

EB/CAM/84/43

December 19, 1984

To: Members of the Committee on Executive  
Board Administrative Matters

From: The Committee Secretary

Subject: Staffing of Executive Directors' Offices

The attached paper has been prepared in light of the discussion at the meeting on August 2, 1984 of the Committee on Executive Board Administrative Matters. It will be placed on the agenda for a meeting of the Committee on a date to be announced.

Att: (1)

Other Distribution:  
Members of the Executive Board



## STAFFING OF EXECUTIVE DIRECTORS' OFFICES

Prepared by the Staff

December 18, 1984

This memorandum has been prepared in response to a request, made at the meeting of the Committee on Executive Board Administrative Matters on August 2, 1984 (EB/CAM Meeting 84/3), that the staff review the adequacy of the current guidelines for staffing Executive Directors' offices.

### 1. Past Changes in Guidelines for Staffing Executive Directors' Offices, 1948-1984

The original guideline for staffing Executive Directors' offices provided for each office, positions for two assistants, not more than one of whom could be a technical assistant (EBM/361, 9/17/48). This guideline has been amended several times as follows:

(a) In 1966, the entitlement was increased to three assistants, not more than one of whom might be a technical assistant (EBM/66/50, 7/1/66).

(b) In 1969, the entitlement was increased to four assistants, not more than two of whom might be technical assistants (EBM/69/38, 6/11/69).

(c) In 1971, the rules were further amended to allow Executive Directors elected by more than ten member countries to appoint an Advisor in addition to the four assistants (EBM/71/102, 9/27/71).

(d) In 1973, the basic entitlement of four assistants was increased by the addition of a position for a clerical assistant at Range A (EBM/73/63, 6/25/73).

(e) In 1977, the entitlement was further modified to allow Executive Directors elected by more than ten member countries to choose a third secretarial assistant in place of the clerical assistant position approved in 1973 (EBM/77/16, 2/9/77).

(f) In 1978, there was another modification to the entitlement to permit the clerical assistant authorized in 1973 to be reclassified to Range B after either five years of service in Range A or passing the Fund's shorthand test (EBM/78/131, 8/30/78).

(g) Early in 1979, a group of Executive Directors, assisted by the staff, began a comprehensive study taking into account, inter alia, the number of countries, number of languages, and special circumstances

in each constituency. As a result of the study, which took twelve months to complete, entitlements were expanded (EBM/80/16, 2/1/80) as follows:

(1) each Executive Director who must communicate in three or more languages (excluding English) with the member countries that elected him, an additional secretarial assistant;

(2) each Executive Director elected by six to nine members, an Advisor instead of one Assistant to Executive Director, 1/ and a secretarial assistant instead of one clerical assistant, provided that they were not availing themselves of a secretarial assistant for language purposes;

(3) each Executive Director elected by ten or more members an additional clerical assistant;

(4) any Executive Director, except one who had availed himself of either (1), (2), or (3) above could make a request for an Advisor instead of an Assistant to Executive Director on the basis of his special requirements.

(h) Following requests by several Executive Directors for staffing under clause 4 of the changes approved in February, 1980 a further extensive review was undertaken. Despite preparation of some twelve papers by the staff and prolonged consideration in the CAM (8 meetings), a lengthy discussion in the Executive Board was necessary to achieve agreement on the following changes (EBM/81/26, 2/23/81):

(1) Executive Directors with constituencies of 1-5 member countries were permitted an Advisor position in lieu of one of the two positions of Assistant to Executive Director;

(2) Executive Directors with constituencies of 6-12 members would be entitled to one Advisor and two Assistants to Executive Directors.

(3) Executive Directors with constituencies of 13-19 member countries would be permitted an Advisor in addition to the entitlement to one Advisor and two Assistants to Executive Directors.

(4) Executive Directors with constituencies of 20 or more member countries would be permitted an Advisor in addition to the entitlement to two Advisors and two Assistants to Executive Directors.

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1/ The title of "Technical Assistant" was changed to "Assistant to Executive Director" early in 1979 (EBAP/79/31, 1/30/79).

(5) Executive Directors would not automatically take up the posts to which they were entitled and would only request additional personnel if these were genuinely needed.

