

THE WORLD BANK GROUP ARCHIVES

PUBLIC DISCLOSURE AUTHORIZED

Folder Title: Liaison - Food and Agriculture Organization - Inter Agency Meetings on Management Problems - 1962 - Correspondence - Volume 1

Folder ID: 30151579

Series: Liaison with external organizations

Dates: 02/05/1962 – 10/29/1962

Fonds: Records of the Office of External Relations

ISAD Reference Code: WB IBRD/IDA EXT-08

Digitized: 09/24/2025

To cite materials from this archival folder, please follow the following format:

[Descriptive name of item], [Folder Title], Folder ID [Folder ID], ISAD(G) Reference Code [Reference Code], [Each Level Label as applicable], World Bank Group Archives, Washington, D.C., United States.

The records in this folder were created or received by The World Bank in the course of its business.

The records that were created by the staff of The World Bank are subject to the Bank's copyright.

Please refer to <http://www.worldbank.org/terms-of-use-earchives> for full copyright terms of use and disclaimers.



THE WORLD BANK

Washington, D.C.

© International Bank for Reconstruction and Development / International Development Association or

The World Bank

1818 H Street NW

Washington DC 20433

Telephone: 202-473-1000

Internet: www.worldbank.org

PUBLIC DISCLOSURE AUTHORIZED

Liaison-FAO- Inter Agency Meetings on Management Problems 1962

RETURN TO
GENERAL FILES


30151579 184181B
A1994-047 Other #: 33
The World Bank Group
Archives
Liaison - Food and Agriculture Organization - Inter Agency Meetings on Management Problems - 1962 - Correspondence - Volume 1



TO RE-ORDER SPECIFY
No. 86163 Folder
MADE IN U. S. A.

DECLASSIFIED
WITH RESTRICTIONS
WBG Archives

OFFICE MEMORANDUM

TO: Mr. William F. Howell

DATE: October 29, 1962

FROM: V. J. Riley *mjr*SUBJECT: Work Measurement and Workload Statistics

WHO's report on this subject is quite interesting. It appears that a few of the organizations are deeply involved in workload statistics measurement but in many there is no such program, or it is quite informal, such as ours.

An idea of the type of work that is being measured in various organizations is found on page 15 and 16. You will note immediately that we are dealing here primarily with clerical and semi-professional activities, i.e. typing, reproduction, translation, collating, voucher examination, etc.

Basically, it was the conclusion of WHO that there are substantial advantages to be had from a careful, even if informal, measurement of this type, such as the proper distribution of work among staff and the scheduling of leave in relation to peaks and troughs in workload. The second facet of the study, inter-agency comparisons of workload data was less promising. *They* are liable to be imprecise and are not likely to demonstrate very convincingly the relative efficiency of one's own operations. In summary although inter-agency productivity comparisons of a simple and regular kind are tempting, they are also an ineffectual way of discovering weak areas.

Russian Language Training Center in Moscow

This center is to be established by the United Nations in cooperation with the Moscow State Pedagogical Institute for Foreign Languages. It is intended to provide training in Russian for 22 selected candidates (17 translators and 5 interpreters) to fill vacancies in the translation and interpretation center at U.N. headquarters. The course started on March 28, 1962 and will run for 10 months. Students who successfully complete the course will be eligible for employment with the United Nations early in 1963. The course sounds very thorough, but since we do not have any Russian problems in the Bank at the present time I don't believe we have to concern ourselves with the program at this time.

M.A. or O and M?

This paper, apparently reprinted from some journal, is a report on a study of Management Analysis at the Headquarters of Federal Agencies, conducted in 1959 by the Bureau of the Budget. It points out that the Civil Service Commission had replaced the term "management analyst" with the term "organization and methods examiner." The report then went on to define the activities that were to be found in this category. In concluding that in order to "increase the basic capability of the function to solve or contribute to the solution of management problems" it is necessary to

- (a) "...develop the capacity of the function to serve as an effective medium for putting to practical use the growing products of research concerning the management process."

October 29, 1962

- (b) "Infuse into the traditional methods of management analysis the new and powerful analytic tools which are becoming increasingly available from other fields."

It should be noted that this paper presents a good summary of the O and M function and is probably pertinent to discussion of this subject as mentioned in the concluding paragraph of my memorandum of October 26.



FOOD AND AGRICULTURE ORGANIZATION
OF THE UNITED NATIONS

Via delle Terme di Caracalla ROME

Cables: FOODAGRI ROME

Telex: 61181 FOODAGRI

Telephone: 5797

Ref. FMA UN 10/29

OCT. 16 1962

Dear Mr. Howell,

1. We are sending you copies of two additional papers for the Inter-Agency Meeting on Selected Management Problems, viz.:

- MGT(62)5 Work Measurement and Workload Statistics
- MGT(62)7 Establishment of a Russian Language Training Center in Moscow

2. The first of these papers has been prepared by WHO and relates to one of the originally established agenda items. The second one, prepared by the UN, belongs to the "ad hoc" general discussion items suggested. If you have any other topic you would like to bring up for discussion, possibly with a related background paper, please advise us immediately.

3. We are also sending a preliminary list of participants; if there are any additions or other changes please let me know as soon as possible.

4. We thought that you might be interested, as a background for the discussion on general developments in the management field, to take a look at the report on "Management Analysis at the Headquarters of Federal Agencies", issued by the US Bureau of the Budget, particularly as it relates to the content and fields covered by the concept of "management analysis", as compared to the approach among the international agencies as revealed in our survey. We assume that the agencies in North America have recourse to copies of this report but have been able to secure enough copies to supply the agencies in Europe with one copy each. For reference convenience we have assigned number MGT(62)8 to this document.

5. In the O+M Bulletin of H.M. Treasury (Volume 16, Number 5 of October 1961) an interesting and rather extensive review of the Bureau of the Budget report appeared, viz: "M.A. or O and M" by C.I. Hancock, which expresses the British point of view on this subject. A copy of this article is attached under reference number MGT(62)9.

...2..

Mr. William F. Howell

Director of Administration

International Bank for Reconstruction and Development
and International Financial Corporation

1818 H. Street, N.W.

Washington 25, D.C., USA

6. Additional copies of all the papers (except MGT(62)8) will be available at the meeting but if a second copy of any particular paper is needed in advance please let me know.

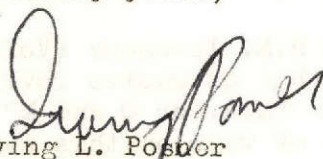
7. UNESCO has just sent in the following suggestions for discussion of Item No. 8 of MGT(62)1, the draft time schedule and agenda - covering "Other topics raised for discussion by participants" -

- " a) The system used by each Agency for maintaining contact with Member States, i.e. Agency representatives, Chiefs of Mission, permanent delegations, National Commissions, etc.
- b) Respective responsibility of the Director-General and the governing bodies for administrative decisions, particularly with regard to:
 - i) Changes in the regular programme in course of execution.
 - ii) Transfers between appropriation lines.
 - iii) Amendments to Staff and Financial Regulations and Rules.
 - iv) Jurisdiction of Administrative Tribunal.
 - v) Decisions on the Pension Fund and Medical insurance.
 - vi) Use of subventions.

[Note: Discussion might be limited to each Agency's practice for deciding on issues. UNESCO's General Conference will be considering ways of simplifying decision-making by delegating more responsibility to the Executive Board and Director-General.]

8. If you wish us to assist in arranging hotel accommodation please notify us immediately. It is advisable to book hotels in Rome early, especially in view of the large number of people who are here because of the Ecumenical Council.

Sincerely yours,


Irving L. Posner
Director

Division of Personnel and Management

It will be good to see you here!

1 October 1962

Meeting on Selected Management Problems
Rome, 5-9 November 1962

Discussion Paper on

WORK MEASUREMENT AND WORKLOAD STATISTICS

(Prepared by Administrative Management, WHO, for item 7
of the suggested agenda)

1 INTRODUCTION

10 Origin

1001 The first Inter-Agency meeting of Management Officers, in October 1961, discussed the subject of "Work Measurement and Workload Statistics". A report on this discussion is found in Annex 1.

1002 In particular agreement was reported on the value of developing work measurement techniques as an integral component of management analysis, and on the possible usefulness of productivity comparisons between Organizations in areas lending themselves to these techniques. WHO was invited to prepare the present discussion paper for a future meeting.

11 Terms of reference

1101 The passage in Annex 1 reading:

"To examine the possibilities of using work measurement techniques in the Organizations, establish common areas where such techniques could be applied and where inter-Agency comparisons would prove useful, suggest the methods that could be used, and define 'standard work units'."

has been taken to constitute the terms of reference for this paper. We have interpreted these to mean that we should explore, first, what is feasible in the way of work measurement within the Organizations, and second, what is the future possibility and usefulness of making inter-agency comparisons in areas in which more than one Organization would be applying work-measurement techniques internally. The second

item includes if possible listing such areas, detailing the methods of comparing, and proposing definitions of the "output units" to be compared.

12 Scope

1201 We have carried out these terms of reference only to a limited degree.

1202 The first assignment is based largely on factual material, i.e. shows what actually is being done within the agencies, and concludes with a series of our own observations on various aspects of the question.

1203 In dealing with the second assignment, we have drawn heavily on the suggestions put forward by colleagues in the other Organizations, but we have not found it practical to go into great detail at this stage in the matters of "defining standard work units" or of "suggesting methods". The reasons for this will emerge from our own observations on the subject of inter-agency comparisons.

1204 We would like to emphasize that we do not think that it was our role as compilers of this paper to give advice to or force conclusions on the participants in the meeting. Where our own views are expressed, we have made this clear. As far as possible, we present objectively the views contributed by the other Organizations, and we believe that these themselves will assist the readers to arrive at their own conclusions.

1205 We should like to point out that one or two respondents appear to have overestimated the scope of our inquiry, which we ourselves take to be strictly limited to the subject of "work measurement and workload statistics". Thus, suggestions that printing costs could usefully be compared between agencies, or that the relative effectiveness of pool typists, section typists and private secretaries should be studied, while probably referring to real problems worth study, fall outside the scope of this subject per se. Other agencies refer to "interest in work measurement standards and statistics for (specified administrative and technical activities), and your findings might be very useful here"; to their interest in knowing "how other Agencies tackle their management problems"; and to "Your conclusions". As already pointed out, we have in fact limited this paper to exploring the ground, to the exclusion of definitive findings, standards, or conclusions.

13 Definitions

1301 In order to avoid misunderstanding, we give below a brief definition of some of the terms used, giving the sense in which they are used in this paper. This does not imply that other definitions might not be more accurate, detailed, or more suitable in other contexts.

Workload:	Amount of work assigned during a stated period.
Output:	Amount of work-results produced in a stated period.
Workload statistics:	Figures, usually in tabular form, showing either the workload (rarely) or the output (more usually) related to an activity, for one or more periods, ¹ .
Work Measurement:	A technique using workload statistics and relating output to resources employed.
Work group:	Normally, the staff concerned in producing the output. (Note however that the output may not account for the whole of the work group's time; that some members of the work group may be almost wholly occupied with work only indirectly or remotely connected with the production of the output; and also that staff outside the work group may contribute in some degree to the output).
Work Unit:	The unit in which workload or output is expressed. (This may be large or small, highly standardized or vaguely defined, but is always an identifiable "item" - e.g. a "page" a "conference", etc.)

¹ The term "Workload Statistics" is used in this paper when "Output statistics" might be more appropriate only because most of the Organizations appear to use it in this sense.

14 Method

1401 Work on this paper was begun by reviewing the discussions which took place in Paris, and by re-examining WHO's past experience with workload statistics at Headquarters and in Regional Offices. Some typical problems were identified, and it was then felt that the other Organizations should be consulted about their experience and views. As a result, a questionnaire on the subject was sent out to the 15 Organizations. The answers¹ to this questionnaire constitute the principal basis of this paper. As far as was possible, the replies, including WHO's, were tabulated (See Annex 2) and analysed. A complete synthesis of the views and suggestions put forward is not possible, and this paper therefore sets out some of the salient features of the contributions received and examines the various pros and cons, limitations and qualifications expressed.

15 Presentation of the paper

1501 The remainder of this paper is divided into four parts as follows:

- Internal workload statistics and work measurement
- Inter-agency comparisons
- Statement on WHO's position
- Concluding remarks

2 INTERNAL WORKLOAD STATISTICS AND WORK MEASUREMENT

20 Present applications

2001 A bewildering array of items was reported by about 10 Organizations. Before passing to the presentation of the list of the items concerning which statistics are kept, we should point out the difficulty in consolidating such a list. The difficulty springs principally from terminological differences. Thus, for example, to one agency "documents reproduction" means everything from translation to assembling printed sheets, whereas in another it refers almost exclusively to the physical production of multiple copies. One organization lists both "despatch of correspondence" and "despatch of mail". The phrase "Registry" covers mainly filing activities in one case, but in another everything from mail received and despatched to microfilming. "Printing" does not cover the same activities everywhere. In one agency the service entitled

¹. All 15 Organizations replied, though a number were unable to contribute in detail, and some no more than an acknowledgment.

"Conference Planning and General Services" appears to cover only purchasing, shipping and stores, while space and other arrangements for conferences in the same agency come under "Registry". The examples could be further multiplied, but it will already be seen that greater specificity is necessary to pinpoint the areas in which the various organizations already use workload statistics.

