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August 26, 1986

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 in the year ended April 30, 1986.

Att: (1)

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FROM C-130

INTERNATIONAL MONETARY FUND

Report on Fund Training

Prepared by the Administration Department

August 25, 1986

The Fund's policy for study leave was 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 reports on the progress of Individual Study Programs would be submitted to the Executive Board periodically. 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 in FY 1986, and expands on past annual reports which have only covered the Individual Study Programs and the External Assignment Program for Professional and Career Development. The current report includes information on in-service training courses, language training, and the Learning Center.

Activities

During FY 1986, training activities have been oriented to maintaining the basic framework of core programs in language and economics training, while expanding training activities in the high technology areas related to computing activities and office automation, and in the area of management training. It is not anticipated that the basic structure of the Fund's training programs will undergo any significant change in FY 1987.

In FY 1986, the cost of the Fund's training programs was approximately \$1.1 million, or the equivalent of 1.4 percent of the Fund staff wage bill (Table 1). The Fund's training costs as a percentage of wage bill remain low when compared with other organizations oriented to high technology, engineering, and scientific endeavors, which, like the Fund, recruit a significant proportion of their staff with advanced educational degrees and with a view to maintaining a cadre of career staff.

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

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

Participation in Individual Study Program I remained at a high level during FY 1986. One staff member is undertaking research at the London School of Economics, while two other staff members are undertaking research and teaching activities at Cornell University and Oxford University. In addition, four requests were approved during the reporting period for staff members to commence their sabbatical leave in the fall of 1986, which will bring the number of staff in the program in late 1986 to the ceiling of five. The cost of ISP I decreased slightly in FY 1986 and is not expected to change significantly in FY 1987.

2. Individual Study Program II (Study Leave Without Pay)

Participation in this program remains low. One staff member returned to duty during the reporting period, and no new requests were approved. No cost was incurred during FY 1986, and none is currently expected in FY 1987.

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

A total of 266 staff members participated in Individual Study Program III in FY 1986. The majority of the course work undertaken at local universities outside of normal working hours were in the following areas: economics (95), business (35), computing (21), and mathematics (21). The cost of the program decreased by 12.6 percent compared to FY 1985. However, a small increase in cost is expected in FY 1987 due to an anticipated rise in tuition costs at local universities.

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

Participation in this program has traditionally been limited. Only one request was submitted and approved during the reporting period for a staff member to pursue a Master's Degree in International Public Policy at the School of Advanced International Studies at the Johns Hopkins University. Participation in the program is expected to remain low in FY 1987. The cost showed a 5 percent decrease over FY 1985, and the cost for FY 1987 is expected to change very little.

5. Other External Training

A total of 306 staff members were enrolled in training activities under this program in the last fiscal year, entailing participation in relatively short, but full-time, non-university training courses or seminars, normally outside of the Washington, D.C. area. The highest participation was in computing (257), followed by personnel (12), and management (9). Participation and cost for this program almost doubled in FY 1986, reflecting the impact of increased high technology training which accounted for 83 percent of the total cost of other external

training during the reporting period. Participation levels and cost are expected to level off in FY 1987 because of the effect of the current tight budgetary policy on technology implementation.

6. External Assignments for Professional and Career Development

Interest in this program, which allows staff members to work for up to two years in a member government institution or another international organization, remains at a high level. At the end of FY 1986, five participants were on assignments with the Central Bank of Ecuador, Central Bank of Turkey, Bank of Israel, the OECD, and the World Bank. Participation in the program is expected to remain at the ceiling of five. Three staff members have already been approved for FY 1987, including one in the office of the Egyptian Prime Minister, one at the Reserve Bank of India, and one at the Bank of Guinea.

The cost of this program decreased by 27 percent over FY 1985, reflecting the fact that the major expenses for two staff members traveling to the assignment location were incurred during FY 1985. The cost in FY 1987 is expected to return to the FY 1985 level.

7. Language Program

Language training continues to be a high-priority activity for the Fund. During FY 1986, the level of staff participation reached a total of 178 staff members, either through the Joint Bank/Fund Language Program or through private tutorials. Languages receiving the highest participation were: French (69), Spanish (56), English (23), and Portuguese (10), with seven other languages also being studied. The total cost of language training remained at the same level as in FY 1985. A small decrease in cost is expected in FY 1987 reflecting some anticipated shifts from private tutorials to language classes.

8. In-Service Training

The total number of in-service training courses has increased to 255 in FY 1986, reflecting more intensive technology developments in the Fund, and new initiatives in the areas of managerial and supervisory training. The number of staff participating in in-service training courses in FY 1986 totaled 2,267 (Table 2).

Two additional program components were added to the In-Service Training Program in FY 1986: Special Seminars and the Learning Center. The purpose of the Special Seminars is to explore current issues related to personal and professional development. Over 500 staff members attended these in-house seminars in FY 1986 (Table 3). The Learning Center 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 through self-instructional audio and video tapes in areas not

currently offered by in-service courses, as well as a facility to practice and review skills learned through in-service courses. During the first three months of operation, staff members have spent over 130 hours in the Learning Center and have also checked out materials for use at home.

The cost for In-Service training for FY 1986 increased by 80 percent compared to FY 1985 and is expected to increase further in FY 1987. The large increase in cost, however, is mainly due to the transfer of training funds that were formally part of the budget of the Bureau of Computing Services, and which have now been centralized under the Fund's training budget.

The cost of this program decreased by 1 percent over FY 1985, reflecting the fact that the major expenses for two staff members traveling to the destination location were incurred during FY 1985. The cost for FY 1986 is expected to return to the FY 1985 level.