(i) At Executive Board Meeting 81/26 (2/23/81), it was also agreed that Mr. Zhang should have, on a temporary basis, an additional position for a third Assistant to Executive Director.

(j) In 1982, it was agreed that all assistant positions, other than those especially provided on account of constituencies with 10 or more countries or on account of language needs, could be allocated between Assistants to Executive Directors, secretarial assistants, and clerical assistants at the discretion of Executive Directors (EBM/82/1, 1/19/82).

A summary table showing the cumulative effect of these changes in the guidelines is shown in Attachment I. The total number of staff entitlements has grown from 28 in 1948 (14 offices) to 137 in 1984 (22 offices) - an increase of 389.3 percent. If Executive Directors and Alternates are added into the equation the increase is from 56 in 1948 to 181 in 1984 - an increase of 223.2 percent. Over the same period the number of member countries has increased 224.4 percent and the number of regular staff positions, 281 percent. It might be noted that the most recent changes (1980-1982) have increased the number of positions permitted in Executive Directors' offices by 23 (20.2 percent) with an estimated increase in cost (in terms of present salaries and associated expenses) of \$1,832,400 (24.8 percent).

## 2. Present Guidelines

As indicated in the previous paragraphs the guidelines have two main elements: (i) a basic allowance for all Executive Directors, and (ii) additional allowances to take account of extra work pressures associated with constituencies with 6 or more countries and with three or more languages other than English. The present guidelines may be summarized as follows:

### (a) Basic allowance for all Executive Directors

5 positions (1 Advisor 1/, 4 assistants)

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1/ Includes 12 Executive Directors with constituencies of 1-5 member countries who may appoint an Advisor in lieu of an Assistant to Executive Director.

(b) Additional allowances for multi-member constituencies

|                       |             |  |
|-----------------------|-------------|--|
| 6-9 countries         | 1 position  | (1 assistant)                                      |
| 10-12 countries       | 2 positions | (1 assistant,<br>1 clerical assistant)             |
| 13-19 countries       | 3 positions | (1 Advisor, 1 assistant,<br>1 clerical assistant)  |
| 20 and more countries | 4 positions | (2 Advisors, 1 assistant,<br>1 clerical assistant) |

(c) Additional allowance for constituencies with 3 or more working languages other than English

1 position (secretarial assistant)

A summary table showing the impact of the guidelines on the aggregate number of staff positions is shown in Attachment II. The entitlements of each of the 22 offices are shown in Attachment III and the actual number of staff in each office as of November 1, 1984 is shown in Attachment IV.

3. Staffing of Offices of Executive Directors in the World Bank

The guidelines for staffing of offices of Executive Directors in the World Bank are very similar to those for Executive Directors in the Fund. Actual entitlements for each of the 21 offices in the World Bank together with the number of positions vacant is shown in Attachment V. In aggregate there are 133 positions compared with 137 in the Fund. The additional positions in the Fund are on account of the extra office for Saudi Arabia (+5), and the temporary position for Mr. Zhang (+1). These are partially offset by the difference in the distribution of countries in some constituencies in the Bank.

4. Adequacy of Present Guidelines for Staffing of Fund Executive Directors' Offices

In view of the exhaustive reviews of staffing of Executive Directors' offices in 1979-1981 it is assumed that the staffing levels agreed then were adequate to carry the work load at that time. Some indications of changes in the work load of Executive Directors in the period 1980-1983 are shown in the following table:

| Indicator/Calendar Year             | 1980 <u>1/</u> | 1981  | 1982  | 1983  | Percent Change<br>1980-1983 |
|-------------------------------------|----------------|-------|-------|-------|-----------------------------|
| No. of Sessions                     | 207            | 190   | 211   | 203   | - 1.9                       |
| No. of hours                        | 493            | 440   | 511   | 501   | + 1.6                       |
| No. of decisions                    | 671            | 622   | 520   | 614   | - 8.5                       |
| No. of Board papers <u>2/</u>       | 1,417          | 1,340 | 1,357 | 1,340 | - 5.4                       |
| No. of member countries             | 141            | 143   | 146   | 146   | + 3.5                       |
| No. of Article IV consultations     | 95             | 87    | 107   | 129   | + 35.8                      |
| No. of new stand-bys & entitlements | 28             | 31    | 22    | 34    | + 21.4                      |
| No. of business trips: <u>3/</u>    |                |       |       |       |                             |
| Abroad                              | 214            | 224   | 246   | 285   | + 33.2                      |
| In U.S.A.                           | 17             | 19    | 29    | 54    | + 217.6                     |

1/ Base year prior to last significant increase in number of positions.