2002 As far as we have been able to assess within the time available¹ (i.e. without a detailed study in depth), the various agencies (including WHO) have found it possible to measure either the workload or the output or both in the following activities:

- Translation (6 agencies)
- Physical reproduction of documents (5-6 agencies)²
- Incoming communications (3-4 agencies)
- Outgoing communications (4-5 agencies)
- Filing (3-4 agencies)
- Archives activities (3-4 agencies)
- Procurement of Supplies and Equipment (2-3 agencies)
- Messenger Service (1-2 agencies)
- Recruitment of Personnel (2-3 agencies)
- Conferences Serviced (2-3 agencies)
- Sale and Distribution of Documents (1 agency)
- Payroll (1-2 agencies)
- Finance items. (This field is too complex to synthesize adequately, but at least two and possibly four organizations are active in it)
- Typing (presumably pool) (3-4 agencies)
- Library activities (1 agency)

¹ While having planned a 4-week interval between last receipt of replies and final production of this paper, seven replies reached us after the requested latest date, and some only a week to 10 days ago.

² Where we say 2-3 etc., this is due to the fact that one organization (and occasionally some others) does not make it entirely clear as to whether statistics are or are not at present compiled for this item.

21 Planned or future application

2101 Only one agency stated specifically that it intended to extend or inaugurate the application of workload statistics in new or already covered areas. Another organization is in the stage of studying plans to establish both official work units in certain (unspecified) services and to introduce a central statistical reporting system.

2102 None of the organizations, including those referred to above, stated what fields were concerned.

22 Presentation of comments received

2201 Many incidental remarks in the replies we received shed light, among other things, on the attitude, the problems, and the purposes each respondent feels to be relevant to the question of workload statistics and work measurement. Taken together with the replies to the specific request for comments, these passages all contribute to forming an overall impression.

2202 For the benefit of all participants we give below synopses of this material insofar as it is relevant to the question of the present or possible application of workload statistics and work measurement in the Organizations.

2203 Our own opinions and our observations on these comments then follow, attempting to discern what is common to them and to examine some of the implicit problems; however, in making these remarks, it should be understood that we are not reaching final conclusions or proposing decisions on behalf of the meeting.

2204 Before passing to the synopses themselves, we should state that three organizations (UFU, TAB, GATT) are not included, as they considered they could not usefully contribute anything.

(UN)

2205 Workload statistics are maintained in the respective offices. Apart from their use to responsible supervisors, who regularly review and analyse them, they are used on an ad hoc basis for various purposes, for example budget justification, surveys. A more regulated approach to work statistics is only just now being investigated. The Organization is only in the first stages of considering systematic gathering of workload statistics.

- (UNRWA) 2206 Being a temporary agency work measurement and workload statistics are not used on a consistent basis. There is no trained manpower available to install a "work measurement system".
- (ILO) 2207 Standard statistics for registry work have covered different things at different times in the past. The original purpose was as much for indicating the volume of business being done by the ILO as for checking workload and consequent staff requirements. Telephone statistics are principally used for accounting purposes but incidentally to gauge workload. In translation statistics are used for the evaluation of current workload (not output); they are also occasionally used ad hoc (budget, special requests). Statistics for individuals are examined occasionally, e.g. when preparing annual appraisal reports, especially at end of probationary period.
- (IAEA) 2208 At this stage this Organization is not ready to apply regular work measurement techniques in any field. It is still at the point where statistics or accurate measurement are not needed to point out where the weaknesses are; what is needed is time to put things right.
- 2209 Nevertheless it is thought that for most clerical operations some useful unit of output can be devised. The demand for statistics should of course bear a reasonable and economic relation to the operation itself; the chief difficulty is that in small organizations an individual often performs a variety of tasks. Thus, while a measurement unit can often indicate the level of activity of a heterogeneous group of staff, it is equally true that a variety of measurement units may be needed to measure the real output of one individual.
- (IMCO) 2210 Being a very small secretariat, there would appear to be no problems connected with work measurement and workload statistics for the moment.
- (IBRD) 2211 The Bank has no workload statistics for the present. It is too small to justify these standards: there are rarely two or more people in the same or related units doing work that is statistically measurable.
- (UNESCO) 2212 A centralized work measurement technique exists, based on annual returns for units concerned, basically covering output in the selected units and total manpower actually available to produce it. The system is restricted to work groups whose main work product can be expressed in terms of recurring actions of a similar nature: the report on each unit

(in tabular form) concludes with an index figure expressing, as a percentage of a selected base year, the productivity of the year in question.

2213 An average increase in productivity of 23% between 1955 and 1961 has been revealed. Two thirds of this increase is attributed to improved procedures etc.; one third to the increasing experience of staff. Downward changes from year to year in an index are taken to suggest the need for a survey.

2214 It was found that detailed statistics were already kept in Units before work measurement techniques were introduced. This reduced the extra time required when work measurement started, although it has been found, particularly owing to a decision to prepare statistics for six years preceding work measurement, that the use internally of work measurement techniques is time consuming. The result is however considered of great value in introducing administrative reforms and in determining future staffing needs and organizational structure. The time spent on work measurement would be more fully justified if some inter-agency comparisons were possible.

(ICAO) 2215 No comments are offered on internal use of workload statistics except that regular statistics are being kept for certain activities.

(IMF) 2216 Workload statements are requested annually from each Department, but they are limited to broad descriptions of missions, projects or studies accomplished. In service departments, more detailed statistics are presented, frequently to justify additional staff. In specified offices (translation, archives, etc.) records are kept which have been helpful from time to time in analysing staff requirements. Formal measurement of workload is not attempted.

(WMO) 2217 Regular workload statistics are not made, for lack, or supposed lack, of staff. No doubt however work measurement techniques can correct (adverse) tendencies, if they are applied by officials knowledgeable in the terms of the work itself and of the techniques being applied.

(FAO)

2218 Apart from two specialized sub-services (Composition, Internal Printing), where systematic work measurement is carried out, statistics of processing in various Units are reported monthly but on a basis that does not imply actual work measurement. The statistics (reference is presumably mainly to those considered to constitute systematic work measurement) have been very useful in showing general level of output of the groups concerned, as well as individual performance in one of the sub-services where an inefficient diversification of tasks was disclosed; (example: typists spending time on copyholding in proofreading, on pasting, etc.); the need for systematic work preparation was also revealed (examples of this lack are given); knowledge provided by statistics about performance level is also of assistance in Supervisor's work planning.

2219 The system has been in operation for well over a year. However a strict comparison is impossible owing to changes in organization, procedures and equipment and because previous production figures did not have the same meaning. Nevertheless, the trend of the figures since the system has been operated indicate that typing shows some efficiency increase and documents reproduction a large increase.

2220 In principle the work measurement system as such records what is happening, but also assists in work planning and possibly stimulates individual performance.

2221 Regarding the purpose of the work measurement installation, it seems that too much stress is laid (in FAO) on control of individual performance rather than on its usefulness for job planning, for comparison of different job organization, for determining staffing needs, and for general control of the process concerned (i.e. signalling that something is wrong and that the Supervisor should investigate).

2222 Extension of work measurement beyond present application would only be case by case as need and feasibility was demonstrated. Ad hoc use is made of statistics as may be necessary in connexion with O&M surveys.

(ITU)

2223 Statistics (in typing, translation and mimeograph work groups) are not used to control staff individually, but to estimate the amount of work accomplished; as well as to estimate average output per person for purposes of recruiting reinforcement staff.

2224 There still exist certain (technical) posts for which one may be tempted to make up statistics, e.g. study group X in charge of Mr Y, produces so many documents of so many pages per meeting. But it is a matter of rough appreciation. One really has to rely on the judgment of a specialist to know Mr Y's efficiency.

(WHO)

2225 WHO's experiences and comments are incorporated in the following part of this paper.

23 Our own opinions, and observations on the preceding comments

2301 There are a number of points that occur to us which we believe to be worth bringing out when considering the use within an Organization of workload statistics and work measurement techniques. Most of these find their expression one way or another in the various comments quoted above. Thus:

231 Purposes 2311 It seems important to clarify and separate the different possible purposes of workload statistics. We note the following as possible ones:

General indication of level of activities

Cost determination (general)

Accounting or charging (specific, to cash accounts or resource/
time budgets)

Work planning

Administration and supervision (accumulating experience
on peak periods; leave planning; individual performance,
etc.)

Establishment of output standards in appropriate cases

Continued achievement of output standards

Measuring output changes following changes in procedures,
policies, etc.

Even these are perhaps relatively vague, and would need sometimes to be more clearly spelled out to be useful as "objectives".

2312 A difference is noted between valid internal purposes (including most of those above) and those connected mainly or exclusively with "self-justification" in the form of reports to Governing Bodies (the first purpose quoted above may cover this particular application). Workload statistics and work measurement applied to this purpose have their obvious uses, but we do not think that they are always either scientifically defensible in detail or of particular practical use in day to day management. We therefore restrict our further observations to workload statistics and work measurement applied to what above we have called internal purposes.

2313 Workload statistics are frequently already in use in individual Units, being originally installed for a variety of internal purposes (often not very clearly laid down but nevertheless quite genuinely felt to be real and needed). These purposes are at present usually concerned with "Supervisory intelligence" (wishing to know what goes on, observe trends, determine normal peaks to assist in work and leave planning etc.) or with "justification" (desire or requirement to report achievements, support staff increases, etc.) In few instances only are such statistics installed specially for work measurement as such. They are not usually centrally collected or analysed, this being done more usually in or near the Unit concerned.

2314 The one objective not specifically stated by any respondent which perhaps most nearly would justify separate, external control of a work group's productivity is to measure or gauge the performance of the responsible supervisor himself, or to provide an independent check on his claims regarding efficiency or staff requirements.

232 Supervi- 2321 Regarding the group of "supervisory intelligence" purposes, we
sory pur- believe that the use of workload statistics is only one of several
poses other means of assisting the supervisor with his problems. Other
considerations (e.g. quality evaluation, intangible factors) are
also, and to an important extent, brought into the picture by
supervisors.

2322 Some of the primary purposes attributed to workload statistics and work measurement in this connexion may not actually require the regular production of the statistics themselves. Records (e.g. logbooks, chronological files) may be all that is necessary, providing they are available for the extraction of relevant statistics as and when required.

2323 We must also remember that in many situations the fact that methods, structure or output are not satisfactory is reasonably obvious either to the management or to the supervisors concerned without refined work measurement indices. In any case the latter may only indicate a need to review without giving much guidance as to where or what to seek.

233 Validity for staffing and productivity assessments

2331 The purposes related to calculating or justifying staffing requirements and to assessing "productivity" call for a word of caution. We have in mind that there is a great difference between the general validity of workload statistics and work measurement applied to "compact situations" (homogeneous staff, completely meaningful work unit), and that of those applied to "broad situations" (heterogeneous staff, "indicator type" work unit). More particularly:

(compact situations)

a) even in compact situations there are variables which may vitiate any direct "productivity comparisons" from one index-period to the next. (See also 3421 below);

(broad situations)

b) to our mind it is wrong to contend, as is done in one of the papers submitted to us, that an index can indicate the productivity trend of a work group even when this work group is very heterogeneous, widely spread by grade and location and engaged "in many functions in addition" to that measured by the (indicator) work unit. We think so because, at least in our experience, the output in the type of case described is often a function of the input or demand, and not of productivity or efficiency: it is, in such a case, the "many other functions" which tend to benefit or suffer from a fall or rise in the work unit measured.

2332 This is not to say, of course, that work measurement is not useful for gauging trends in a broad way, providing adequate allowance is made for appropriate factors. The elements used in work measurement may for instance be especially useful when making long range projections regarding work volume or staffing, when only gross estimates are needed.

234 Estimating
future
staffing
needs

2341 In the context of estimating future staff needs, we must recall that work measurement techniques can themselves say little about future workload, or about other future elements in a situation which are variable. These techniques are therefore only one element among others in helping to assess staffing needs. Input trends, quality requirements, experience of staff, changing methods (including future mechanization), environment, etc. are all also determining.

2342 Indices based on past experience are certainly of assistance, especially when "other things are equal" and reasonable estimates of future workload are possible. However, it is possible that drastic changes in even one of the other variable factors could render such indices valueless. This may particularly be true when it is a case of changes in policy or in method.

235 Assessing
productivity

2351 To treat work measurement indices as "productivity" indicators may sometimes be chasing the wrong hare. WHO has a well-documented case where the problem was one of "overproduction", the input being outside the work group's control, with a history of complaints about quality. The staff were not overworked physically, but, when computed, the output index was found to be too high to be consistent with the necessary quality.

2352 There is also the question of machine-controlled output rates. In some circumstances efficiency is better measured by cost indices than work measurement indices.

2353 Nevertheless, for supervisory purposes work measurement indices can be useful in checking productivity, both of the entire work group and of individuals, when circumstances are appropriate.

236 Recognition
of limita-
tions

2361 We feel we should guard against expecting more than is reasonable from, or attributing indefinable value to, the subject of workload statistics and work measurement. There is a danger that in centralizing and widely extending the application of "evaluating" performance on statistical bases our motives and methods may become misunderstood through inappropriate emphasis. We believe moreover that the limitations should be clear not only to ourselves, but also made clear

- a) to those whose work is measured: they should appreciate our limited reliance on these techniques, lest their morale, and consequently their effectiveness itself, should suffer; and
- b) to those to whom the results are submitted in order to assist them in decisions they may have to make: these persons may not always have the training to appreciate in its proper perspective the material presented.

2362 Our integrity in making use of such material must be above suspicion; charges that statistics are being made to say what one wishes them to say are easy to make, and we should not lay ourselves open to them.

2363 It is important also, in our view, that the work should shape, according to need, whatever records and statistics are kept and collected, rather than having the requirements of a "system" influencing the work. The tail must not be allowed to wag the dog.

237 Cost should be commensurate to value 2371 The cost and effort of applying strict work measurement may not be commensurate with the very limited value of the resulting data. Better use of the data may serve to justify more amply the installation of work measurement, but it should be ascertained that the same objectives cannot be as well achieved by other, more economical, means. It should be borne in mind that many of the stated objectives are in any case very often included among the prime responsibilities of the supervisors directly concerned and familiar with the actual operation.

2372 While there may be "intangible" values in installing systematic work measurement, claims of this kind should not be overestimated.

