policies  
From: The Committee Secretary  
Subject: Report on Fund Training

Attached is a report prepared for the information of the Committee on Administrative Policies on the training activities undertaken by the Fund staff in the year ended April 30, 1988.

Mr. Goltz (ext. 7387) is available to answer technical or factual questions relating to this paper.

Att: (1)

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# INTERNATIONAL MONETARY FUND

## Report on Fund Training

Prepared by the Administration Department

June 28, 1988

The Fund's study leave policies were approved by the Executive Board on January 24, 1969 on the basis of proposals set out in EBAP/68/167 (10/21/68) and EBAP/68/208 (12/19/68). At that time, it was agreed that periodic reports on the Individual Study Programs would be submitted to the Executive Board. In 1982, a decision was taken to include information on the program for External Assignments for Professional and Career Development [EB/CAP/82/12 (12/3/82)]. In 1986, the report was expanded to include information on in-service training courses, language training, and the Learning Center.

During FY 1988, training activities were oriented to maintaining the basic framework of core programs, as well as adding new programs to help develop and strengthen supervisory/managerial skills. It is not anticipated that the basic structure and scope of the Fund's training programs will undergo significant change in FY 1989.

In FY 1988, the cost of the Fund's training programs declined by 1 percent to approximately \$1.0 million, equivalent to 1.3 percent of the Fund staff wage bill (Table 1). Summary information about each of the Fund's major training programs is provided below.

### 1. In-Service Training

The total number of in-service training courses offered increased by 25 percent to 212 in FY 1988, although the average duration of courses dropped as reflected in a 4 percent reduction in the number of mandays spent in these courses (Table 2). The major new area of emphasis for in-service training during FY 1988 was in strengthening the managerial and supervisory skills of Fund staff in supervisory positions. Human Resource Seminars were attended by 412 staff members in FY 1988 (Table 3). These seminars focused on career development issues, communications, and leadership. The microcomputer area continued to receive priority and a number of new courses were introduced, including training related to the Economist's Workstation (EWS) and word processing skills. Training activities within the Fund in the economics area declined in FY 1988 as courses offered in earlier years in the areas of international banking and economic statistics were being redesigned for delivery again in FY 1989.

2. Language Training

In order to expand the versatility of Fund staff, language training continues to receive high priority. The number of staff participating in language training increased by 5.6 percent to 301 in FY 1988, while the total number of mandays devoted to language training rose at a somewhat more rapid pace. Notwithstanding the expansion in language training activities, the total cost of language training rose by less than 1 percent in FY 1988 as a result of a shift toward more cost effective programs, including the expansion of in-house group classes, as well as the introduction of intensive language training programs.

3. Individual Study Program I (Study Leave at Full Pay)

Five staff members participated in the Fund's sabbatical leave program during FY 1988. The two staff members who initiated their study leave during FY 1988 are engaged in programs of study and research, one at the Institute for International Economics in Washington, D.C., and the other in a combined program at Stanford University and the Korean Development Institute in Seoul. Four new requests have been approved for study leave beginning in FY 1989, and interest in the Program is expected to remain high.

4. Individual Study Program IV (Study Leave at Half Pay)

Participation in Individual Study Program IV has traditionally been limited. One staff member participated in this Program in FY 1988; however, somewhat greater interest has been expressed by staff for participation in FY 1989. The cost for ISP IV in FY 1988 was 15 percent higher than for FY 1987, due to increased tuition costs.

5. Individual Study Program III (Part-Time Study Outside Working Hours)

The number of staff participating in this Program, under which the Fund reimburses the tuition for 75 percent of pre-approved courses taken in the Washington, D.C. area outside of normal working hours, decreased by 21 percent to 224 in FY 1988. The major areas of study for those who participated were economics (36 percent), business administration (11 percent), and data processing (9 percent). Notwithstanding the reduction in participation, the cost of the Program in FY 1988 increased by almost 8 percent over the previous year due to: (i) higher tuition fees; and (ii) a shift in courses attended by staff away from the less expensive community colleges to the more expensive universities. An increase in cost is again anticipated for FY 1989, as tuition charges at local universities are likely to continue to rise and participation in the Program is expected to increase somewhat.

