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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, 1987.

Mr. Gollé (ext. 7389) 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

July 28, 1987

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)].

This report summarizes the training activities undertaken by the Fund staff in FY 1987, and, in addition to the Individual Study Programs and External Assignments for Professional and Career Development, includes information on in-service training courses, language training, and the Learning Center.

During FY 1987, training activities have been oriented to maintaining the basic framework of core programs put in place in FY 1986, as well as new programs in the area of strengthening supervisory/managerial skills. It is not anticipated that the basic structure of the Fund's training programs will undergo significant change in FY 1988.

In FY 1987, the cost of the Fund's training programs was approximately \$1.2 million, an increase of only 4 percent in nominal terms over the previous year and the equivalent of 1.6 percent of the Fund staff wage bill (Table 1). Although it has been expanding in recent years, the Fund's training cost as a percentage of wage bill remains low when compared with other organizations involved in high technology, engineering, and scientific areas, where comparable figures of 3.0 - 4.0 percent of wage bill are not uncommon.

Summary information about each of the Fund's major training programs is provided below.

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

The Fund's sabbatical leave program during FY 1987 was maintained close to its ceiling of five participants at any one time. The four staff members who commenced their study leave during FY 1987, are engaged in a variety of study and research programs, including: (1) study and research in the field of public finance at the Australian National

University and the Australian Department of Finance; (2) economic studies at the Graduate Institute of International Studies in Geneva; (3) participation in a Visiting Scholars Program at the Brookings Institution in Washington, D.C., as well as independent economic studies; and (4) economic studies and research at the Universities of Lund and Stockholm. Three new requests have been approved for study leave commencing in FY 1988, and interest in the Program is expected to remain high. The overall cost of ISP I in FY 1987 was almost double that of FY 1986, mainly due to very high transportation and shipping costs associated with some of the study leave programs initiated in FY 1987, in particular, the cost of sending one staff member and family to Australia.

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

A total of 282 staff members participated in the Program in FY 1987 compared with 266 in FY 1986. The main course work undertaken was in the following areas: economics (31 percent), business administration (18 percent), English (9 percent), and data processing (8 percent). The cost of the Program in FY 1987 increased by close to 20 percent over the previous year, due largely to higher tuition fees. Higher costs are again anticipated in FY 1988, as tuition charges at local universities are likely to continue to rise.

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

Participation in Individual Study Program IV has traditionally been limited. The only staff member currently participating in this Program is pursuing a Master's Degree in International Public Policy at the School of Advanced International Studies at the Johns Hopkins University and will return to duty toward the end of FY 1988; no additional applications have been submitted. Participation in the Program is expected to remain low in FY 1988. The cost for ISP IV in FY 1987 was at the same level as in the previous year.

4. Other External Training Program

The level of participation 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, decreased from 306 staff members in FY 1986 to 207 in FY 1987, reflecting a significant reduction in technology training. Although technology training is still the major component of participation in the Program (60 percent), it has fallen considerably from 257 participants in FY 1986 to 125 in FY 1987. In part, this reflects the fact that a significant portion of the initial and core technical training needs of a large number of staff was met in FY 1986. In light of the lower participation rate, the cost of this Program fell by 38 percent in FY 1987. An increase in participation in Other External Training and cost for FY 1988 is expected, however, in part, due to efforts to assist staff in downgraded positions who may wish to enhance their prospects in competing for positions at higher grades through training.

5. External Assignments for Professional and Career Development

Interest in the External Assignments Program remains at a very high level. A study of the past experiences with the Program was undertaken earlier this year, which resulted in an Executive Board decision to increase the current ceiling of participants at any one time from five to ten [EB/CAP/87/2 (6/3/87)]. The External Assignments Program is becoming increasingly important as a mobility vehicle to provide staff with an opportunity to gain experience for up to two years with member government institutions or other international organizations. Five staff members are currently on assignments with the Reserve Bank of India, the Central Bank of Guinea, the Egyptian Prime Minister's Office, the Central Bank of Turkey, and the Bank of Japan. Two additional requests have already been approved for FY 1988 for assignments to the Bank for International Settlements and the Government of Pakistan. The cost of the Program increased significantly over FY 1986 as a result of the large number of staff members who initiated their leave during the reporting period. The cost for FY 1988 is expected to continue to increase as a result of the expanded ceiling.