2/ SMS, EBSS, EBDs, EBAPs, DMs, ID, SURs and TRs.

3/ These indicators should be treated with caution because to a certain extent they are within the control of Executive Directors, and the increase shown may reflect the fact that Executive Directors have had more staff to undertake business travel since 1981.

In assessing the growth in work load of an organization it is the practice sometimes to review use of temporary staff and overtime as well as regular staff time. The following table presents such information with regard to secretarial and clerical assistants:

| Indicator/Calendar Year     | 1980  | 1981  | 1982  | 1983  | Percent Change<br>1980-1983 |
|-----------------------------|-------|-------|-------|-------|-----------------------------|
| Temporary Staff (man-weeks) | n.a.  | 288.2 | 349.1 | 358.9 | n.a.                        |
| Overtime (No. of hours)     | 5,624 | 5,495 | 5,510 | 9,939 | +76.7                       |

In assessing staffing needs, such indicators like travel statistics should be treated with caution as the figure for temporary staff basically only makes provision for vacancies and for leave replacements, while overtime often results from timing of events, e.g., need to prepare papers after completion of a board discussion, which will not be changed by adding more positions to work during regular office hours.

In addition to aggregate indicators, there is a need to consider the work load situations of individual offices. Three Executive Directors have expressed a need for more staffing as follows:

Mr. Nimatallah has requested that his present staff ceiling of 5 positions (1 Advisor and 4 assistants) be increased by one to accommodate a second Advisor. The reasons for the request were set out in a memorandum to the Chairman of CAM (Attachment VI).

Mr. de Groote and Mr. Alfidja have indicated informally a need for additional help, in part, on account of the diversity of official languages in their constituencies. As shown in Attachment III, Mr. de Groote, who has 5 member countries in his constituency has an entitlement to 6 positions: 1 Advisor, 4 assistants and 1 secretarial assistant, the latter provided on account of the language provision. Mr. Alfidja, who has 23 countries in his constituency, is entitled to 3 Advisors, 5 assistants, 1 secretarial assistant (on account of the language provision), and 1 clerical assistant. When the special provision was made for offices with 3 or more working languages (other than English) no rationale was given as to why this particular number was chosen as the basis for an additional position. Of the 8 offices which have the additional "language" position, 6 have 3 working languages (other than English), and 2 have 4 such languages (Mr. de Groote and Mr. Tvedt).

Mr. Alfidja has also indicated a need for additional staff on account of the size of his constituency (23 countries). As mentioned above, Mr. Alfidja has a staff entitlement of 10 positions (3 Advisors, 5 assistants, 1 secretarial assistant and 1 clerical assistant). This total includes a basic allowance of 5 positions (1 Advisor + 4 assistants), plus 1 position for language needs (a secretarial assistant) plus 4 positions on account of the size of his constituency (2 Advisors, 1 assistant and 1 clerical assistant). Mr. Alfidja has 2 more positions (an Advisor and a secretarial assistant on account of language) than Mr. Mtei who has 18 countries in his constituency.

5. Possible ways of responding to current requests for additional staff

In the past, discussions of Executive Directors' staffing requirements have, for the most part, concentrated on maintaining a formula that preserves the principle of equitable treatment between offices while providing sufficient flexibility to meet widely differing

needs. Exceptions to the formula have been approved rarely and always on a temporary basis. To satisfy current requests for more staff, the following changes in the formula could be considered:

(a) In response to Mr. Nimatallah's request, the maximum number of staff positions for constituencies of 1-5 member countries could be raised from five to six. It could be left to each office to decide at what level to fill the additional position or the level could be specified. If the ceiling for offices which have 1-5 countries and which must communicate with their constituencies in three or more languages (excluding English) were to be held at six positions, the overall total of potential positions would go up by seven (i.e., one additional position in each of the seven offices currently entitled to five) for an estimated annual cost depending on the type of position chosen ranging between \$257,000 and \$701,000. If the ceiling were to be raised also for the offices communicating in three or more languages, the total potential increase would amount to twelve with an estimated annual cost ranging between \$440,000 and \$1,202,000 (See Attachment I).