238 Periodic review of work statistical activities 2381 It occurs to us to point out that it is useful in any organization to undertake a periodic review of what records or statistics are kept and prepared, and why. Almost invariably this exercise will result in revealing possibilities of simplification, abolition, etc. There is a natural tendency for this kind of thing to be perpetuated and expanded beyond the point necessary, unless occasionally checked.

239 Work measure-
ment and
organizational
structure

2391 It is unclear to us how exactly work measurement techniques assist in determining organizational structure. It is most unusual even to have the opportunity to apply work measurement to work groups doing identical work by identical methods and in work situations otherwise identical except for their organizational structure. In any other circumstances it seems to us that a statistical appreciation of the effects of organizational structure could hardly be meaningful.

3 INTER-AGENCY COMPARISONS

30 Introduction

3001 We now turn to the second part of our assignment. In this part too we have been greatly helped by the contributions from the participating Organizations, who have suggested areas in which inter-agency comparisons would possibly be of interest to them, and who have also implicitly and explicitly expressed a variety of views and ideas relevant to this question.

31 Suggested Comparisons

3101 There follows here a list of fields in which the possibility of comparisons is suggested. It should be pointed out that similar difficulties were encountered in consolidating the suggestions made as was the case with the other list (paragraph 2002 above), though to a lesser degree. Only six of the 15 Organizations replied to this question. Of necessity, we have grouped together suggestions which are similar enough for the purpose, while other "broader" suggestions have been counted in the list under each item applicable.

Translation (including Revisions)	5 Organizations
Reproduction (making impressions) of Documents	5
Typing (originally included by some under other items but counted again here)	4

Collating	4 Organizations
Purchasing	4
Payroll preparation	3
Voucher production (including "Financial actions")	2
Composition (special typing)	2
Proof reading	2
File classification	2
File indexing	2
File attachments	2
Processing incoming communi- cations (including "mail", "correspondence", "cables" and "pouches".)	2
Processing outgoing communi- cations (including "mail", "correspondence", "cables" and "pouches")	2
Messenger Service	2
Organization (including servicing) of Conferences	2
Recruitment	2
Staff administration	1
Records Management (Archives?)	1
Documents distribution	1
Internal Audit methods and utilization	1
Collection and processing of statistics	1
Services not included above ancillary to documents production	1

(Selected items)

3102 The various Organizations were also asked to choose two items from their list in which they believed inter-agency comparisons would be of most interest to them. Five Organizations replied to this question, with the following adjusted result:

Translation (including Revisions)	3 Organizations (+2 interested but not selecting this item)
Documents reproduction (impressions)	3 (+ 2 ditto)
Composition (varityping, etc.)	2
Collating (assembling, finishing)	2 (+ 2 ditto)
Typing (normal)	3 (+ 1 ditto)
Staff administration (understood as Personnel work other than recruit- ment)	1
Recruitment	1
Other services ancillary to documents production	1

3103 One Agency included "Comparative printing costs"; this however is not a question of inter-agency comparison of Work Measurement data, but of an inter-agency study of a different kind.

(Most likely
"common areas")

3104 Prima facie, therefore, the most likely "common areas" seem to be identifiable as:

Translation
Reproduction (limited to impressions)
Typing (non-specialized)
Collating and finishing documents

32 Defining "standard work units"

3201 We are confining ourselves to a discussion of work units relating to the four most likely common areas mentioned in paragraph 3104 above. Work units for other items have also been suggested, and details are available to those interested, but at this stage the following may be considered sufficient.

(Translation)

3202 For translation the common suggested factor (even though in some cases expressed as pages) is number of words. Unfortunately some Agencies prefer counting work units according to the translated text, while current practice in others is to count in the original language text. (The latter is often more convenient when using workload statistics for planning purposes). As is known, there is a difference between the two things, but it is possible that a "conversion factor" could be adopted (e.g. English original + 20% = French translation). This would however require further study before compatibility was achieved.

(Reproduction)

3203 For reproduction (mimeographing, offset etc. operation) impressions is the most frequently suggested work unit, coupled in some cases with masters (e.g. stencils, offset plates) and in one case also with pages, presumably to differentiate between productivity on one sided or two sided jobs (on one-sided ones, impressions = pages, but not otherwise).

(Typing)

3204 For typing, suggestions vary from "any objective unit that is comparable" to "strokes per net typing hour". On the whole, the common factor seems to be number of words of completed output (which can be reduced to or derived from the popular "page"). The quality basis to which an agreed standard could be applied might, as one Organization puts it, be defined as "stencil typing from normally difficult manuscript", conversion factors being applied for different variables. A concrete example of such a conversion factor is provided by another Organization's suggestion that "two units of first draft transcriptions be counted as one final standard unit".

(Collating and finishing)

3205 For collating and finishing, the common suggestion is "sheets", irrespective of nature of impression or size. "Jobs" (number of separate complete texts?) and "copies" (total number of collated documents of the same or different texts?) are suggested in addition to "sheets" by one Organization.

33 Presentation of comments received

3301 We give below some salient points from replies received. With few exceptions they are almost literal quotations.

(UN)

3302 The important thing in this exercise (i.e. inter-agency comparisons) is that the final product be comparable.

3303 Agencies may be seeking different kinds of comparative information: for example, in translation, cost per page, ratio of typists to translators, or perhaps daily translator output.

3304 All comparisons are subject to further explanation.

3305 Each agency will be fully aware of the possible pitfalls in sheer statistical comparisons between agencies. Any conclusions which the meeting might reach on the details of this question should be stated in their general context, lest readers of the conclusions be led to the illusion that the work of our Organizations can be ultimately reduced to statistical evaluation, or the apprehension that the management services think it can.

(IBRD)

3306 The interchange of Work Measurement data is further limited by the fact that the Bank is not a member of the Common System used by most of the other specialized Agencies.

(UNESCO)

3307 Work measurement provides a basis for comparing quantitative performance in similar activities in different organizations.

3308 Inter-agency comparison would be used to compare productivity in similar activities (so as to) indicate areas in which efficiency appears to be lower than in other agencies. Before drawing any final conclusion from a comparison it would be necessary to take account of any particular conditions in one Agency (e.g. work rhythm, quality, specially required techniques, etc.) These conditions might explain but not necessarily justify differences; adoption of policies or techniques of the

most productive agency might be considered.

3309 An attempt to compare personnel workload between Agencies was given up in view of their different organizational structure. However, if more time had been spent on this it is felt that useful comparisons would have resulted.

3310 UNESCO's Governing Bodies have been pressing for a system of Work Measurement which would depend in part on inter-agency comparisons. It is felt that such an approach is possible and would be useful; however, it would depend on close inter-agency cooperation.

(ICAO)

3311 Inter-agency comparisons have never been attempted, but it is envisaged that it would be necessary before any such comparisons were made to ensure that the measurement units adopted were basically identical in terms of work procedures followed.

(FAO)

3312 The methods of analysis and comparison would have to isolate factors that might explain differences, for example quality standards, equipment, type of staff, work procedures, etc.

3313 Possibly the values of different procedures, equipment, policies etc. could be estimated by inter-agency comparisons, though several "particular features" having to be taken into account are listed.

3314 Figures compared could only be taken as indicators of field for further investigation.

3315 The development of Work Measurement systems should in the first place aim at meeting the internal requirements of the Organization

34 Observations on these comments, and our own views

340 Summary of
comments

3401 There is, on the whole, a note of caution in the attitude taken by the Organizations who replied to the questions on inter-agency comparisons. It is true that there is a tendency among these Organizations to suppose that inter-agency productivity comparison might possibly reveal areas in which surveys would be appropriate, but there is recognition that

adjustments for many variables would first have to be made, and that the real value would be in the subsequent detailed survey.

(Main purpose)

3402 It therefore emerges that the main purpose attributed by the Organizations to inter-agency comparisons is the discovery of weak areas. (The only other reason for inter-agency comparisons advanced is implicit in the statement that "Governing Bodies are pressing . . .")

(Type of comparison)

3403 Most respondents appear, even while aware of the desirability of introducing refinements, to envisage any systematic and regular inter-agency comparisons as of a rather simple and straightforward kind. For example, proposals include "an annual presentation of statistics in such a way that immediate comparison could be made of output per man-hour", or, to paraphrase another suggestion "an annual inter-agency exchange of statistics, tabulated centrally in each agency, for comparable work groups".

341 Our view on regular comparisons

3411 We think on the whole that regular inter-agency comparisons of the simple kind envisaged are liable to be imprecise, and that any "evidence" produced is unlikely either to achieve the basic aim or even to carry a great deal of conviction if used in attempts to demonstrate the relative efficiency of one's own operations.

'WHO's experience with inter-office comparisons)

3412 We have ourselves a certain experience which may be relevant: WHO has five regional offices with staffing going from about 100 to 140 each, and a sixth one with about 250 staff. Certain operations (e.g. typing, documents production, fellowships administration) are carried out in each in a fashion that should prima facie be more comparable than are "similar activities in various agencies", since at least the technical field is very broadly the same, and the rules, procedures and forms largely identical; due to WHO's policy of staff rotation some of the staff concerned have also done similar work in different offices. However, we have found that there are so many variables even with this basically similar background that comparisons between regional offices, or between Headquarters and regional offices, can only be used in a very general way, and only as a minor ancillary element to proper surveys. Even

"standards" worked out for one office have had periodically to be modified in the light of changing circumstances; such changes may be almost imperceptible, and arise from a wide range of considerations, including what are often known as "intangible" factors.

(Our experience in comparing apparently similar work groups)

3413 We might perhaps add another simplified example from our own experience: In one location we have two typing pools. However, owing to particular circumstances, the apparent similarity of their operations is illusory. This is illustrated in the following tabulation:

<u>Factor</u>	<u>Pool A</u>	<u>Pool B</u>
Product	Largely drafts with 1-2 carbon copies	(a) Stencils with 1 carbon copy (b) Final letters and often texts in original + 4-12 carbon copies
Quality required in product	Normally low (legibility standard)	Almost invariably near-perfection
Original	Mainly own stenography	(a) Original Manuscripts and drafts of medium to extreme difficulty (heavy editing, etc.) (b) Ditto, and own stenography
Average WHO pool experience of typists	Over 5 years (little turnover)	Less than 1 year, (heavy turnover)
Origin of typists	Local	Non-local

3414 Needless to say, the typing output is quite different in the two pools, and more is learnt from applying separately evolved standards than from "inter-pool" comparisons. If this is true within a single Organization of so relatively homogeneous groups as typists, it must be even truer of heterogeneous work groups (like Personnel, Purchasing or Finance Units) in different Organizations.

342 "Standards" or Comparisons?

3421 If "ideal" standards of output for any given work group were available comparison with other similar work groups would lose much of its point. Since however any standard or norm once set is liable to modification (see also 3412 above), it might of course be argued that regular comparisons could provide to some extent the necessarily changing "standard". However, we think that unless a fair, accurate and comprehensive system of adjustments for the many variables¹ involved is built in and applied, the resulting "annual standard" would be meaningless.

3422 One minor illustration of this is connected with the recurring implication that it is differences shown up in simpler comparisons that should be considered as pointers: if, as is suggested, these can sometimes be "explained" by reference to special circumstances, then there is no good reason to suppose that it would be justified to ignore instances when no significant differences are revealed upon simple comparison.

343 Our own summing up on systematic inter-agency comparisons

3431 We are left feeling that, although inter-agency productivity comparisons of a simple and regular kind are tempting, they are also an ineffectual way of discovering weak areas. To refine such comparisons to make them more effective in serving that end would make them too cumbersome, and even then they would only be pointers.

3432 There are other yardsticks and means more suited for attaining that end, the most important of which must either exist already or at least precede any participation in inter-agency comparisons. We list three:

1. To mention only a few, we have in mind such factors as: Objectives of the work, quality requirements, degree of difficulty of material to be processed, specification of product, general quality and size of recruitment sources, length of experience of staff, local customs and traditions, degree and nature of mechanization, working conditions, climate etc.

- (a) supervisory (and super-supervisory) appreciation;
- (b) comparison with own previous performance (see Part 2: Internal Workload Statistics) or experience;
- (c) Comparison with independently established and generally accepted "standards" (mainly the case for specialized equipment, where manufacturers can often indicate output and staffing standards, and for common office work, for which guidelines and approximate "standards" can be found in appropriate publications).

3433 An alternative to systematic regular inter-agency comparison of work measurement data is referred to in the WHO statement in the next part.

4 STATEMENT OF WHO'S POSITION

40 Internal work measurement and workload statistics

4001 WHO subscribes to the conclusion already reported by the First Inter-Agency Meeting of Management Officers to the effect that

"despite the difficulties involved, there is value in developing work measurement techniques as an integral component of management analysis".

4002 WHO recognizes that these techniques are, however, only one component of management analysis. They should be used in individually selected cases rather than, as a matter of policy, be applied generally in all cases which might be considered "measurable".

4003 WHO uses and will continue to use regularly workload statistics for supervisory and other purposes in appropriate cases.

4004 Both workload statistics and work measurement are and will be used ad hoc, for limited or indefinite periods, in connexion with special studies, including management surveys.

4005 WHO is aware of the value and also of the limitations of the internal use of workload statistics and work measurement, and will keep them both firmly in mind when considering their application in specific instances.

4006 WHO is willing to meet all reasonable requests from sister-Organizations for related information and actual figures.

41 Inter-agency productivity comparisons

4101 WHO does not feel that there is at present any real likelihood of systematic and regular productivity comparisons yielding practical and useful results. The only practically and economically conceivable methods of systematic comparison are regarded as too simple to be meaningful.

4102 WHO does however regard it as perfectly feasible and potentially useful for any individual agency to initiate an ad hoc inter-agency study of a well-defined particular case. Such a study would not of course rest on simple work measurement comparisons alone, but, with clear individually determined objectives, it would as necessary compare many other relevant factors and might well include method and structure studies.

