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To: Members of the Committee on
Administrative Policies

From: The Committee Secretary

Subject: Report on the Operations of the Individual Study Programs

Attached is a report prepared for the information of the Committee on Administrative Policies on the operations of the Individual Study Programs, covering the year ended April 30, 1983.

Att: (1)

Other Distribution:
Members of the Executive Board

INTERNATIONAL MONETARY FUND

Report on the Operations of Individual Study Programs

Prepared by the Administration Department

July 20, 1983

On January 24, 1969 (EBM/69/6), the Executive Board approved the proposals for programs to assist sabbatical and study leave as set out in EBAP/68/167 (10/21/68) and modified by EBAP/68/208 (12/19/68), EB/CAP/76/13 (9/7/76), and EB/CAP/79/4 (9/20/79). At that meeting, it was agreed that reports on the progress of the Individual Study Programs would be submitted to the Executive Board periodically. Twelve reports have been submitted to date. This report covers Fiscal Year 1983. Related costs for all programs are shown in Table 1 and details on the level of participation for Individual Study Program III are shown in Table 2.

As mentioned in the last report, we have examined the policies and procedures for the study programs and, as a result, some modifications have been made in order to improve the practical benefits and administration of the programs. These modifications are incorporated in General Administrative Order No. 7, which became effective November 1, 1982, and the most significant modifications are highlighted below under the program concerned.

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

The objectives of the program have been reworded somewhat to reflect more clearly the multipurposes of the program. The terms "career development" and "self-development" have been replaced by a more precise description of the kinds of professional development needs addressed by the program. Greater emphasis has been given to improving or sustaining a staff member's professional effectiveness and using the program as a vehicle to achieve one or more of the following specific objectives: "Preparation for New Assignments," "Strengthening Skills Related to Current Assignments," and "Broadening Professional Perspectives." The last objective was the main purpose of the original "sabbatical" leave program, but was dropped as the program evolved. It has now been reintroduced specifically for senior staff in leadership positions. As far as eligibility requirements and administrative procedures are concerned, participation in the program has been limited to one study leave during a staff member's career and specific steps have been introduced to maximize

the potential benefits of each study leave experience and to help the Study Leave Committee judge the suitability of each request more objectively. Finally, as a result of rising costs, the allowances for project expenses and additional travel associated with research activities have been increased from \$1,000 each to \$2,000 and \$2,500, respectively.

During FY 1983, one request for study leave was approved, but the request was subsequently withdrawn. The four staff members referred to in the last report (EB/CAP/82/9) have all returned to duty.

The cost of Individual Study Program I decreased by 64 per cent, reflecting the reduced participation in the program. The actual cost reported is related to the four participants who have since returned to duty. The reduced participation may have been influenced somewhat by the stricter guidelines adopted in November 1982; however, it is more likely due to an increase in the workload throughout the Fund. While work pressures will likely continue unabated, participation is expected to increase over the next reporting period, primarily as a result of career counseling associated with the long-term performance assessment exercise.

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

This program has remained basically unchanged. During FY 1983, there were no requests for participation in the program. The minimal cost incurred was in reference to a reimbursement made to a staff member who had returned to duty during the previous fiscal year. The interest in this program has declined in recent years, reflecting both the financial sacrifices involved and the greater reluctance to being away from the Fund during the early stages in a staff member's career. This trend is expected to continue during the next reporting period.

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

The guidelines for this program have been clarified and made more explicit. The following three subject areas have been added to the list of acceptable fields of study which can be approved automatically at the undergraduate level: computer science, management sciences, and personnel administration. In the past, study in these areas has only been approved when directly related to the staff member's work.

The number of staff members participating in the program increased from 94 to 113, approximately 20 per cent compared to FY 1982. Two hundred and sixty-seven courses were reimbursed in FY 1983, compared to 222 in FY 1982, an increase of 20 per cent. The cost of the program increased by 29 per cent due to the increased participation, as well as higher tuition costs at local universities. Participation and tuition costs are expected to increase somewhat over the next reporting period.