(b) The requests from Mr. de Groote and Mr. Alfidja for additional staff for language reasons could be accommodated if offices communicating in three or more languages (excluding English) were allowed two secretarial/clerical assistants instead of one. This would raise the aggregate number of positions by eight with an estimated annual cost of \$446,000. If an additional secretarial/clerical position were permitted only for offices communicating in four or more languages, the overall total number of positions would increase by two with an estimated annual cost of \$111,000, but only Mr. de Groote's request would be met.

(c) Mr. Alfidja's request for additional staff because of the size of his constituency could be satisfied by modifying the formula to add a position for constituencies with 23 or more members. The level at which the additional position would be filled could be left open or it could be specified as Assistant to Executive Director or as Advisor. This would add one position to the aggregate ceiling at an estimated cost of \$61,000 to \$100,000. 1/

Amendments to the present formula that would satisfy all of the current requests could result in an increase of at least 16 positions in the total for all Executive Directors' offices at an estimated cost ranging between \$760,000 and \$1,245,000. It is for consideration whether it would be preferable to leave the formula unchanged at this time and

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1/ In terms of the present formula, a symmetrical progression in the ratio of number of countries to Advisor/Assistant to Executive Director positions would suggest that such a position should only be added when a constituency has 27 member countries or more.

to review each request on an ad hoc basis. On the one hand, as an Executive Director pointed out at a recent CAM meeting (EB/CAM/Mtg. 84/3, 8/2/84), generalized formulae can prove to be more costly than ad hoc approaches. On the other hand, an ad hoc approach could be seen as opening the way for numerous additional requests, each requiring separate consideration by the CAM. Among possible constraints on ad hoc requests, consideration could be given to:

(a) Ceilings might be put on the total number of positions and/or each category of position (i.e., Advisor, Assistant to Executive Director, etc.). Ad hoc requests for additional staff would only be considered if the total was below the ceiling. This approach would presumably require the establishment of a "pool" consisting of long-term unfilled positions; it would not appear to be practicable to allow one office to "borrow" a vacant position in another office. Adjustments to the ceilings could be considered either at regular intervals or only when the need arose.

(b) Any position additional to the number established under the formula might be classified as "temporary" which could be defined in terms of a period of time or for so long as a particular, identified need continued.

(c) A dollar ceiling for direct personnel costs could be established for each office on the basis of the formula plus an allowance for some temporary leave replacement staff. Within that ceiling, offices could have flexibility on categories of staff and salary levels.

Attachments (6)

Summary History of Aggregate Maximum Entitlements for  
Staff for Fund Executive Directors' Offices if Applied  
to the Present 22 Executive Directors 1/  
1948-1984

| Year         | Decision                        | Advisors       | Asst. 2/    | Asst. to EDS  | Sec. Asst.    | Clerical Asst. | Total        | Cumulative Total |
|--------------|---------------------------------|----------------|-------------|---------------|---------------|----------------|--------------|------------------|
| 1948         | EBM/361                         | -              | -           | + 22          | + 22          | -              | + 44         | 44               |
| 1966         | EBM/66/50                       | -              | -           | -             | + 22          | -              | + 22         | 66               |
| 1969         | EBM/69/38                       | -              | -           | + 22          | -             | -              | + 22         | 88               |
| 1971         | EBAP/71/139, +<br>Supp.2, Rev.2 | 4              | -           | -             | -             | -              | + 4          | 92               |
| 1973         | EBAP/73/135                     | -              | -           | -             | -             | + 22           | + 22         | 114              |
| 1977         | EBAP/77/33                      | -              | -           | -             | + 4 <u>3/</u> | - 4 <u>3/</u>  | -            | 114              |
| 1978         | EBAP/78/224                     | -              | -           | -             | -             | - 4 <u>4/</u>  | -            | 114              |
| 1980         | EBAP/80/26                      | + 6            | -           | - 6           | + 11          | + 1            | + 12         | 126              |
| 1981         | EBM/81/26                       | + 16 <u>5/</u> | -           | - 6           | -             | -              | + 10         | 136              |
| 1981         | EBM/81/26                       | -              | -           | + 1 <u>6/</u> | -             | -              | + 1          | 137              |
| 1982         | EBAP/82/36                      | -              | + 98        | - 32          | - 51          | - 15           | -            | 137              |
| <b>Total</b> |                                 | <b>+ 26</b>    | <b>+ 98</b> | <b>+ 1</b>    | <b>+ 8</b>    | <b>+ 4</b>     | <b>+ 137</b> | <b>137</b>       |