4103 Such studies might be undertaken for various reasons, and could be particularly useful to an Organization newly embarking on an activity already familiar to others.

4104 WHO would cooperate fully, and believes that all the other Organizations concerned would also respond positively and helpfully, in any such study, especially since there would be a concrete aim in the undertaking.

5 CONCLUDING REMARKS

50 General

5001 It may appear to some readers that our own observations in both main parts of this paper are less than positive. To some extent this was conditioned by the knowledge that everyone concerned with effective management is probably aware of the theoretical advantages, the "bright side", of the subject.

These aspects have been often stressed by writers, and also by enthusiasts whose theoretical knowledge is not always matched by corresponding practical experience. This has led us to lay some weight on the other side of the scales; in doing so, the balance may have been tipped on to the "darker side".

51 Positive results recognized

5101 The experience of preparing this paper has been an illuminating one for us. While the outlook for simple systematic inter-agency productivity comparisons do not appear very encouraging, we are nevertheless convinced that the study has been worthwhile.

5102 In particular, we recognize the following useful outcomes:

- (a) the factual presentation of areas in which the different Organizations are making use of workload statistics and work measurement can serve as a useful guide to all the Organizations;
- (b) some "areas of common interest" have in fact been identified, as well as guidelines towards common work-units. This may be of use to those Organizations who are interested in the items concerned;
- (c) the exchange of views on this subject will be stimulated;
- (d) collaboration between Organizations on a bilateral or multilateral basis in particular cases will be encouraged.

52 Replies to WHO's questionnaire

5201 We have greatly appreciated the cooperation given by the Organizations, without whose contributions the results mentioned above could not have been achieved.

5202 We regret very much that it was impossible to give in full some of the excellent and detailed answers received. However they are available to all those interested.

53 Future developments

5301 Finally, we would like to point out that it is certain that further experience will build up, both in the development of the internal uses of workload statistics and work measurement, and, case by case, in inter-agency comparisons.

5302 It is perhaps this gradual accumulation of experience that will in the long run prove to be most valuable. We should like to suggest that any interesting developments or specific cases will be communicated at future meetings of management officers.

WORK MEASUREMENT AND WORKLOAD STATISTICS

Extract from the report of the First Inter-Agency Meeting of Management Officers (Paris, 2-5 October 1961).

.....

Work Measurement and Workload Statistics

14. Initial discussion centred round an attempt by Unesco to use the work measurement technique in determining the relative productivity of selected units of its secretariat. This technique was considered by Unesco to provide the basis for comparing quantitative performance in the same activity in the same organization, and in similar activities in different organizations, over a long period of time; work measurement gave good results in assessing staff needs in certain units where operations could be reduced to recurring actions of a similar nature (e.g. pages translated, staff recruited, mail registered). Unesco therefore proposed to use the findings of its work measurement studies as a guide in assessing staff utilization and determining staff needs; it should of course be used in conjunction with other methods for determining staff requirements.

15. There was divergence of opinion regarding the emphasis placed by Unesco on this method in terms of determining staff requirements alone. There was nevertheless general agreement, despite the difficulties involved, on the value of developing work measurement techniques as an integral component of management analysis, and on the possible usefulness of a comparison of the productivity of the various Organizations in certain common areas which lent themselves to statistical analysis as well as to determination of future staff needs. WHO was invited to prepare for discussion at a future meeting a working paper that would examine the possibilities of using work measurement techniques in the Organizations, establish common areas where such techniques could be applied and where inter-Agency comparisons would prove useful, suggest the methods that could be used, and define "standard work units".

REPLIES TO QUESTIONNAIRE CIRCULATED BY WHO

QUESTIONS	UN	WHO	FAO	UNESCO	ILO
1. a) Give a list of what you consider to be possible common areas where inter-Agency comparisons might be useful (each item in the list can be named as briefly as you wish, for example "Purchasing administrative supplies" or "Reproduction of documents"). 1. b) Choose two items from your list which you believe might be of real value to your agency	1. a) Translation of Documents Receipt and Despatch of Correspondence Recruitment of Personnel Reproduction of Documents Records Management and Filing Operations Procurement of Supplies and Equipment Receipt and Transmission of Cables Processing Payroll and Financial Actions (Manual and Machine) Conferences Servicing Despatch of Mail and Pouches Messenger Service 1. b) Translation of Documents Reproduction of Documents	1. a) Not applicable. 1. b) Not applicable.	1. a) Translation Typing Proofreading Documents Reproduction Collating 1. b) Translation Typing	1. a) Production of Documents Staff Recruitment and Administration (broken down by category and by established posts and field experts) Organization of conferences Purchasing (broken down by office equipment and programme equipment) Processing of incoming and outgoing mail 1. b) Reproduction of Documents for Governing Bodies Processes: Translating Revising Composition Printing and Assembling Staff Recruitment and Administration	1. a) Typing Pools Stencil Duplication Offset reproduction 1. b) Typing Pools Offset reproduction
WMO	ICAO	IBRD	IMF	IAEA	ITU
1. a) Output of Translators Assembly procedures, manual against manual, and machine vs manual Accounting operations e.g. voucher production, and such items as payroll preparation with a view to automating the latter process Number of messengers (huissiers) required per 100 staff members for routine interoffice messenger work Methods of handling internal audit work and personnel required prior to engaging an internal auditor, and comparison of utilization of auditors after employment Comparison of value of common typing pools as against section or division typing pools composed of a few (2 to 6) typist/stenographers 1. b) Typing/Stenographing Work Comparative Printing Cost	1. a) Statistical collection and processing File classification, indexing and attachment Document distribution Purchasing Translation of documents Payroll preparation Document reproduction Proofreading				

REPLIES TO QUESTIONNAIRE CIRCULATED BY WHO

QUESTIONS	UN	WHO	FAO	UNESCO	ILO
1.b).i) Choose <u>two</u> items from your list which you believe might be of real value to your agency, and describe:- the group of staff concerned, specifying the <u>types</u> of staff whose work you propose should be covered (avoid vague replies such as "clerk", but give details such as "punched card verifier"), the <u>level</u> of such staff in your organization (grades will suffice), and the approximate <u>number</u> in your organization of such staff (e.g. 25 clerk/typists, 3 checkers, 1 supervisor).	1.b).i) <u>Translation</u> 6 Chiefs of Section (P5/4) 72 Senior Translators (P4) 79 Translator-Precis Writers (P3) 119 Translators (P3) 2 Translator Trainees (P2/1) 42 Secretarial (G3/4) Stenographic service of 1 Chief 142 General Service Staff <u>Reproduction</u> 4 Supervisors (Professionals) 193 General Services and Manual Workers		1.b).i) 37 x P-3/P-2 translators 40 x G-3 bilingual typists	1.b).i) 24 Translator-Minute Writers (P3) 10 Revisers (P4) and 4 half-times of Section Chiefs (unclassified) 26 Composition Typists (D/C) and 4 Unit Supervisors (F) 7 Machine Operators (D) 2 Machine Operators (C) 2 Assemblers-machine operators (D) 2 Assembler-Staplers (B) 2 Assemblers (B) 1 Foreman (H) 1 Assistant Foreman (E) For Recruitment and Administration of Headquarters Staff:- 1 Chief (P4) 3 PERS Officers (P3) 4 Clerks (G, H, D, C) 1 Secretary (E) 3 Clerk/Stenographers (D) 2 Clerk/Typists (D) For Recruitment and Administration of Field Staff:- 1 Chief (P4) 4 PERS Officers (P3) 1 PERS/ASST. (P1/P2) 7 Clerks (G, H, F, E) 2 Secretaries (E) 5 Clerk/Stenographers (E)	1.b).i) 1 Chief of Section (P2) 3 Supervisors (P1) 1 Supervisor (G7) 9 Verbatim reporters (act as stenographers when not reporting) (P1) 63 Stenographers (G3) 1 Clerk (G3) 24 Copyists (G2) 1 Supervisor 3 Operators on offset machines 2 Xerox operators
WMO	ICAO	IBRD	IMF	IAEA	ITU
1.b).i) Typing Pool: 6 Typists, 2 copy editors, 1 Chief of Unit Grades: G2, G3, G4, G5, P1 Typists attached to sections Secretaries attached to particular offices or officers. 3 Offset Operators. Grades: G3, G4					

REPLIES TO QUESTIONNAIRE CIRCULATED BY WHO

QUESTIONS	UN	WHO	FAO	UNESCO	ILO
1. b). ii) Choose <u>two</u> items from your list which you believe might be of real value to your agency, and describe: the measurement unit you would like to see selected for any comparison of the chosen item (this should not be vague; thus, for example, a concept such as "page" should as appropriate, be defined in terms of number of words, and/or number of copies, and/or whether in original state or in processed state, and/or other relevant data, depending on whether applied, say, to translation, typing, proof-reading, publishing, documents production, distribution, filing, archives management, etc.) 1. b). iii) Choose <u>two</u> items from your list which you believe might be of real value to your agency, and describe: the different types of work, process, or activity for which the one measurement unit in ii) above would be used as an output measure. (This, together with i) above, is an important point, since the unit concerned could either be a direct measure of the real output of the group of staff concerned, such as the quantity of work produced by a group of stencil-typists exclusively, or it could be an "indicator-unit" chosen to represent the level of activity of a more heterogeneous group. Examples of the latter are UNESCO's use, described in Document 60EX/32, of "One BOC machine entry", or "One recruitment and appointment action"; these measurement units covered work other than that of the actual operators who produced the end-product counted.	1. b). ii) <u>Translations</u> Final Standard Page of 350 words (35 lines, 10 words per line, 1 1/2 spaces). Special calculation for Russian and Chinese language as well as for draft typing. <u>Reproductions</u> For: Composition - pages (2 columns, 125 lines) Camera - pages, negatives and prints Shipping - pages and flats Platemaking - photos Press - photos, copies and impressions Finishing and Binding - copies and sheets Mimeograph - pages, stencils, copies and impressions 1. b). iii) <u>Translator</u> Translating Precis writing Revising Draft and Final Typing Sound transcription Proofreading Stencil Cutting <u>Reproducing</u> Composing Photo-reproducing Stripping (cutting, sorting, opaueing) Plate-making Press Finishing and Binding Mimeographing		1. b). ii) <u>Translation</u> Monthly average of original language words translated (separate measurement for each language translated into) per translator-day (net days of attendance). <u>Typing</u> Monthly average of standard pages per net typing hour; standard pages to be defined in number of strokes and as stencil typing from normally difficult manuscript; conversion factors to adjust for differences in degree of difficulty of manuscript and in end product (stencil, mat, manuscript paper, etc.) or in input material (manuscript, sound sheets, etc.) 1. b). iii) The measures would only apply to translation and typing respectively and not be considered as an overall measure for the organization unit in question.	1. b). ii) <u>Translation and Typing</u>: 1 Standard Page of 324 words (12 words x 27 lines) <u>Reproduction</u>: 1 Printed impression one side of sheet (regardless of size) <u>Assembly</u>: 1 sheet of paper regardless of size a) Number of Established posts b) Number of Personnel Actions and Travel Authorizations Number of staff involved in recruitment and staff administration divided by number of established posts gives an "Indicator unit" 1. b). iii) Output of Translators, Revisers, Composition Typists, etc. Advertising of Posts Selection of Candidates Consultation with Selection and Advisory Boards Medical Examination Requests Interviews with Candidates Appointment Various Travel Determination of Allowance Entitlements Salary Advances Renewal and Extension of Contracts Separation Briefing and Debriefing General PERS Administration	1. b). ii) Any objective unit of measurement would be acceptable provided it is easy to apply and permits comparison with other agencies. Plates and impressions. 1. b). iii) Copytyping, typing of stencils, typing for offset reproduction, transcription from shorthand. Preparation of A 4 plates to size or by reduction of the original matter. Duplication on various kinds of paper.
WMO	ICAO	IBRD	IMF	IAEA	ITU
1. b). ii) The typed page (standard document page appropriate to session paper). The production cost of a typical publication (e.g. Annual Report, budget report).					

REPLIES TO QUESTIONNAIRE CIRCULATED BY WHO

QUESTIONS	UN	WHO	FAO	UNESCO	ILO
1. b). iv) Choose <u>two</u> items from your list which you believe might be of real value to your agency, and describe: the proposed methods of recording, counting, calculating and collecting the data. 1. b). v) Choose <u>two</u> items from your list which you believe might be of real value to your agency, and describe: the proposed periodicity of returns which would be of interest to you, or, if intermittent returns are envisaged, their frequency <u>and</u> the period they should each cover. 1. b). vi) Choose <u>two</u> items from your list which you believe might be of real value to your agency, and describe: the proposed methods of analysing and of comparing the data. 1. b). vii) Choose <u>two</u> items from your list which you believe might be of real value to your agency, and describe: the purpose of, and results expected from, the comparison you propose; this should include a statement of the types of action you might envisage in the light of the outcome of the comparison.	1. b). iv) Each agency to devise its own method. 1. b). v) Annual Returns 1. b). vi) Depending on the kind of information the agency is looking for. 1. b). vii) <u>Prima facie</u> - to indicate comparative efficiency.		1. b). iv) To be worked out by each Organization to suit their specific needs and possibilities. 1. b). v) Not more frequent than twice a year 1. b). vi) Direct comparison of the output/input figures. Isolate factors that might explain differences (quality of output standards, equipment, type of staff, work procedures, etc.) 1. b). vii) Possibility of evaluating the efficiency of different procedures, equipment, type of staff, quality of output, standards etc.	1. b). iv) Statistical Records to be kept by the Units themselves and sent annually to a central unit, where calculations should be made and tables produced. 1. b). v) Each calendar year 1. b). vi) A work measurement index should be established. An inter-agency procedure for exchange of data and tables for comparable units should be agreed upon. 1. b). vii) To compare productivity in similar activities between Agencies. The main purpose would be to indicate areas in which efficiency appears to be less than in other Agencies. This might result in a detailed study to determine the reason and decide upon corrective action. Another purpose would be to permit a rough evaluation of future staff needs based on anticipated workload.	1. b). iv) We would hope that the present survey would give valuable advice. At present we count the output in pages by a subjective appreciation of what represents a full page. Simple records to be kept of: (a) number of plates made per man-day (b) number of impressions made per man-day (c) operating speeds of offset machines. 1. b). v) An exchange of statistics once a year would be sufficient. The output in the year should be shown on a monthly basis. Ditto. 1. b). vi) The figures should be presented in such a way that an immediate comparison could be made of the output per man-hour. Ditto. 1. b). vii) A comparison should show how efficient organization "A" is in comparison with the other organizations and/or a standard output that has been set. If the standard has not been achieved, organization "A" may draw on the experience of more successful organizations in order to obtain a better result. Ditto.
WMO	ICAO	IBRD	IMF	IAEA	ITU
1. b). iv) Check the output in terms of standard document page of: a pool typist, a section or division typist, or secretary. 1. b). v) Variations in workload and output recorded over a period of time; or spot checks at irregular intervals. 1. b). vii) To determine the comparative benefits from individually posted typists (not including those with special skills such as page composers) against group pools of typists. To determine the comparative efficiency of WMO's small printing unit with similar units elsewhere and with somewhat larger units capable of handling larger portions of the total printing requirements. To compare self-production cost with commercial cost.					