6. Other External Training Program

A total of 165 staff members participated in the Other External Training Program, which covers participation in relatively short non-university training courses or seminars normally held outside the Washington, D.C. area. Technology training accounts for the largest share of expenditures under this Program (52 percent). The cost of this Program can vary significantly from year to year. After falling by 38 percent in FY 1987, the cost of the Program (including travel) increased by 36 percent in FY 1988, reflecting higher course fees and somewhat lengthier courses attended by staff.

7. Learning Center

The number of staff using the Learning Center rose by 80 percent in FY 1988 to 940 with approximately 440 hours spent in the facility itself compared with 300 hours in FY 1987. Staff from all levels and departments have made use of the facility, with the heaviest usage remaining in the areas of technology (Lotus, WordPerfect, PFS:Professional Write), languages, management, and personal development.

Over the past year, materials available for staff use in the Learning Center have continued to expand. Acquisition of new materials has included language tapes and videos (French, Spanish, German), economics videos, and Fund-specific audio/videos. The cost of the Learning Center decreased by 33 percent in FY 1988 to \$28,000, as most of the start-up cost of establishing the Center was incurred in the previous year.

8. External Assignments for Professional and Career Development

Interest in the External Assignments Program remains at a very high level as the Program is becoming an increasingly important mobility vehicle to provide staff with an opportunity to gain experience with member government institutions or other international organizations. Five staff members were on assignments at the end of FY 1988 with the Central Bank of Guinea, the Egyptian Prime Minister's Office, the Central Bank of Turkey, the Bank of Japan, and the Bank for International Settlements (BIS). Three additional requests have already been approved for assignments in FY 1989 to the Central Bank of Trinidad and Tobago, the African Development Bank, and the Bank of Israel. The cost of the Program which covers transportation, shipment, and storage of effects, increased only slightly over FY 1987.

Attachments (3)

Table 1. Cost of Fund Training Programs for Fiscal Years Ended April 30, 1986-88 1/  
(In U.S. Dollars)

	1986			1987			1988		
	Prog. Cost Fees Tuition	Travel Per Diem Shipment	Total	Prog. Cost Fees Tuition	Travel Per Diem Shipment	Total	Prog. Cost Fees Tuition Salaries	Travel Per Diem Shipment	Total
In-Service Training	402,000	0	402,000	392,535	0	392,535	348,715	0	348,715
Language Training	457,300	0	457,300	384,964	0	384,964	387,734	0	387,734
Individual Study Program I	8,500	36,600	45,100	2,341	68,298	70,639	680	68,902	69,582
Individual Study Program II	0	0	0	0	0	0	0	0	0
Individual Study Program III	86,000	0	86,000	103,142	0	103,142	111,147	0	111,147
Individual Study Program IV	3,700	0	3,700	3,638	0	3,638	4,174	0	4,174
Other External Training	76,000	45,000	121,000	42,839	31,870	74,709	71,633 2/	42,012	113,645
External Assignments	0	24,800	24,800	0	43,719	43,719	0	44,482	44,482
Career and Management Consulting	0	0	0	36,828	0	36,828	44,672	0	44,672
Learning Center	0	0	0	42,305 3/	0	42,305	28,400 3/	0	28,400
Total 4/	1,033,500	106,400	1,139,900	1,008,592	143,887	1,152,479	997,155	155,396	1,152,551 5/

1/ Costs are reflected for the year in which payments were made.

2/ Includes \$12,000 associated with the establishment of the Career Development Center.

3/ This figure represents the actual cost of materials and equipment, which is accounted for in other parts of the Administrative Budget.

4/ Excludes the cost of salaries and overhead for Training Unit staff which is estimated at \$421,000 in FY 1988.

5/ Does not include \$117,000 in contractual services which were included in the training budget in previous years.