Estimated Annual Cost of Entitlements

|                      |             |             |          |           |           |             |
|----------------------|-------------|-------------|----------|-----------|-----------|-------------|
| Av. Position         | \$100,200   | \$60,600    | \$83,000 | \$55,700  | \$36,700  | \$67,295    |
| Present No.          | \$2,605,200 | \$5,938,300 | \$83,000 | \$445,600 | \$146,800 | \$9,219,400 |
| No. Vacant Positions | 1           | 8           | -        | -         | 1         | 10          |

1/ The actual number of offices grew from 12 in 1946 to the present level of 22 as follows:

|      |    |      |    |
|------|----|------|----|
| 1947 | 13 | 1963 | 19 |
| 1948 | 14 | 1964 | 20 |
| 1952 | 16 | 1978 | 21 |
| 1956 | 17 | 1980 | 22 |
| 1958 | 18 |      |    |

2/ Positions shown in this column may be allocated between Assistants to Executive Directors, secretarial assistants and clerical assistants at the discretion of the Executive Director concerned.

3/ Executive Directors with constituencies of 10 or more countries were entitled to a secretarial assistant instead of a clerical assistant.

4/ Clerical assistants could be reclassified at B Range after passing Fund shorthand test or having had five years service in Range A.

5/ Includes 12 for Executive Directors with constituencies of 1-5 who could appoint an Advisor in lieu of one of 2 positions of Assistant to Executive Director.

6/ Temporary Assistant to Executive Director for Mr. Zhang.

Basic Maximum Staff Entitlements for All Fund Executive Directors' Offices and Additional Allocations for Offices Which Have Large Constituencies or Which Use Three or More Official Languages (other than English)

|   | Per Office |                     |     |    |    | No. of Offices | Aggregate Number |        |       |     |    |     |       |
|---|------------|---------------------|-----|----|----|----------------|------------------|--------|-------|-----|----|-----|-------|
|   | Adv.       | Asst. <sup>2/</sup> | AED | SA | CA |                | Total            | Adv.   | Asst. | AED | SA | CA  | Total |
| <u>Basic Entitlement</u>                            | 1 1/2      | 4                   | -   | -  | -  | 5              | 22               | 22 1/2 | 88    | -   | -  | -   | 110   |
| <u>Size of Constituency</u>                         |            |                     |     |    |    |                |                  |        |       |     |    |     |       |
| 6-9 countries                                       | -          | 1                   | -   | -  | -  | 1              | 6                | -      | 6     | -   | -  | -   | 6     |
| 10-12 countries                                     | -          | 1                   | -   | -  | 1  | 2              | 1                | -      | 1     | -   | -  | 1   | 2     |
| 13-19 countries                                     | 1          | 1                   | -   | -  | 1  | 3              | 2                | 2      | 2     | -   | -  | 2   | 6     |
| 20 and above  | 2          | 1                   | -   | -  | 1  | 4              | 1                | 2      | 1     | -   | -  | 1   | 4     |
| <u>Three Languages or More (Other Than English)</u> | -          | -                   | -   | 1  | -  | 1              | 8                | -      | -     | -   | 8  | -   | 8     |
| Temporary addition                                  | -          | -                   | 1   | -  | -  | 1              | 1                | -      | -     | 1   | -  | -   | 1     |
| Totals  |            |                     |     |    |    |                | 26               | 98     | 1     | 8   | 4  | 137 |       |

<sup>1/</sup> Includes 12 Executive Directors with constituencies of 1-5 member countries who may appoint an Advisor in lieu of an Assistant to Executive Director.

<sup>2/</sup> Positions shown in this column may be allocated between Assistants to Executive Directors, secretarial assistants and clerical assistants at the discretion of the Executive Director concerned.