REPLIES TO QUESTIONNAIRE CIRCULATED BY WHO

QUESTIONS	UN	WHO	FAO	UNESCO	ILO
1. b). viii) Choose <u>two</u> items from your list which you believe might be of real value to your agency, and describe: any particular features which might have to be specially taken into account (e.g. volume, quality, policy considerations, particular agency requirements, etc.) 1. c) Have you ever attempted any regular or ad hoc comparisons between certain work-groups in your agency and similar work-groups in one or more other agencies?	1. b). viii) All comparisons of this type are subject to further explanation. It seems to us that the process of seeking the reasons for difference would itself result in the identification of the "particular features". 1. c) Nothing attempted by the Administrative Management Service since its establishment in 1958.	1. c) In 1951 we collected information from the United Nations and a number of specialized agencies concerning the output of translators. The results were reported in an annex to our Management Survey Report No. 12. We also participated in the ILO study on a similar subject.	1. b). viii) <u>Translation:</u> degree of "technicality" of texts; quality standards, relation translation-revision. <u>Typing:</u> Equipment, type and location of work preparation. 1. c) Not systematically.	1. b). viii) Before any final conclusion could be drawn from a comparison it would be necessary to take account of any particular conditions in one Agency (i.e. rhythm of work, quality of work - for preparation of documents the printing techniques would have to be considered, etc.) While these particular conditions might explain certain differences they would not always justify these differences; other agencies might consider adopting the techniques or policies of the most productive agency.	
WMO	ICAO	IBRD	IMF	IAEA	ITU
1. b). viii) <u>Printing:</u> The larger agencies are geared to greater printing production, use larger machines and more complicated processes. 1. c). No.	1. c). No.	1. c). No.	1. c) No.		

REPLIES TO QUESTIONNAIRE CIRCULATED BY WHO

QUESTIONS	UN	WHO	FAO	UNESCO	ILO
1. d) If you have attempted any regular or <u>ad hoc</u> comparisons between certain work-groups, etc., summarize briefly i) the area (group, nature of activity) covered; ii) the measurement unit chosen; iii) the result, paying particular attention to revealed <u>comparability</u> and/or <u>incomparability</u> of the various elements. (For example, mention such features, if they were found to exist, as close similarity of all aspects of the nature of the work examined, identical physical conditions of work, feasibility of collecting statistics for similar periods and quantities of work, equal quality of labour market from which staff is locally recruited, identical qualifications and experience of staff; or on the other hand, special requirements (technical or otherwise) of each agency considered, differences in sources of staff, significant differences of approach or of objectives). 1. e). Make any general observation or comments on inter-Agency comparisons and common measurement-units which you feel are relevant and should be taken into account in the working paper.		1. d). The 1951 enquiry covered translators and revisers; the measurement unit was number of words in the original language; the result was the fixing of certain maximum outputs according to category of text, and the introduction of a system of temporary help during peak periods in order to maintain a satisfactory level of quality. Certain differences between our translation set-up at that time, which excluded practically all work of an editorial and proof-reading nature, were revealed compared to other agencies, where such work was frequently combined with translation work. 1. e). Our observations are contained in the text of the working paper.	1. e). Figures compared could only be taken as indicators of fields where a further investigation of reasons for differences might be warranted. The development of work measurement systems should in the first place aim at meeting the internal requirements of the Organization.	1. e). UNESCO's Governing Bodies have been pressing for a system of work measurement which would depend in part on interagency comparisons. It is felt that such an approach is possible and would be useful. However, it would depend upon close interagency cooperation.	1. e). CCAQ survey on output standards for translation work and the organization of translation services.
WMO	ICAO	IBRD	IMF	IAEA	ITU
	1. e). It would be necessary before any such comparison were made to ensure that the measure units adopted were basically identical in terms of work procedures followed.	1. e). As you know the Bank is relatively small in size. All but a small segment of its operation is conducted from the Bank's headquarters in Washington. Thus we are significantly removed both in distance and in the character of our operations, from most other members of the United Nations family. Moreover the interchange of work measurement data is further limited by the fact that the Bank is not a member of the common system used by most of the other specialized agencies of the United Nations.	1. e). Obviously, in a small organization such as the Fund, any prescribed standards of workload measurement would be difficult to apply because in most areas only a few persons are involved in any specific task; for example, card punching, payroll, travel or personnel records Generally we are, of course always striving to eliminate time-consuming procedures and to streamline operations. We are therefore most interested in your present study and hope that when it is completed we may receive copies of your conclusions.		

REPLIES TO QUESTIONNAIRE CIRCULATED BY WHO

QUESTIONS	UN	WHO	FAO	UNESCO	ILO
2. a). Do you already make use of regular workload statistics for any individual group or groups of staff? 2. b). If you do not, are there any special circumstances why not? 2. c). i). If you already make use of regular workload statistics for any individual group or groups of staff, describe succinctly: the group of staff.	2. a). In Translation and Reproduction Activities as well as in a less formal way in other administrative services. 2. c). i). See 1. b). i).	2. a). Library Services Mechanical Equipment Unit (Statistics) Purchasing and Shipping of Supplies Documents Processing Typing Services Communications and Records Translation Services In addition numerous kinds of statistics are kept on activities within Budget and Finance Division, Conference Services, Personnel, as well as in various technical units. 2. c). i). <u>Translation</u>: 28 professionals, 2 non-professionals. <u>Communications and Records</u>: 2 professionals, 18 local staff. <u>Typing Pools</u>: 53 locally recruited staff. <u>Documents Unit</u>: 1 professional part-time, 1 professional full-time, 1 non-professional full-time, 1 non-professional part-time. <u>Purchasing of Supplies and Equipment</u>: 5 professionals, 15 non-professionals. (Does not include regional supply staff) <u>Shipping</u>: 1 professional, 3 non-professionals. <u>Health Statistical Methodology</u>: Mechanical Equipment Unit - 2 non-professionals, 1 professional (part-time). <u>Library</u>: 10 professionals, 10 non-professionals.	2. a). Composition Unit (Work Measurement) Internal Printing Unit (Work Measurement) Various Units in Administration 2. c). i). <u>Composition Unit</u>: 43 Bilingual Typists, Stenographers, Proofreaders. <u>Internal Printing Unit</u>: 30 Operators of Photo, XeroX, Offset Stencil Machines and Collators.	2. a). Yes, see question 2. c). i). 2. c). i). <u>Expenditure Control Division</u>: Contracts and Claims Unit, Travel Unit, Payroll Unit. <u>General Accounts Division</u> <u>Treasury Division</u> <u>Social Security Unit</u> <u>Machine Units</u> <u>Personnel</u> <u>Archives</u> <u>Bureau of Conference Planning and General Services</u>: Purchase Section, Stores Section, Customers Section. <u>Registry Division</u>: Incoming Mail Section, Outgoing Mail Section, Registry Unit, Conference Planning Unit <u>Documents and Publication Service</u>: Administrative Unit, Editorial Control, Office of Language Division Chief, Copy Preparation and Proof Reading Section.	2. a). Typing Pools Document reproduction Registry operations Translation 2. c). i). <u>Typing Pool</u>: See 1. b). i) <u>Registry</u>: Staff of 27
WMO	ICAO	IBRD	IMF	IAEA	ITU
2. a). No. 2. b). No management section or a sufficiently large administrative staff to direct one or more personnel to such studies.	2. a). Translation Work Sale and distribution of documents Receipt of inward mail Reproduction of Documents	2. a). No. 2. b). Initially the Bank was too small to justify these standards and even now we rarely have two or more people in the same or related units doing work that is statistically measurable. We continue to depend on more subjective observations to measure performance.	2. a). Translation Communications Archives Messenger Service Printing shop	2. a). No. 2. b). The Agency is still in the process of working out suitable administrative procedures; there will probably be a re-organization in the near future which will affect the organizational structure. The Agency is so small that there are very few activities which are carried out at a scale which would make work measurement worthwhile.	2. a). Typing Pool, Translation, Mimeographing, as well as for technical units.

REPLIES TO QUESTIONNAIRE CIRCULATED BY WHO

QUESTIONS	UN	WHO	FAO	UNESCO	ILO
2. c). ii). If you already make use of regular workload statistics for any individual group or groups of staff, describe succinctly: the measurement unit, and how and when collected.	2. c). ii). See 1. b). ii).	2. c). ii). <u>Translation</u> : Original standard pages (320 words) of the text to be translated. When the pages received include more or less words this is converted into standard pages. Figures collected monthly and separately for about seven different categories of texts. <u>Communications and Records</u> : number of incoming mail; number of outgoing mail; and about a dozen work units under these and four other headings including filing. Collected every month. <u>Typing Pools</u> : a) pages of about 300 words, differentiated by language and whether transcribed or copied. Special jobs separately reported. b) net working hours available. c) weekly by pool supervisors. <u>Documents Unit</u> : Total number of jobs and total number of pages broken down according to various categories of documents. Number of index cards completed. Report made monthly. <u>Purchasing of Supplies and Equipment</u> : Line items of supplies and equipment purchased. Collected monthly. <u>Shipping</u> : number of shipments made. Monthly figures. <u>Health Statistical Methodology</u> : Cards punched. <u>Library</u> : Statistics on about 30 different library actions are collected monthly.	2. c). ii). <u>Composition Unit</u> : Typing staff: Weekly average of standard pages (2 800 strokes, moderately difficult manuscript) per net typing hour. Reported on special form. <u>Internal Printing Unit</u> : Photo and Xerox operators - Number of exposures per man day. Offset and Stencil Operators - Number of impressions per man-day. Collators - Number of sheets collated per man-day. Collected on special form, calculated weekly.	2. c). ii). <u>Expenditure Control Division</u> : Number of obligations and payment requests; number of Travel Obligations and payment requests; number of payroll actions (a change in entitlement or allotment). <u>General Accounts Division</u> : Number of accounts entries. <u>Treasury Division</u> : Number of receipts and payments. <u>Social Security Unit</u> : Number of Pension Fund Entries and Exits. <u>Machine Units</u> : Number of cards punched. <u>Bureau of Conference Planning and General Services</u> : Number of purchase orders; number of items purchased; dollar amount spent on purchases. Number of requisitions; number of items supplied; kg. of weight of items received. Number of packages cleared through customs. <u>Registry Division</u> : Number of copied letters; number of copied cables; number of letters and cables distributed without copies; number of cables despatched; number of letters; number of packages; number of periodicals. Number of files established; number of files audited; number of files amalgamated. Number of days of meetings at headquarters (No. of days x No. of participants); number of days away from headquarters; number of requests for renting premises considered; number of requests met. <u>Documents and Publication Service</u> : Number of jobs controlled and registered; Number of standard pages edited (according to language); Number of meetings serviced; Number of standard pages proofread and checked (according to language).	2. c). ii). <u>Typing Pool</u> : Pages counted by a subjective appreciation of what represents a full page. Records kept by language group by each supervisor. Hours of staff attendance recorded. Statistics established monthly. <u>Document Reproduction</u> : For stencil duplicated documents, number of stencils and number of impressions. For offset duplicated documents, number of offset plates and number of impressions. Both reported on a monthly basis. <u>Registry</u> : Communications received: Number of letters registered, letters distributed unopened, personal letters, telegrams registered, telegrams distributed unopened and personal. Communications despatched: Number of letters recorded; sealed letters for despatch; telegrams. Number of files opened, rearranged, destroyed, issued on request, P.A., B.F. Card index of important correspondents: number of entries made; cards added. Card index of correspondence with field services: Number of entries of outgoing and incoming communications. Number of other minor registry operations. Various figures on microfilming. <u>Switchboard</u> : Existing lists of outgoing international and private phone calls are utilized for gauging the telephonists' workload. <u>Translation</u> : At the beginning of each week an inventory is made of the translation work on hand in the five working languages on the basis of information received from each member of the translation section and the information shown in the programme of reports for meeting.
WMO	ICAO	IBRD	IMF	IAEA	ITU
					2. c). ii). <u>Typing</u> : One single spaced page, tables considered as two pages. One typed page after transcription is considered two pages. Statistics worked out weekly. <u>Translation</u> : Number of words translated. Difficult translation taken into account. Revisers may revise the work of two translators. A translator who revises his own work does 2/3 of the work of a translator. Head of Section does 2/3 the work of a reviser.