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

Since the last report, this program has been under review to better meet the professional development needs of the staff. Individual Study Program IV was established in 1976 to address the career development needs of very promising staff in Range H and above who were likely to progress to leadership positions in the future. The program filled a gap between Individual Study Programs I and II.

After revising the eligibility requirements for Individual Study Program I in 1979 to include I-Range staff members, participation in Individual Study Program IV dropped off considerably. The decline reflected the fact that promising staff members were reluctant to leave their posts at a critical period in their career and, furthermore, if they waited a few additional years, they might qualify for study leave at full pay under Individual Study Program I. Therefore, the focus of Individual Study Program IV has been broadened to include promising staff who, by closing gaps in their professional qualifications, would improve their future effectiveness in their present job and, as a result, may enhance their career prospects in the Fund. Using the program to correct deficiencies of otherwise promising staff may increase the practical benefit of the program and revive interest in it.

Two requests were approved during FY 1983, compared to none in FY 1982. One staff member is undertaking graduate study at Princeton University, and the other is undertaking graduate study at the George Washington University. Minimal cost was actually incurred during FY 1983; this will increase during FY 1984. Participation is expected to increase somewhat due to interest generated through the long-term performance assessment exercise.

5. Other External Training

This program has remained basically unchanged. It covers training taken outside the Fund that meets a particular organizational need.

Sixty-two staff members attended a variety of courses/seminars compared to 52 during FY 1982, an increase of 19 per cent. Despite this increase, the cost associated with the program decreased by 24 per cent, largely owing to a reduction in the relatively more costly technical training in data processing and telecommunications. However, training in both of these areas is expected to pick up in FY 1984 due to a wide range of initiatives currently being undertaken by the Bureau of Computing Services. Furthermore, more "high technology" training will, in general, be required as the Fund seeks ways to improve work efficiency.

Table 1. Cost of Individual Study Programs for Fiscal Years Ended April 30, 1981-83 ^{1/}

(In U.S. dollars)

	1981			1982			1983		
	Tuition/Fees	Total	Travel/Shipments of Effects, Per Diem, etc.	Tuition/Fees	Total	Travel/Shipments of Effects, Per Diem, etc.	Tuition/Fees	Total	Travel/Shipments of Effects, Per Diem, etc.
Individual Study Program I	--	39,789	39,789	3,265	42,235	38,970	860	14,140	15,000
Individual Study Program II	1,339	21,889	21,889	1,340	4,067	2,727	1,340	--	1,340
Individual Study Program III	59,841	59,841	59,841	58,538	58,538	--	75,685	--	75,685
Individual Study Program IV	338	8,548	8,548	--	--	--	--	45	45
Other External Training	13,588	26,009	26,009	33,647	60,792	27,145	23,840	22,430	46,270
Total	75,106	156,076	156,076	96,790	165,632	68,842	101,725	36,615	138,340

^{1/} Costs are shown under the year for which payment was made.

Table 2. Subjects Studied Under Individual Study Program III 1/
(Fiscal Years Ended April 30, 1981-83)

Subjects Studied	Number of Courses		
	1981	1982	1983
Accounting	20	22	15
Arabic	--	--	4
Business and Public Administration and Management <u>2/</u>	23	45	30
Data Processing and Computer Science <u>2/</u>	25	13	23
Econometrics	8	2	2
Economics <u>2/</u>	79	61	96
Editing	2	2	1
English	11	11	25
French	10	8	9
Graphic Arts and Printing	7	8	2
Linguistics and Translation	4	8	5
Mathematics <u>2/</u>	15	4	23
Psychology and Behavioral Science	9	1	1
Records Management	1	5	--
Shorthand	6	6	11
Spanish	6	3	1
Statistics <u>2/</u>	7	9	6
Other	<u>37</u>	<u>22</u>	<u>13</u>
Total number of courses	270	222	267

1/ Each course is listed under the year in which reimbursement was made. Some staff members received reimbursement for more than one course in a year. In FY 83, 113 staff members participated compared to 94 in FY 82 and 98 in FY 81.

2/ These general subject headings cover a variety of courses.