Present Maximum Entitlements for Staffing of  
Fund Executive Directors' Offices By Office

| Office        | Number of Countries | Adv.        | Asst.1/  | Asst. to Ex.Dir. | Sec. Asst.  | Cler. Asst. | Total     |
|---------------|---------------------|-------------|----------|------------------|-------------|-------------|-----------|
| 1. de Maulde  | 1                   | 1 <u>2/</u> | 4        |                  |             |             | 5         |
| 2. Dallara    | 1                   | 1 <u>2/</u> | 4        |                  |             |             | 5         |
| 3. Fujino     | 1                   | 1 <u>2/</u> | 4        |                  |             |             | 5         |
| 4. Grosche    | 1                   | 1 <u>2/</u> | 4        |                  |             |             | 5         |
| 5. Nimatallah | 1                   | 1 <u>2/</u> | 4        |                  |             |             | 5         |
| 6. Wicks      | 1                   | 1 <u>2/</u> | 4        |                  |             |             | 5         |
| 7. Zhang      | 1                   | 1 <u>2/</u> | 4        | 1                |             |             | 6         |
| 8. Malhotra   | 4                   | 1 <u>2/</u> | 4        |                  |             |             | 5         |
| 9. Zecchini   | 4                   | 1 <u>2/</u> | 4        |                  | 1 <u>3/</u> |             | 6         |
| 10. de Groote | 5                   | 1 <u>2/</u> | 4        |                  | 1 <u>3/</u> |             | 6         |
| 11. Polak     | 5                   | 1 <u>2/</u> | 4        |                  | 1 <u>3/</u> |             | 6         |
| 12. Tvedt     | 5                   | 1 <u>2/</u> | 4        |                  | 1 <u>3/</u> |             | 6         |
| 13. Nebbia    | 6                   | 1           | 5        |                  |             |             | 6         |
| 14. Salehkhoh | 6                   | 1           | 5        |                  | 1 <u>3/</u> |             | 7         |
| 15. Perez     | 8                   | 1           | 5        |                  |             |             | 6         |
| 16. Ismael    | 9                   | 1           | 5        |                  | 1 <u>3/</u> |             | 7         |
| 17. Kafka     | 9                   | 1           | 5        |                  | 1 <u>3/</u> |             | 7         |
| 18. Prowse    | 9                   | 1           | 5        |                  |             |             | 6         |
| 19. Joyce     | 12                  | 1           | 5        |                  |             | 1           | 7         |
| 20. Finaish   | 15                  | 2           | 5        |                  |             | 1           | 8         |
| 21. Mtei      | 18                  | 2           | 5        |                  |             | 1           | 8         |
| 22. Alfidja   | <u>23</u>           | <u>3</u>    | <u>5</u> | <u>1</u>         | <u>1 3/</u> | <u>1</u>    | <u>10</u> |
|               | 145 <u>4/</u>       | 26          | 98       | 1                | 8           | 4           | 137       |

1/ Positions shown in this column may be allocated between Assistants to Executive Directors, secretarial assistants and clerical assistants at the discretion of the Executive Director concerned.

2/ Executive Directors with constituencies of 1-5 member countries may appoint an Advisor in lieu of an Assistant to Executive Director and, accordingly, for the purposes of showing the maximum entitlement for these offices, an Advisor position is shown in lieu of a fifth Assistant to Executive Director position.

3/ Executive Directors who must communicate with their constituencies in three or more languages (excluding English) may appoint an additional secretarial assistant.

4/ There are 148 member countries of which 3 are not represented by Executive Directors: Egypt, Kampuchea, and South Africa.