6. Language Training Program

Language training continues to be a high priority program for the Fund. The training is offered either through classes in the Joint Bank/Fund Language Program, through a new in-house program in French and Spanish, or through outside contractors who provide private instruction. The level of participation in language training increased by 37 percent from 178 in FY 1986 to 243 in FY 1987. In addition, 42 staff members received follow-up tutorials to written communications courses and 27 staff members participated in the Optional Program, which covers French and Spanish training offered before working hours where the cost is shared between the staff member and the Fund. The total cost of language training, however, decreased by 8.8 percent due to a shift toward more cost-effective language programs. The cost for FY 1988 is expected to increase somewhat due to higher participation rates and increased demand for private tutorials, in part induced by greater emphasis on language skills for purposes of mobility assignments.

7. In-Service Training

The total number of in-service training courses decreased to 170 in FY 1987 from 255 in FY 1986 reflecting a reduction in the computer and office automation areas from the high levels achieved in earlier years. The number of staff participating in in-service training courses in FY 1986 totaled 1,532 (Table 2).

The major new area of emphasis in in-service training during FY 1987 was oriented to strengthening the managerial and supervisory skills of Fund staff in supervisory positions. To this effect, a Management Development Program (MDP) was designed, to which all Fund departments and bureaus have sent participants. An important component of the Program is the availability of in-house consultant services to follow up with individual MDP participants back on the job. In addition, management and organization development consulting services are available to supervisors on a Fund-wide basis for major development and organization change projects.

The Human Resource Seminars instituted last year were attended by 567 staff members in FY 1987 compared with 531 in FY 1986 (Table 3). Included in these seminars have been topics of particular interest to supervisors, e.g., the Manager's Role in Managing Stress, Leadership and the Manager, and Managing the Negotiating Process.

8. Learning Center

The Learning Center, which contains audio and video tapes for self-instruction, was developed and made operational in the last quarter of FY 1986. It is designed to provide staff members with a means of obtaining skills and knowledge in areas not covered by in-service courses, as well as a facility to practice and review skills learned through in-service training. In FY 1987, staff have spent approximately 300 hours in the Learning Center at a cost of approximately \$125 per user. Staff from all levels and almost all departments have used the facility with the heaviest usage in the areas of technology skills and personal development. The facility is expecting to be heavily used by staff again in FY 1988.

Attachments (3)

Table 1. Cost of Fund Training Programs for Fiscal Years Ended April 30, 1985-87 ^{1/}

(In U.S. dollars)

	1985			1986			1987		
	Fees/ Tuition	Travel/ Per Diem/ Shipment	Total	Fees/ Tuition	Travel/ Per Diem/ Shipment	Total	Fees/ Tuition	Travel/ Per Diem/ Shipment	Total
Individual Study Program I	9,338	38,514	47,852	8,500	36,600	45,100	2,341	68,298	70,639
Individual Study Program II	--	530	530	--	--	--	--	--	--
Individual Study Program III	98,429	--	98,429	86,000	--	86,000	103,142	--	103,142
Individual Study Program IV	3,955	--	3,955	3,700	--	3,700	3,638	--	3,638
Other External Training	40,746	25,106	65,852	76,000	45,000	121,000	42,839	31,870	74,709
External Assignments	--	33,871	33,871	--	24,800	24,800	--	43,719	43,719
In-Service Training	231,400	--	231,400	402,000	--	402,000	429,181	--	429,181
Learning Center	--	--	--	--	--	--	42,305	--	42,305
Language Training	<u>459,100</u>	<u>--</u>	<u>459,100</u>	<u>457,300</u>	<u>--</u>	<u>457,300</u>	<u>417,281</u>	<u>--</u>	<u>417,281</u>
Total	842,968	98,021	940,989	1,033,500	106,400	1,139,900	1,040,727	143,887	1,184,614