REPLIES TO QUESTIONNAIRE CIRCULATED BY WHO

QUESTIONS	UN	WHO	FAO	UNESCO	ILO
2.c).iii) If you already make use of regular workload statistics for any individual group or groups of staff, describe succinctly: the work covered.	2.c).iii) See 1.b).iii)	2.c).iii) Translation: Translating; Revising; Editing of technical texts; Checking of Printers' proofs.* Communications and Records: Handling of incoming and outgoing mail; Filing operations; Archives; Telex; Miscellaneous Registry work. Typing Pools: Taking dictation; Typing; Checking; Supervising. Documents Unit: Checking of requests for translation and reproduction of documents; Examining the drafts with regard to pagination, clarity, conformity to rules etc.; Following up production of documents in all its phases. Keeping of mailing lists for recipients. Filing and keeping of drafts and specimens of documents. Control of despatch and mailing. Purchasing of Supplies and equipment: Investigation and study of requests for purchases of medical supplies. Advice and information, negotiations with, the units requesting the supplies. Keeping a library of prospectus of supplies. Negotiations with suppliers, including inviting of bids. Placing and following up of orders. Completing necessary documentation, keeping of records, etc. Shipping: Giving instructions to the shipping firms following up dates of deliveries; review shipping documents when received, checking bills of lading, etc. Arrange for payment of charges; Contracting of Insurance, dealing with claims. Health Statistical Methodology: Punching and verifying of cards. Library: Acquisition of material for the library; Cataloguing; Loan Service; Service to Readers; Supply of Medical Literature. * of technical texts.	2.c).iii) Typing and Proof Reading Duplicating and Stapling	2.c).iii) See question 2.c).ii)	2.c).iii) Typing Pool: Shorthand and Typing Document Reproduction: Reproduction of Stencil and offset Registry: All registry operations. Translation: Translation into five languages.
WMO	ICAO	IBRD	IMF	IAEA	ITU

REPLIES TO QUESTIONNAIRE CIRCULATED BY WHO

QUESTIONS	UN	WHO	FAO	UNESCO	ILO
2.c).iv) If you already make use of <u>regular</u> workload statistics for any individual group or groups of staff, if feasible, give: information you consider relevant on the <u>present</u> use made of the statistics, the potential but hitherto unexploited uses, the general order of magnitude of the operation, how long the technique has been used in the instance concerned, and changes in circumstances which it has been found necessary to allow for in comparing present with earlier returns.		2.c).iv) <u>Translation:</u> Up to July the measurement unit was standard output pages of the translated text - about 250 words per page. The figures are used to check on the output of the individual translators as well as of the unit as a whole and to evaluate needs for staffing. <u>Communications and Records:</u> Used for supervision of operations and evaluation of staffing requirements. Certain figures also presented to Executive Board of WHO. <u>Typing Pools:</u> Collected in present form since 1956. The average output per hour for the typists is calculated and the results are used for general supervision and evaluation of staffing needs. Executive Board of WHO is also given the overall figures. <u>Documents Unit:</u> WHO does not at present reproduce, assemble, store or despatch its documents. Apart from their relationship to work described in 2.c).iii), the figures collected will also be useful in evaluating machine and staff requirements for WHO's own reproduction services after 1964/5. <u>Purchasing of Supplies and Equipment:</u> Needed for: Supervision and following-up of volume of operations; Requests for establishment of new posts. Figures supplied to Executive Board. Also general evaluation of WHO's supply activities. <u>Shipping:</u> Staffing needs and evaluate supply activities of WHO. <u>Health Statistical Methodology:</u> Check on output of the unit. <u>Library:</u> Evaluation of staffing requirements. Evaluation of volume and extent of library function in WHO.	2.c).iv) Useful in showing general level of output of the group and sometimes of the employee. Indicate spheres for re-organization. Give evidence of increased productivity after introduction of changes in organization, procedures and equipment.	2.c).iv) It was found that between 1955 and 1961 productivity of the units examined has risen by an average 23%. The existence of this figure helps in estimation of future staff needs of the units concerned when the proposed programme and budget is prepared. Changes downward in work measurement indices suggest that a management survey may be required to find out the reasons and make recommendations for improvement.	
WMO	ICAO	IBRD	IMF	IAEA	ITU
					2.c).iv) Statistics thus made up are not used to control officials individually. They are used to estimate the amount of work accomplished by each Division and the total output of the Service. They are also used to estimate the average output per person for the enlistment of reinforcement staff.

REPLIES TO QUESTIONNAIRE CIRCULATED BY WHO

QUESTIONS	UN	WHO	FAO	UNESCO	ILO
2. d). Do you plan to inaugurate or extend the application of regular workload statistics in new or in already covered areas of work? 2. e). Have you made use <u>ad hoc</u> of work measurement apart from the <u>regular</u> compilation and use of work statistics referred to above? If so, describe briefly the purpose, scope, method and results. 2. f). Have you any general views or particular comments on using these techniques internally which you feel might be of interest to the other organizations?	2. d). Plans are under study for the establishment of both official work measurement units for the services concerned as well as a central statistical reporting system in the Secretariat. 2. e). Yes, on few occasions in relation to specific reviews such as: <u>Study of Technical Assistance Recruitment Services</u> - to evaluate staff utilization. Result of review eliminated need for additional staff. <u>Feasibility studies on the use of automatic data-processing equipment</u> - in consideration of possibly converting from present punch card operation to more advanced equipment. This study resulted in proposal to General Assembly to purchase computer. <u>Provision of Common Services in the HQ Building</u> - to determine costs of providing services to extra budgetary fund agencies.	2. d). Statistics are being introduced as and when found necessary. 2. e). Yes, in the course of Management Surveys both at Headquarters and in the Regional Offices. Also in many cases when requests for the establishment of new posts are being evaluated. Scope and methods vary according to circumstances. 2. f). Our views and comments are contained in the text of the working paper.	2. d). Will be decided when considered useful. No plan for general application. 2. e). In connexion with Organization and Methods Surveys. Methods vary from case to case. 2. f). One of the most important aspects refers to the purpose of the work measurement installation. It seems that too much stress is laid on control of individual performance instead of work measurement as a job planning instrument, its use for comparison of different job organization and for determination of staffing needs, and its use for general control of the process concerned (i.e. signalling when something is wrong in the process and investigation of the reason should be made by the Supervisor). Special attention should be given to the reporting of work measurement results.	2. d). Yes. 2. e). Yes. In programme departments to compare growth of programmes and growth of staff over the years. 2. f). We have found that the use of work measurement techniques internally is time consuming, particularly because it was decided to go back six years in preparing statistics, but the information obtained is considered to be of great value in introducing administrative reforms and in determining the future staff needs and structure of the Secretariat, particularly when as at present in UNESCO the programme is much faster than the staff. It is felt that the time spent would be more fully justified if interagency comparisons in some areas at least were possible. With regard to the time spent on keeping statistics, it was found that before the work measurement technique was introduced most units kept detailed statistics. All that was necessary in many cases was to convince supervisors to modify their form of presentation.	2. d). No. 2. e). No. 2. f). No.
WMO	ICAO	IBRD	IMF	IAEA	ITU
2. f). There is no reason to doubt that workload measurement techniques, suitably applied by officials knowledgeable in terms of the work itself and of the techniques being applied, can correct tendencies to persist in the use of obsolete practices and overlook needed reorientation of work-flow patterns.	2. f). I should like to point out by way of a general observation that participation in management studies is, of necessity, limited within an Organization of our size because the management survey resources available are restricted to one post and the occupant is only able to operate, at best, on a part-time basis due to having responsibility also for establishment work.			2. d). Would like to inaugurate regular workload statistics after the re-organization of the Agency has been carried out; this may be only in a few years. 2. f). We think there can be very few clerical operations for which some useful unit of output cannot be devised; provided of course that the demand for statistics bears a reasonable and economic relation to the operation itself.	

Paper Submitted by Administrative Management Service
United Nations

ESTABLISHMENT OF A RUSSIAN LANGUAGE TRAINING

CENTRE IN MOSCOW

The increasingly difficult task of providing language services to the growing number of United Nations conferences and meetings has been a matter of serious concern for the past few years. One particular element of the problem is being met by an arrangement unique in the experience of the Organization.

The element involved is the necessity to ensure an adequate source of recruitment of trained interpreters and translators in the Russian language combinations; the arrangement is the establishment in Moscow of a United Nations Language Training Centre.

The proposal for the establishment of such a Centre, made in the course of a review of the problems being encountered in servicing meetings, was carefully studied by the Offices of the Controller, Conference Services and Personnel. Details of program, curriculum, calibre of trainees, equipment, premises, etc., were developed. The Moscow Information Centre was asked to explore the possibilities. The Moscow State Pedagogical Institute for Foreign Languages having offered its cooperation for the establishment of the Centre, a group consisting of representatives of the Offices of the Controller, Conference Services and Personnel proceeded to Moscow last March to make the practical arrangements.

As a result of the activities of the United Nations group in Moscow, an agreement between the United Nations and the Moscow Pedagogical Institute for Foreign Languages for establishment of a Training Centre for Russian language personnel has been signed.

In brief this agreement is summarized as follows: The Moscow Training Centre will provide for the training of 22 selected candidates (17 translators and 5 interpreters) to fill vacancies in the Translation and Interpretation Sections at Headquarters. The students have been recruited from university graduates having some experience in the linguistic field and consideration has been given to the requirements of the United Nations in the fields of

economics, legal, technical and scientific endeavour. The students are participating full time in the Training Centre activities which average approximately 30 academic hours a week and (also work independently after classes in libraries, reading rooms and lingaphone classes) are trained in accordance with the program ^{1/} approved by the United Nations representatives. The program provides special courses in political translation and United Nations terminology, in economic translation and terminology and the translation of legal documents as well as scientific and technical translation.

For the training of interpreters, the program ^{1/} provides intensive training in the field of scientific interpretation into Russian from the trainees' main language and from the second language as well as from Russian into the trainees' main language.

As part of their studies, the trainees translate some of the United Nations backlog of documentation; over 1,000 pages of translation have already been received. It is estimated that some 8,500 pages will be translated in this way during the ten-month course.

To obtain the best possible training of students, supervisory and teaching staff have been recruited from among former staff members of the United Nations and professors of the Moscow universities. In addition, qualified administrative personnel have been employed.

Upon successful completion of the course after having passed special tests the students will then be eligible for employment with the United Nations early in 1963. In August, this year, a preliminary test was given to the interpreter trainees based on tapes recorded in Moscow and transmitted to the Secretariat. Three of the students have been brought to New York to strengthen the Interpretation Section during the present General Assembly.

Among other things, the Agreement stipulates that the United Nations is responsible for the cost of administrative and teaching staff, stipends for students and supply of certain items of equipment required for training purposes. The Institute is to provide the necessary premises, training rooms, specially equipped booths for training in simultaneous interpretation as well as maintenance

^{1/} See Annex.

and servicing of these premises and equipment.

The Language Training Course started classes in accordance with the Agreement on 28 March 1962. The Courses are headed by Mrs. Zoya Zarubina, a former Dean of the English Faculty of the Moscow State Pedagogical Institute for Foreign Languages.

Under the Agreement, the Institute reports to the United Nations regularly regarding the trainees' attendance and scholastic progress as well as the number of pages of documents translated. Representatives of the United Nations are granted admittance to the courses and permitted to observe the work of the students as well as to check the fulfillments of the curriculum of the course.

P R O G R A M M E
OF THE TRAINING COURSE OF TRANSLATORS AND INTERPRETERS

The purpose of the Courses is to train qualified interpreters and translators for the UN.

The Courses provide the trainees with suitable linguistic background and translating skills.

Assignments and training material will be based mainly on authentic UN documentation.

The Courses will give adequate training in translating and interpreting to cover such fields as:

- simultaneous interpreting;
- written translation in spheres ordinarily embraced by UN activities;
- consecutive translation by ear;
- translation à livre ouvert using dictating machines (audographs).

The training course will consist of the following:

- a) Study of UN structure, activities, procedure and documentation, as well as of peculiarities of translators' work at the UN;
- b) Study of foreign languages (English, French, Spanish) and training in the practical skills of interpreting and translating;
- c) Translation of UN documentation as stipulated in paragraph 3 of the Agreement.

COURSE OF TRANSLATION

Translation Theory

Translation theory given to the students must be closely bound up with their practical work as translators. Theoretical questions will be dealt with during translation lessons, and not in special courses of grammar, lexicology and style. This does not exclude some lectures on translation theory.

Theoretical problems in the curriculum:

1. Measure of exactness in translation.
2. Word-for-word translation.
Lexical and syntactical errors in word-for-word translation.
3. How to achieve exactness in translation. The text as the decisive factor in choosing the translation variant. Lexical regularities in translation.
4. Discrimination of synonyms.
5. Translation of international words.
6. Polysemy and homonyms.
7. Realia. Their rendering in translation.
8. Translation of free word groups. Combination power of words and translation.
9. Various ways of translating set expressions.
10. Rendering of proper and geographical names. Transliteration.
Traditional rendering of historical and geographical names.
11. Rendering of imagery and stylistic devices (figures of speech).
Rendering of allusions, open and disguised quotations, proverbs, etc.
12. Grammatical structures of both languages and the problems of translation. Points of syntactical similarity and difference in both languages. Syntactical changes in translation.
13. Word order. Its peculiarities in Russian and other European languages.
The employment of Russian word order for the rendering of meanings, expressed by other means in European languages.
14. Rendering of constructions with non-finite forms of the verb.
15. Translation of compound and complex sentences.
16. Rendering of complex object, complex subject, adverbial modifiers.
17. Rendering of passive constructions.
18. Rendering of meanings, expressed by articles.
19. Rendering of meanings, expressed by tenses, aspects and moods.