Actual Staffing of Fund Executive Directors' Offices  
November 1, 1984

| Office         | Number of Countries | Adv.        | Asst. to Ex.Dir. | Sec. Asst.  | Cler. Asst. | Total    | Total Entitlement | Vacant 3/      |
|----------------|---------------------|-------------|------------------|-------------|-------------|----------|-------------------|----------------|
| 1. de Maulde   | 1                   | 1 <u>1/</u> | 1                | 2           |             | 4        | 5                 | 1 Asst.        |
| 2. Dallara     | 1                   | 1 <u>1/</u> | 2                | 2           |             | 5        | 5                 |                |
| 3. Fujino      | 1                   | -           | 2                | 2           |             | 4        | 5                 | 1 Asst.        |
| 4. Grosche     | 1                   | 1 <u>1/</u> | 1                | 3           |             | 5        | 5                 |                |
| 5. Nimatallah  | 1                   | 1 <u>1/</u> | 1                | 3           |             | 5        | 5                 |                |
| 6. Wicks       | 1                   | -           | 2                | 2 <u>2/</u> |             | 4        | 5                 | 1 Asst.        |
| 7. Zhang       | 1                   | -           | 3                | 3           |             | 6        | 6                 |                |
| 8. Malhotra    | 4                   | 1 <u>1/</u> | 1                | 3           |             | 5        | 5                 |                |
| 9. Zecchini    | 4                   | -           | 2                | 3           |             | 5        | 6                 | 1 Asst.        |
| 10. de Groote  | 5                   | 1 <u>1/</u> | 2                | 3           |             | 6        | 6                 |                |
| 11. Polak      | 5                   | 1 <u>1/</u> | 2                | 3           |             | 6        | 6                 |                |
| 12. Tvedt      | 5                   | 1 <u>1/</u> | 2                | 3           |             | 6        | 6                 |                |
| 13. Nebbia     | 6                   | 1           | 2                | 2           | 1           | 6        | 6                 |                |
| 14. Salehkhoul | 6                   | 1           | 3                | 3           |             | 7        | 7                 |                |
| 15. Perez      | 8                   | 1           | 2                | 3           |             | 6        | 6                 |                |
| 16. Ismael     | 9                   | 1           | 2                | 3           |             | 6        | 7                 | 1 Asst.        |
| 17. Kafka      | 9                   | 1           | 1                | 3           |             | 5        | 7                 | 2 Asst.        |
| 18. Prowse     | 9                   | 1           | 2                | 3           |             | 6        | 6                 |                |
| 19. Joyce      | 12                  | 1           | 1                | 4           |             | 6        | 7                 | 1 CA           |
| 20. Finaish    | 15                  | 1           | 3                | 2           | 1           | 7        | 8                 | 1 Asst.        |
| 21. Mtei       | 18                  | 2           | 3                | 2           | 1           | 8        | 8                 |                |
| 22. Alfidja    | <u>23</u>           | <u>3</u>    | <u>3</u>         | <u>2</u>    | <u>1</u>    | <u>9</u> | <u>10</u>         | <u>1 Asst.</u> |
|                | 145                 | 21          | 43               | 59          | 4           | 127      | 137               | 10             |

1/ Advisor in lieu of an Assistant to Executive Director.

2/ Two secretarial assistants shared with the Bank so net total of positions used is two.

3/ The vacancy situation fluctuates from month to month, in terms of both the total number and the level.