Table 2. In-Service Training Courses - FY1987/FY1988

Course Title	Number of Times Delivered		Number of Participants	
	FY 1987	FY 1988	FY 1987	FY 1988
Management Organizational Development	11	15	120	152
Systematic Approach Seminar	1	1	7	12
Managing Relationships with Others	3	3	38	34
Delivering Performance Feedback	0	2	0	13
Management Development Program	4	5	46	66
Conducting a Performance Appraisal	1	2	13	11
Issues Lunch: Newly Promoted/Transferred Managers	0	1	0	5
Influencing Skills	2	1	16	11
Economic/Professional	6	3	93	38
Review of Fund Operations and Policies	2	1	24	16
Financial Programming Workshops	2	2	36	22
Fund Statistics	1	0	15	0
International Banking	1	0	18	0
Communications (Written)	8	11	80	93
Letter and Memorandum Writing	0	1	0	6
Written Communications for Advisors and Assistants to EDs	1	1	6	9
Editing Workshop for Secretarial Staff	2	3	29	33
Written Communications	4	4	36	29
Managing the Writing and Reviewing Process	1	2	9	16
Communications (Oral)	4	4	37	32
Effective Communications	2	2	21	19
Presentation Skills	2	2	16	13
Microcomputer	31	75	366	925
Overview of Personal Computers/Microcomputers	10	14	123	167
Microcomputer Fixed Disk Management	0	13	0	140
Lotus 1-2-3 Introduction	10	7	111	75
Lotus 1-2-3 for Secretarial Staff	0	6	0	41
Lotus 1-2-3 Refresher	0	4	0	31
Advanced Lotus 1-2-3	7	7	86	69
Introduction to Economist's Workstation (EWS)	1	15	14	268
Economist's Workstation (EWS) Skills	0	8	0	120
R:Base 5000	3	0	32	0
R:Base System V	0	1	0	14
Office Systems	92	94	646	607
PC-NBI Word Processing	4	1	19	4
PC-NBI Brush-Up	3	0	11	0
PFS:Professional Write Word Processing	0	13	0	90
WordPerfect for OED's	0	4	0	37
Overview of WordPerfect File Management	0	4	0	51
Basic WordPerfect	0	5	0	67
Advanced WordPerfect 1/	0	18	0	171
NBI Basic	8	5	61	19
NBI Advanced Features 1/	75	40	530	148
Word Processing on the NBI Multinet	2	4	25	20
Mainframe	11	5	71	29
Research Analysis Language (RAL)	2	1	8	6
RAL Orientation for Summer Interns	2	2	21	7
EIS On-Line	1	2	10	16
EIS JCL	1	0	12	0
Document Management Facility	5	0	20	0
Orientation	4	4	98	62
Orientation (Staff in Grades A1-AB)	2	2	56 2/	17
Orientation (Staff in Grades A9 & Above)	2	2	42	45
General	3	1	21	8
Library Research Skills	0	1	0	8
Jolia	3	0	21	0
Total	170	212	1,532	1,946 3/

1/ Made up of five and six components respectively which are offered repeatedly.

2/ Includes summer employees.

3/ A total of 2,260 mandays was spent attending in-service training courses in FY 1988 compared with 2,356 mandays in FY 1987.

Table 3. Special Seminars - FY1987/FY1988

Seminar Title	Number of Times Delivered		Number of Participants	
	FY 1987	FY 1988	FY 1987	FY 1988
<b>Human Resource Seminars - Fund-Wide:</b>	<b>7</b>	<b>7</b>	<b>399</b>	<b>285</b>
Career Development	0	2	0	80
Career Planning	1	0	34	0
Communication Styles at Work	0	1	0	69
Conducting Effective Meetings	1	0	53	0
Effective Meetings	0	1	0	20
Interviewing Skills for the Applicant	1	1	60	17
Personal Safety	2	1	109	32
Stress Management	1	0	72	0
Time Management	1	1	71	67
<b>Human Resource Seminars - Managers:</b>	<b>3</b>	<b>3</b>	<b>81</b>	<b>80</b>
Leadership and Management Stress	0	1	0	17
Leadership and the Manager	1	0	49	0
Leading Effective Meetings	0	1	0	28
Manager's Role in Managing Stress	1	0	14	0
Managing by Influence	0	1	0	35
Managing the Negotiating Process	1	0	18	0
Managing Director's Seminar	1	0	34	0
Planning for Retirement Seminar	1	1	53	47
<b>Total</b>	<b>12</b>	<b>11</b>	<b>567</b>	<b>412 1/2</b>

1/ A total of 195 mandays was spent attending special seminars in FY 1988 compared with 270 mandays in FY 1987.