Language Program

Language training continues to be a highly active activity in the Learning Center. The level of staff participation reached a high point in FY 1986, with staff members either through the Joint Language Program or through individual language training reaching the highest level of proficiency in Spanish (70), Arabic (33), and Portuguese (10), with several other languages also being studied. The total cost of language training remained at the same level as in FY 1985. A small decrease in cost is expected in FY 1987, reflecting the anticipated shift of the program from the Learning Center to the Language Center.

In-Service Training

The total number of in-service training courses has increased from 10 in FY 1985 to 15 in FY 1986, reflecting more intensive technology development in the field and new initiatives in the areas of managerial and supervisory training. The number of staff participating in in-service training courses in FY 1986 totaled 2,161 (Table 2).

Two additional program components were added to the in-service training program in FY 1986: Special Seminars and the Learning Center. The purpose of the Special Seminars is to explore current issues related to personal and professional development. Over 200 staff members attended these in-house seminars in FY 1986 (Table 3). The Learning Center was developed and made operational in the last quarter of FY 1986. It is designed to provide staff members with a means of obtaining advice and guidance through self-instructional audio and video tapes in a non-

Table 1. Cost of Fund Training Programs for Fiscal Years Ended April 30, 1984-86 1/

(In U.S. dollars)

	1984			1985			1986		
	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	--	11,549	11,549	9,338	38,514	47,852	8,500	36,600 <u>2/</u>	45,100
Individual Study Program II	--	10,042	10,042	--	530	530	--	--	--
Individual Study Program III	88,621	--	88,621	98,429	--	98,429	86,000	--	86,000
Individual Study Program IV	6,360	311	6,671	3,955	--	3,955	3,700	--	3,700
Other External Training	25,383	18,814	44,197	40,746	25,106	65,852	76,000	45,000	121,000
External Assignments	--	5,395	5,395	--	33,871	33,871	--	24,800	24,800
In-Service Training	198,000	--	198,000	231,400	--	231,400	402,000	--	402,000
Language Training	<u>437,000</u>	--	<u>437,000</u>	<u>459,100</u>	--	<u>459,100</u>	<u>457,300</u>	--	<u>457,300</u>
Total	755,364	46,111	801,475	842,968	98,021	940,989	1,033,500	106,400	1,139,900

1/ Cost are shown under the year for which payment was made.2/ Actual cost was \$44,500, but \$7,900 was repaid to the Fund by a staff member who left the Fund prior to serving the requisite five years.

Table 2. In-Service Training Courses - FY 1986

Course Title	Number of Times Delivered	Number of Participants	Cost per Participant
Management Org. Dev.			
Systematic Approach			
Seminar	2	26	500.00
Managing Relationship with Others	--	--	--
Management Development Program <u>1/</u>	1	15	10,000.00
Influencing Skills	2	23	1,435.00
Economic/Professional			
Review of Fund Operations and Policies <u>2/</u>	1	18	--
Financial Programming Workshop <u>2/</u>	1	20	--
Fund Statistics <u>2/</u>	1	15	--
International Banking	2	44	273.00
Communications (written)			
Letter and Memorandum Writing <u>3/</u>	1	7	--
Writing Course for Executive Directors' Staff <u>3/</u>	1	8	--
Editing Workshop for Secretarial Staff	1	15	367.00
Written Communications	4	36	694.00
Managing the Writing and Review Process <u>3/</u>	1	10	--
Communications (oral)			
Presentation Skills	--	--	--
Effective Communications	1	14	214.00
Microcomputer			
Overview of IBM/PC	12	195	59.00
Lotus 1-2-3 Introduction	13	187	96.00
Advanced Lotus 1-2-3	6	73	123.00
Rbase 5000	3	32	172.00
Econometric Software Package	8	89	73.00
Office Systems			
NBI Stand Alone	9	54	278.00
PC-NBI Word Processing	8	76	141.00
PC-NBI Brush-Up	9	44	45.00
(For Networked Dept. only:)			
NBI Basic	4	31	306.00
NBI Advanced Features <u>4/</u>	145	943	10.00
Mainframe			
RAL <u>2/</u>	2	22	--
RAL Orientation for Summer Employees	2	21	--
EIS On-Line I	5	72	276.00
EIS Batch II	3	44	276.00
General Courses			
Library Research Skills <u>2/</u>	3	28	--
Orientation - Grades A1-A8 <u>2/</u>	2	64	--
Orientation - Grades A9 and Above <u>2/</u>	2	41	--
Total	255	2,267	164.00

1/ The very high cost per participant is due to the development cost of the program being charged to FY 1986, and cost per participant will go down as it is delivered to about 300 staff.

2/ No cost incurred; course delivered by Fund staff.

3/ The cost comes out of the Joint Bank/Fund English Language Program and is charged to the Fund as part of the sharing agreement.

4/ Made up of six components which were offered repeatedly.

Table 3. Special Seminars - FY 1986

Seminar Title	Number of Times Delivered	Number of Participants	Cost per Participant (in dollars)
Manager Speaker's Program	--	--	--
Human Resource Seminars			
Time Management	2	89	9.00
Stress Management	2	103	9.00
Conducting Effective Meetings	2	111	9.00
Women in the Work Force	1	67	9.00
Interviewing Skills for the Applicant	1	74	9.00
Retirement Seminar	1	50	80.00
Bank/Fund seminar	<u>2</u>	<u>37</u>	<u>432.00</u>
Total	11	531	45.00