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

Table 2. In-Service Training Courses - FY 1986/FY 1987

Course Title	Number of Times Delivered		Number of Participants	
	FY 1986	FY 1987	FY 1986	FY 1987
Management Org. Development	<u>5</u>	<u>11</u>	<u>64</u>	<u>120</u>
Systematic Approach				
Seminar	2	1	26	7
Managing Relationships				
with Others	--	3	--	38
Management Development				
Program	1	4	15	46
Influencing Skills	2	2	23	16
Conducting a Performance				
Appraisal	--	1	--	13
Economic/Professional	<u>5</u>	<u>6</u>	<u>97</u>	<u>93</u>
Review of Fund Operations				
and Policies	1	2	18	24
Financial Programming				
Workshop	1	2	20	36
Fund Statistics	1	1	15	15
International Banking	2	1	44	18
Communications (written)	<u>8</u>	<u>8</u>	<u>76</u>	<u>80</u>
Letter and Memorandum				
Writing	1	--	7	--
Writing Course for Advisors				
and Assistants to Executive	1	1	8	6
Directors				
Editing Workshop for				
Secretarial Staff	1	2	15	29
Written Communications	4	4	36	36
Managing the Writing and				
Reviewing Process	1	1	10	9
Communications (oral)	<u>1</u>	<u>4</u>	<u>14</u>	<u>37</u>
Presentation Skills	--	<u>2</u>	--	<u>16</u>
Effective Communications	1	2	14	21
Microcomputer	<u>42</u>	<u>31</u>	<u>576</u>	<u>366</u>
Overview of IBM/PC	12	10	195	123
Lotus 1-2-3 Introduction	13	10	187	111
Advanced Lotus 1-2-3	6	7	73	86
Rbase 5000	3	3	32	32
Econometric Software Package	8	--	89	--
EWS Introduction	--	1	--	14
Office Systems	<u>175</u>	<u>92</u>	<u>1,148</u>	<u>646</u>
NBI Stand Alone	9	--	54	--
PC-NBI Word Processing	8	4	76	19
PC-NBI Brush-Up	9	3	44	11
Word Processing on the				
Multinet	--	2	--	25
NBI Basic	4	8	31	61
NBI Advanced Features <u>1/</u>	145	75	943	530
Mainframe	<u>12</u>	<u>11</u>	<u>159</u>	<u>71</u>
RAL	<u>2</u>	<u>2</u>	<u>22</u>	<u>8</u>
RAL Orientation for Summer				
Employees	2	2	21	21
EIS On-Line I	5	1	72	10
EIS Batch II	3	--	44	--
EIS JCL	--	1	--	12
Document Management				
Facility	--	5	--	20
General Courses	<u>7</u>	<u>7</u>	<u>133</u>	<u>119</u>
Jolis	--	<u>3</u>	--	<u>21</u>
Library Research Skills	3	--	28	--
Orientation-Grades A1-A8	2	2	64 <u>2/</u>	56 <u>2/</u>
Orientation-Grades A9 and				
Above	<u>2</u>	<u>2</u>	<u>41</u>	<u>42</u>
Total	255	170	2,267	1,532

1/ Made up of six components which were offered repeatedly.
2/ Includes summer employees.

Table 3. Special Seminars - FY 1986/FY 1987

Title	Number of Times Delivered		Number of Participants	
	FY 1986	FY 1987	FY 1986	FY 1987
Human Resource Seminars				
Fund-wide:	8	7	444	399
Time Management	(2)	(1)	(89)	(71)
Stress Management	(2)	(1)	(103)	(72)
Conducting Effective Meetings	(2)	(1)	(111)	(53)
Women in the Work Force	(1)	(--)	(67)	(--)
Interviewing Skills for the Applicant	(1)	(1)	(74)	(60)
Personal Safety	(--)	(2)	(--)	(109)
Career Planning	(--)	(1)	(--)	(34)
Managers:	--	3	--	81
Manager's Role in Managing Stress	(--)	(1)	(--)	(14)
Leadership and the Manager	(--)	(1)	(--)	(49)
Managing the Negotiating Process	(--)	(1)	(--)	(18)
Retirement Seminar	1	1	50	53
Bank/Fund Seminar	2	--	37	--
Managing Director's Seminar	--	1	--	34
Total	11	12	531	567