Training of interpreters

Course of interpreting includes the following:

- (a) classroom practice in simultaneous interpretation of tape-recorded speeches;
- (b) individual practice in simultaneous interpretation to be tape-recorded and subsequently analyzed in class;
- (c) interpretation of film sound tracks;
- (d) lessons in translation à livre ouvert with audograph recording;
- (e) lessons in consecutive interpretation;
- (f) lessons in speech training.

Texts to be used for simultaneous interpretation pertain to the fields of foreign policy, economics, science, art, education, public health etc. Text sounding time is from 10 to 30 minutes.

During the course of study special attention will be devoted to the development of the following skills and habits:

- (a) proper enunciation;
- (b) quick reaction, good memory, split attention;
- (c) aural comprehension of foreign speakers, particularly with non-standard pronunciation;
- (d) ability to use the system of note-taking in consecutive interpretation;
- (e) ability to use dictating machines in practical work.

By the end of the course of study students are supposed to meet the following examination requirements:

- (a) interpret simultaneously from the foreign language into Russian and from Russian into the foreign language (or from two foreign languages into Russian) speeches on political, economic and highly specialized topics (duration up to 30 min.)
- (b) translate à livre ouvert with the help of audograph recording machines at a rate of 500 m's per minute;
- (c) interpret consecutively speeches up to 30 min. long.

Training of translators

Lessons of translation include:

- (a) classroom discussion of translations written at home;
- (b) classroom discussion of written reviews of UN documents made at home;
- (c) lessons in translation à livre ouvert with audograph recording.

Besides, the students of translators' groups are given a course of business letter writing and study special procedural terminology employed at UN.

As material for translation and reviews, texts of the following types are used:

- official UN documentation;
- political material;
- documents on economics (including commerce and finance);
- legal documents;
- scientific and technical material pertaining to:
 - (1) atomic energy;
 - (2) transport and communications;
 - (3) public health and medicine;
 - (4) agriculture.

Besides, exercises on some special problems of translation which present certain difficulties are also done at the lessons, e.g. on word order in translation, translation of passive constructions, translation of phraseology, quotations, etc.

The translation of special texts is accompanied by the study of terminology in the respective branch of science (economics, technology, law, etc.), by the study of peculiarities of style of official and legal documents, and by practical work on the use of dictionaries, reference books, etc.

Alongside with classroom work, an amount of independent translation work is required of every student. Working independently under the guidance of teachers, the students translate UN documents and other texts, using dictionaries, reference books, etc. Besides, students are assigned such tasks as drawing up lists of the basic terminology in special branches (economics, technology, etc.).

By the end of the course of study, the students are supposed to meet the following examination requirements:

- translate in written form from the foreign language into Russian, or from two foreign languages into Russian, a text of the kind described above at a speed of 1800 m's per hour;
- translate à livre ouvert and record with an audograph a text of the kind described above at a speed of 500 m's per minute.

BASIC FACTS ABOUT THE UNITED NATIONS AND STRUCTURE OF
THE UNITED NATIONS

I. Basic facts about the United Nations

- Origin of the United Nations
- Purposes and principles of the United Nations
- The United Nations Charter
- Membership of the United Nations

2. Structure of the United Nations

- The General Assembly
- The Security Council
- The Economic and Social Council
- The Trusteeship Council
- The International Court of Justice
- Subsidiary Bodies

GENERAL ASSEMBLY

MAIN ORGANS, FUNCTIONS, RULES OF PROCEDURE, DOCUMENTATION

1. The main organs of the General Assembly:

- Plenary meetings
- The Main Committees:
 - 1) FIRST COMMITTEE (Political and Security, including the regulation of armaments)
 - 2) SPECIAL POLITICAL COMMITTEE (to share the work of the First Committee)
 - 3) SECOND COMMITTEE (Economic and Financial)
 - 4) THIRD COMMITTEE (Social, Humanitarian and Cultural)
 - 5) FOURTH COMMITTEE (Trusteeship including Non-Self-Governing Territories)
 - 6) FIFTH COMMITTEE (Administrative and Budgetary)
 - 7) SIXTH COMMITTEE (Legal)
- Scientific Committee on Effects of Atomic Radiation
- Committee on Information from Non-Self-Governing Territories
- International Law Commission
- Advisory Committee on Administrative and Budgetary Questions
- Committee on Contributions
- Committee on the Peaceful Uses of Outer Space
- Other subsidiary Bodies of the General Assembly.

2. Functions of the General Assembly
3. Rules of Procedure
4. Basic Documentation of the General Assembly:
 - a) Report of the Secretary-General
 - b) Report of the Security Council
 - c) Report of the Economic and Social Council
 - d) Report of the Trusteeship Council
 - e) The Budget of the United Nations
 - f) General Assembly Proceedings
 - g) Summary Records of the Committees of the General Assembly
 - h) Resolutions of the General Assembly.

SECURITY COUNCIL

COMPOSITION, FUNCTION, BASIC DOCUMENTATION

- Disarmament Commission
- Military Staff Committee
- International Atomic Energy Agency

ECONOMIC AND SOCIAL COUNCIL COMPOSITION,
FUNCTIONS, SUBSIDIARY BODIES

- a) Statistical Commission
- b) Population Commission
- c) Social Commission
- d) Commission on Human Rights
- e) Commission on the Status of Women
- f) Commission on Narcotic Drugs
- g) Commission on International Commodity Trade
- h) Sub-Commission on Prevention of Discrimination and Protection of Minorities
- i) Regional Commissions:
 - Economic Commission for Europe
 - Economic Commission for Asia and the Far East
 - Economic Commission for Latin America
 - Economic Commission for Africa
- k) The United Nations Children's Fund
- l) Technical Assistance and the Special Fund
- m) Intergovernmental Agencies Related to the United Nations

1. International Atomic Agency
2. International Labour Organisation
3. Food and Agriculture Organization of the United Nations
4. United Nations Educational, Scientific and Cultural Organization
5. World Health Organization
6. International Bank for Reconstruction and Development
7. International Monetary Fund
8. International Finance Organization
9. International Civil Aviation Organization
10. Universal Postal Union
11. International Telecommunication Union
12. World Meteorological Organization
13. Inter-Governmental Maritime Consultative Organization
14. International Trade Organization and General Agreement on Tariffs and Trade.

TRUSTEESHIP COUNCIL

- Non-Self-Governing Territories
- The Trusteeship System
- Composition, Functions and Basic Documentation.

INTERNATIONAL COURT OF JUSTICE

Composition, Functions, Basic Documentation.

SECRETARIAT

Composition, Functions.

DISTRIBUTION OF CLASS PERIODS PER WEEK
(interpreters' groups)

Type of work	Number of periods per week	
	1 term	2 term
1. Analysis of laboratory work (recorded interpretations)	2	2
2. Simultaneous interpretation with analysis	8	4
3. Translation à livre ouvert	4	2
4. Consecutive translation with analysis	2	2
5. Translation of film sound tracks	2	2
6. Work on articulation and intonation	2	2
7. Miscellaneous	4	2
8. UN structure	2	2
9. Business letter writing	-	2
TOTAL:	26	20

DISTRIPUTION OF CLASS PERIODS PER WEEK
(translators' groups)

Type of work	Number of periods per week	
	1 term	2 term
1. Analysis of home work (written translations, etc.)	4	4
2. Translation of UN documentation in class with analysis	6	4
3. Translation of UN political documentation à livre ouvert	4	4
4. Translation of economic texts	4	4
5. Translation of scientific and technological material	6	6
6. Reviewing and summarizing of UN documentation	2	2
7. Miscellaneous	2	2
8. UN structure	2	2
9. Business letter writing	-	2
T O T A L:	30	30

M.A. OR O AND M?

by C. J. HANCOCK

THE TERM "MANAGEMENT ANALYSIS" has replaced "organisation and methods" in the United States government service. This thought-provoking news is to be found in the report* of a survey of the function in twenty-five federal agencies.

The report makes it clear that the new term is intended to reflect the development of a wider and more dynamic role for the "management analyst", as the "organisation and methods examiner" is now officially designated by the U.S. Civil Service Commission.†

In order to ensure a comprehensive survey of the M.A. function it was first defined by the investigators in terms of twelve work categories "that would embrace all reasonable notions of (its) content". Each of these categories was then examined at an agency headquarters no matter where the activity was located organisationally. An abridged and somewhat free translation of these definitions follows.

Management studies. All types of O and M assignment, provided they are conducted by full-time O and M officers.

Management advice. Advice given on general or specific aspects of management without extensive prior study of the problem involved.

Functional supervision. Activities designed to improve the performance of decentralised O and M units.

Management promotion. Activities designed to improve management practice generally, e.g. by training and education, the dissemination of information, and work simplification programmes.

Organisation control. Reviews of the efficiency of proposed organisational changes, i.e. where such proposals are not the result of a management study.

A.D.P. planning. Feasibility studies and initial installation planning.

Work measurement. Activities designed to develop and exploit work measurement.

Directives management. Centralised control and issue of codified instructions.

* *Management Analysis at the Headquarters of Federal Agencies. An Inventory of Agency Practices concerning the Staff Function of Management Analysis.* October 1959. Executive Office of the President, Bureau of the Budget.

† The new term has also been adopted by the Canadian Civil Service Commission which in 1960 renamed its Organisation and Methods Service the Management Analysis Division.

Forms management. Forms control.

Reports management. Control of reports (report being apparently used here to indicate a periodical return, e.g. of a statistical or accounting nature).

Records management. The stimulation of efficient record-keeping, including control of records retention and disposal, and the designing and studying of filing systems and operations.

Correspondence procedures management. Work involved in developing or reviewing policies, procedures and practices related to written communications; training and other work designed to improve methods; practices and controls related to correspondence.

One might well be forgiven for wondering what an "unreasonable" notion of the content of M.A. would have embraced. Suffice it to say that this wide-flung net caught 37 "specialist" units, employing 270 staff and engaged almost entirely on either A.D.P. planning or one or more of the specialised management activities.

In 22 of the 25 agencies "a separate staff group with a sufficiently broad range of activities to clearly identify the existence of management analysis as a separate staff function within those agencies" was found. These 22 "general M.A. units", employing 337 staff, seem to approximate to departmental O and M branches and might have been more easily discovered if the investigators had simply sought those units whose main activity was "management studies". The following summary of several statistical tables confirms this view while illustrating the more important facts that all the activities are to be found in at least a quarter of the units and that, on average, only about half the resources of a unit are devoted to primary O and M activities.

<i>Activity</i>	<i>No. of general M.A. units in which the activity occurred</i>	<i>Percentage of staff time devoted to the activity</i>
Management studies	22	41
Management advice	11	3
Functional supervision	9	4
Management promotion	17	8
Organisation control	17	7
A.D.P. planning	10	13
Work measurement	6	2
Directives management	18	9
Forms management	11	5
Reports management	7	2
Records management	9	4
Correspondence procedures management	8	2

The report makes it clear that there are differences of view about this state of affairs. Although most people interviewed favoured the concept of M.A. as a "staff centre for the planning and promotion of a variety of management improvement efforts", some felt that the undertaking of the more specialised services "diluted the main purpose of the function as a tool of general management, oriented it to a lower and more restricted level of service and ... introduced serious problems of establishing coherent qualifications standards for management analysts". Others felt that the specialised services strengthened the function "by providing additional opportunities for the staff to become involved in day-to-day operations and demonstrate tangible services performed".

The conclusion reached is that "the issue is not a question whether operating-type activities should be included in ... a general M.A. unit, but rather a question of balance between (them) ... and the more primary M.A. activities", and that too much emphasis on the former would "constrain the development of the unit to its full potential".

There is special recognition of the assumption of A.D.P. leadership and planning by M.A. in many agencies and some M.A. units are chastised for not taking enough initiative in this sphere, but the "long-term role of M.A. in ... A.D.P. is still unclear".

What are the lessons of this report for us? It would seem that while our transatlantic counterparts have developed some teeth, their energies are being somewhat dissipated on routine activities that might be better done elsewhere. Is the same thing happening here, and is it a good thing? As a prelude to further discussion it is suggested that O and M units in this country might care to analyse their activities on the lines adopted by the Bureau of the Budget, and to embody the results of the exercise in a letter to the Editor of this journal.

Looking to the future the report sees the main problems confronting management analysis as being the strengthening of the quality of general practitioners. First, a need is seen to resolve two conflicting concepts about the nature of M.A. as an occupation, namely the most commonly held view that it is a "career occupation, professional in character" and "the opposite view—held by a small but important group—that sole or primary experience as a management analyst forestalls acquiring intimacy with and insights into practical operating conditions, which experience is of primary importance". The suggested solution is to import into M.A. units for appropriate periods the required

experiences and talents, e.g. operational managers, professionals in scientific fields and so on.

Secondly, "greater formal training opportunities are needed, especially at advanced levels. Such training must recognise that management analysis is not an occupation based primarily on certain standardised techniques or programmes, but rather is one which is based essentially on systematic knowledge of the growing field of management and of the capacity of analysts to apply the best methods in the study of complex management problems. These are requirements which impose personal obligations of education and development on the analyst himself, but which, in part, need also to be met by providing analysts with special training opportunities. Without the latter, many analysts probably will not be able to keep abreast of deepening knowledge concerning management systems and analytic methods."

Thirdly, M.A. is accused of not taking its own medicine. "General advances in methodology of performing analytical work . . . were not noted. . . . If M.A. is to continue to develop as a modern management tool, it certainly must attempt to systematically introduce pertinent investigative and diagnostic developments of the social and other sciences into the more common methods employed in the study of management problems." These points are stressed in the concluding paragraph of the report which suggests that in order to "increase the basic capability of the function to solve or contribute to the solution of management problems" it is necessary to:

- (a) "... develop the capacity of the function to serve as an effective medium for putting to practical use the growing products of research concerning the management process."
- (b) "Infuse into the traditional methods of management analysis the new and powerful analytic tools which are becoming increasingly available from other fields."