Staff for Executive Directors' Offices in the World Bank

| Office           | Equivalent Office in the Fund | Number of Countries | Language Requirement | Total Ceiling |         |       | Present Staff |      |    |       |
|------------------|-------------------------------|---------------------|----------------------|---------------|---------|-------|---------------|------|----|-------|
|                  |                               |                     |                      | Adv. EDA/SA   | SecA CA | Total | Adv. EDA/SA   | SecA | CA | Total |
| WICKS            | WICKS                         | 1                   |                      | 1             | 4       | 5     | 2             | 3    |    | 5     |
| BURNHAM          | DALLARA                       | 1                   |                      | 1             | 4       | 5     | 2             | 3    |    | 5     |
| DE MAULDE        | DE MAULDE                     | 1                   |                      | 1             | 4       | 5     | 1             | 1    | 3  | 5     |
| MUNZBERG         | GROSCHE                       | 1                   |                      | 1             | 4       | 5     | 1             | 1    | 3  | 5     |
| XU               | ZHANG                         | 1                   |                      | 1             | 4       | 5     | 1             | 2    | 2  | 5     |
| YOSHIMIZU        | FUJINO                        | 1                   |                      | 1             | 4       | 5     | 1             | 1    | 3  | 5     |
| ---              | NIMATALLAH                    | -                   |                      | -             | -       | -     | -             | -    | -  | -     |
| DRAGHI           | ZECCHINI                      | 4                   | (X)                  | 1             | 4       | 6     | 2             | 3    |    | 5     |
| RAY              | MALHOTRA                      | 4                   |                      | 1             | 4       | 5     | 1             | 4    |    | 5     |
| DE GROOTE        | DE GROOTE                     | 5                   | (X)                  | 1             | 4       | 6     | 1             | 3    | 1  | 6     |
| KORPINEN         | TVEDT                         | 5                   | (X)                  | 1             | 4       | 6     | 1             | 2    | 2  | 5     |
| VAN DAM          | POLAK                         | 5                   | (X)                  | 1             | 4       | 6     | 2             | 3    |    | 5     |
| GUTIERREZ CASTRO | KAFKA                         | 6                   | (X)                  | 1             | 5       | 7     | 1             | 2    | 3  | 7     |
| CORTI            | NEBBIA                        | 6                   |                      | 1             | 5       | 6     | 1             | 2    | 3  | 6     |
| DEAN             | PROWSE                        | 7                   |                      | 1             | 5       | 6     | 1             | 2    | 3  | 6     |
| BEHRENS          | SALEHKHOU                     | 8                   | (X)                  | 1             | 5       | 7     | 3             | 2    |    | 5     |
| PHAICHITR        | ISMAEL                        | 9                   |                      | 1             | 5       | 6     | 1             | 2    | 2  | 5     |
| DE GONZALEZ      | PEREZ                         | 10                  |                      | 1             | 5       | 7     | 1             | 2    | 2  | 6     |
| JOYCE            | JOYCE                         | 13                  |                      | 2             | 5       | 8     | 1             | 1    | 2  | 4     |
| AL-SULTAN        | FINAISH                       | 14                  |                      | 2             | 5       | 8     | 2             | 1    | 3  | 6     |
| GIRUKWIGOMBA     | MTEI                          | 20                  |                      | 3             | 5       | 9     | 2             | 1+1  | 3  | 7     |
| SOGLO            | ALFIDJA                       | 24                  | (X)                  | 3             | 5       | 10    | 1             | 1    | 3  | 6     |
| TOTAL: 21        | 22                            | 146                 | 7                    | 27            | 94      | 133   | 18            | 36   | 56 | 114   |



## Office Memorandum

To: Mr. Joyce, Chairman of the  
Committee on Administrative Matters

From: Yusuf A. Nimatallah

Subject: Staffing of Executive Director's Office

July 11, 1984

As you know, my office, according to the prevailing criteria, has the technical help of only one Advisor and one Assistant. And, although it means that there are four technicians in the office, i.e., Executive Director, Alternate Executive Director, Advisor and Assistant, there are several months during the year when at least one of the four is away - either because of travelling on Fund business, vacationing, health failure, or family problems. At the same time, my office has to perform a great deal of work. I list here below the main lines of such work.

1. Board interventions on all policy issues and most country items without help, in writing, from my authorities.

2. Negotiations of, and follow-ups on, loan agreements with the IMF.

3. All economic and financial contacts, negotiating borrowing and investment agreements, and follow-ups with other international organizations like the IBRD, IFC and IDA.

4. The membership of Saudi Arabia in Fund/Bank Task Forces and committees are also the responsibility of this office to attend, prepare pertinent studies for, and follow-up on.

5. Prepare and deliver speeches that are related to Fund work and Saudi-Fund cooperation on an average of every ten weeks.

6. There are also less demanding but necessary matters to prepare for, participate in, or follow-up on, like IDA Meetings of Deputies, Group of 24, Group of 10, and the UN.

7. From time-to-time I am also asked by my authorities to prepare in-depth studies on matters relating to our on-going relations with the Fund, the World Bank, and other international organizations.

Because of all this, my colleagues in the office and I find ourselves under tremendous pressure most of the time. I am worried that this might affect the quality of the performance

of this office. And, as I believe the Fund should, as much as possible, help maintain the performance at high quality of its Board members, Management, and the staff, I therefore ask the honorable Committee on Administrative Matters, (as the Fund's arm for maintaining such quality) to find ways and means to increase my office staff. I request, specifically, one additional Advisor on an exceptional basis. In light of the work pressure that I face, I hope that you, as Chairman, and my colleagues the members of the Committee, will be understanding of my case and sympathetic to my request.

Thank you.