Here then are some challenging questions that we might well ask ourselves. Are we sufficiently professional? Should we have more careerists? Is five years too short an engagement? Should we not encourage and provide advanced training? Do we get together enough after graduation to interchange our growing experiences? Do we conduct enough research? Do we seek to understand and apply scientific theories of organisation and management? Are we content with our well-used techniques and the "common-sense approach"?

It is not possible to do full justice to the report in a short review. Having dealt at some length with two major aspects I

conclude with some extracts which seem particularly interesting or controversial, and leave readers to argue among themselves, and I hope in future issues of the BULLETIN, some of the many matters raised in a stimulating and timely document.

"Agency statements of the responsibilities of their headquarters general M.A. units were frequently found to be so broad and general that they failed to convey a reasonably clear picture of what the unit actually did. The statements often tended to reflect 'ideal' roles for their staffs rather than how the units would operate in the light of their actual size, composition and other factors."

"Many (management) studies carried out by general M.A. units were conducted on a joint basis with personnel from programme and other staff elements."

"The formalities of the studies were handled in such a way as to give maximum possible identification and credit to the individual or individuals who conducted them, and to minimise the efforts as institutional undertakings of the general M.A. unit."

"Generally, strong agency leadership in the field of work measurement was absent. One possible explanation . . . was the view . . . that the agency's functions did not lend themselves readily to precise measurements. Four agencies . . . called it by another name, such as performance analysis or performance standards. These names were adopted primarily to avoid terminology which it was believed had an unpopular connotation."

"It was common to find the directives management function set up as a separate organisational sub-division of the general M.A. unit."

Agenda for Inter-Agency
Mtg. on Sel. Manag. Mats.

INTER-AGENCY MEETING ON SELECTED MANAGEMENT PROBLEMS

Agenda

Monday 5 November 1962

Documents

1. Election of Chairman
2. Adoption of Agenda
3. General review of management developments in the inter-agency field MGT(62)8-11
4. Inter-agency exchange on loan of management staff (ITU) MGT(62)2

Tuesday 6 November 1962

5. Organization of secretarial and typing services (UNESCO) MGT(62)3
6. Determination of the use of machines (FAO) MGT(62)4

Wednesday 7 November 1962

7. Work measurement (WHO) MGT(62)5
8. (a) Establishment of a Russian Language Training Center in Moscow (UN) MGT(62)7
- (b) Discussion items submitted by UNESCO:
 - (i) The system used by each Agency for maintaining contact with Member States, i.e. Agency representatives, Chiefs of Mission, permanent delegations, National Commissions, etc.
 - (ii) Respective responsibility of the Director-General and the governing bodies for administrative decisions, particularly with regard to:
 - Changes in the regular programme in course of execution.
 - Transfers between appropriation lines.
 - Amendments to Staff and Financial Regulations and Rules.
 - Jurisdiction of Administrative Tribunal.
 - Decisions on the Pension Fund and Medical insurance
 - Use of subventions.

Thursday 8 November 1962

9. Inter-agency comparison of organizational terminology (IAEA)
10. Vertical and horizontal internal communications in agencies (ILO)
11. Continuation of discussions on items not fully discussed in previous sessions

Friday 9 November 1962

12. Continuation of unfinished items
13. Discussion of Report to CCAQ's
14. Date and place of next meeting

*Mark Program
for Calander*

INTER-AGENCY MEETING ON SELECTED MANAGEMENT PROBLEMS

Agenda

Monday 5 November 1962

Documents

1. Election of Chairman
2. Adoption of Agenda
3. General review of management developments in the inter-agency field MGT(62)8-11
4. Inter-agency exchange on loan of management staff (ITU) MGT(62)2

Tuesday 6 November 1962

5. Organization of secretarial and typing services (UNESCO) MGT(62)3
6. Determination of the use of machines (FAO) MGT(62)4

Wednesday 7 November 1962

7. Work measurement (WHO) MGT(62)5
8. (a) Establishment of a Russian Language Training Center in Moscow (UN) MGT(62)7
- (b) Discussion items submitted by UNESCO:
 - (i) The system used by each Agency for maintaining contact with Member States, i.e. Agency representatives, Chiefs of Mission, permanent delegations, National Commissions, etc.
 - (ii) Respective responsibility of the Director-General and the governing bodies for administrative decisions, particularly with regard to:
 - Changes in the regular programme in course of execution.
 - Transfers between appropriation lines.
 - Amendments to Staff and Financial Regulations and Rules.
 - Jurisdiction of Administrative Tribunal.
 - Decisions on the Pension Fund and Medical insurance
 - Use of subventions.

*appraising
field projects
UNESCO's
Prog. Evaluation*

Thursday 8 November 1962

9. Inter-agency comparison of organizational terminology (IAEA) -
10. Vertical and horizontal internal communications in agencies (ILO) -
11. Continuation of discussions on items not fully discussed in previous sessions

Friday 9 November 1962

12. Continuation of unfinished items
13. Discussion of Report to CCAQ's
14. Date and place of next meeting

Organization of Secretarial and Typing Services

1. Document: MGT(62)3 The Organization of Secretarial and Typing Services in UNESCO
2. Underlying problems The main reasons for special interest in the organization of secretarial and typing services varied among the Agencies. It was found that excessive demand for and use of temporary assistance was common with a resulting heavy demand on the administrative processing connected with recruitment. It was also pointed out that the system of personal secretaries could tend to inefficient use of secretarial and typing time. In some areas the problem was basically a recruitment problem because of scarcity of qualified secretaries.
3. Possible arrangements The meeting discussed a variety of possible solutions or partial solutions to the problems including the use of central typing pools, decentralized pools, creation of small pools for the purpose of absorbing overloads as they appear in different segments at different periods, extensive use of dictating machines and so forth. The meeting agreed that there was no one solution but that different conditions would call for different approaches to the problem.
4. Actual Arrangements Dictating equipment, widely used for translation purposes, could achieve considerable increases in productivity in typing pools. Central typing pools existed mostly in connection with documents and publications services. For correspondence and other secretarial type of typing big central pools were not used. On the other hand one agency was contemplating using, on an experimental basis, central dictating machinery connected with the telephones.
5. Experiment with central pool UNESCO reported that they will establish on an experimental basis a central pool. This would, however, not be a typing pool in the traditional sense. Instead the secretaries or typists of the pool who were to hold one year appointments would be placed with the organizational units requesting temporary assistance. The pool would also serve as a recruitment source for permanent posts. The UNESCO representative was requested and kindly undertook to report on the outcome at such a date as experiences had been gained of the system in actual operation.

Language Training Centers

1. Document: MGT(62)7 Establishment of a Russian Language Training Center in Moscow

2. The Problem

The increasingly difficult task of providing Russian language services to the growing number of UN Conferences and Meetings, as well as the accumulation of Russian translation backlog has been a matter of serious concern for some time.

The problems connected with the recruitment and retention of trained translators and interpreters were defined as a result of a joint management personnel and language staff effort. Since the question of inadequate translation facilities arises as a management problem, the UN had submitted the above paper to the Meeting on Selected Management Problems for their information and consideration.

3. The Center

The establishment of the Russian Training Center has gone a long way to help solving a composite problem. Thus (i) the Center is a source of recruitment that provides Russian translators and interpreters who are trained in UN work before entering the Service, and (ii) as part of their training the students are actually translating UN texts of existing Russian translation backlog, which normally would have to be done on a contractual basis.

4. Extension of the Services

Considerable interest was shown in the UN offer to discuss these arrangements more fully and directly upon request. The hope was expressed that rapid extension of the approach to cover Spanish and other languages could be achieved.

8 November 1962

EVALUATION OF OPERATIONAL PROGRAMMES

1. With the increase in most agencies of operational programmes carried out away from Headquarters there appears to be an increasing need for a system of evaluation of programme activities. Such a system should be designed to enable the heads of agencies to decide in good time and on the basis of relevant information on the various steps, including if necessary reorientation, that may be required during the life of a project.
2. The difficulties involved in systematic evaluation were recognized including in some cases the lack of quantitative objectives fixed in advance which might be mandatory in certain evaluation systems. Also the lack of guide lines of profit and loss and the many psychological and administrative difficulties which could be expected rendered the establishment of any evaluation system singularly difficult. Nevertheless, most agencies felt that the importance of full factual information for the effective pursuance of existing projects and also for the planning of new activities in the light of experience was such as to make it highly desirable that the techniques for systematic evaluation be studied thoroughly.
3. UNESCO reported that it has begun to consider various methods for the evaluation of some of its larger programme activities. Tentative and informal discussions have been held with the International Secretary and other representatives of the International Federation of Operational Research Societies (IFORS) with headquarters at the Massachusetts Institute of Technology. As a result of the discussions IFORS has made preliminary proposals to UNESCO recently. These proposals may be summarized as follows:
 - (a) IFORS would be prepared to assist UNESCO in the formation of an advisory panel on operations research. The panel, which would be composed of representatives of various IFORS affiliates, might advise UNESCO on methodology, including eventually the application of evaluation techniques on an experimental basis to specific programmes. In addition the French affiliate of IFORS (Centre Francais de Recherche Operationnelle) might, because of its location at the Headquarters of UNESCO, provide continuing and detailed advice.
 - (b) With regard to the methodology of the techniques of evaluation the problem is essentially to determine whether it is possible to use in UNESCO's fields the techniques of "operational evaluation" as perfected by operations research. It is necessary to consider to what extent it is possible to define clearly (quantitatively?) the objectives that UNESCO proposes to attain in each of its large programmes. What are the criteria on which could be based a measure of the efficacy of these programmes? What units and what measurement procedures should be used in each category of programmes? What is the information that should be obtained and in what form to permit its use for any corrective action that might be required.

/...

- (c) The panel might also advise on the techniques for the inspection of programmes including the nature and the form of the information to be gathered and its systematic use.
- (d) Lastly, and as an experiment, IFORS might advise on the application of these techniques as an experiment to specific programmes.

4. It was stressed that UNESCO had not yet fixed its position on these proposals and that in any event no concrete results could be expected for some time.

5. The feeling of the meeting was that, although the problems are numerous and solutions are not readily forthcoming, UNESCO should be encouraged to pursue its study of this question. It was decided to request UNESCO to report back to the group at a subsequent meeting (?) on the decisions it had taken and the results obtained.

Work Measurement

1. Document: MGT(62)5 Work Measurement and Workload Statistics
2. General purposes The Meeting agreed that the question of extended utilization of work measurement techniques would have to be considered in relation to the main general purposes viz. (i) work measurement for Inter-Agency comparison purposes, and (ii) work measurement for internal use within an Agency.
3. Inter-Agency Comparison Any utilization of work measurement data for Inter-Agency comparison purposes presents the problem of actual comparability of the data. This in turn relates to a whole set of factors such as definition of output and input units, differences in quality standards, in actual job contents, in organization and work procedures, etc. The discussion on these aspects confirmed the conclusion reached in the meeting paper that an organized, systematic inter-agency comparison of work measurement data would not be feasible at this time.

On the other hand between Agencies with similar organizational setups of some specific and well-defined operations ad hoc, informal contacts could be valuable for the purpose of comparing work measurement data in these particular operations since in such instances underlying differences reflected in the data could be traced and their influence to some extent evaluated.

Such ad hoc comparison would be facilitated if identical or very similar definitions of the measurement units were applied. The hope was therefore expressed that at some later stage inter-agency cooperation could be undertaken to develop standard definitions of measurement units in some major areas of work.

4. Internal use of work measurement The Meeting recognized the value of work measurement for internal use on the one hand, as a necessary technique to be applied in O+M surveys and on the other hand as a tool for managers and supervisors inter alia for work planning, evaluation of staffing needs, overall control of an operation and for setting output quantity standards.

The meeting agreed that exchange of information between Agencies on applications of work measurement techniques, the detailed methods used and results obtained would be valuable. The meeting paper provided general information on present fields of application in the various Agencies.

Decision-making on mechanization

1. Document: MGT(62)4 Decision-making on mechanization in International Organizations
2. General considerations The Meeting considered the implications of today's situation where on the one hand Top Managements need to be served with more information and quicker information in connection with the programming, budgeting, planning and executing of substantive programs and operations of an increasingly complex nature and on the other hand the development in the machine field offers opportunities to meet such needs. It further considered the increasing scope for mechanization of day-to-day operations and of facilitating work by extensive use of modern office machinery.
3. Decisions depending on actual situation Although the general development towards higher degree of mechanization and the factors governing it can be profitably discussed the Meeting recognized that decisions on mechanization or extended use of modern office machines have always to be taken in the light of the particular situation and on the basis of several factors such as costs, future development, repercussions in other operations, losses or gains in flexibility, etc.
4. Major equipment In discussing the trend towards mechanization of data processing the Meeting recognized the need for the Agencies to keep abreast with the modern development but emphasized that mechanization should not be carried out for its own sake but only when the operational problem at hand and the expected future development warranted such steps. In this connection it was pointed out that it may pay to embark upon a mechanization involving modern type machines even if the immediate gains are small or non-existing. Mechanization is not a one time decision but a continuous process and it is important to acquire the knowledge of machine operation and related techniques at an early stage and to familiarize staff with the new concepts connected with mechanized processing.
5. Minor office machinery Given the relation between staff cost and equipment cost the Meeting recognized the importance of saving staff time and effort by appropriate use of modern office machinery. Several organizations applied definite criteria on which to base decisions about the allocation of machines to staff members. Any general extension of the use of machines of the type under consideration has, of course, budgetary implications and it will normally be a matter of gradual implementation of an overall plan for extended use of such machines.

General review of management developments

1. Documents: MGT(62)10. Study of Organization and Functions of Management Services in International Organizations (Reprint of CCAQ document CO-ORD/CC/ 20/13 of 23 March 1959)

MGT(62)11 Tabulations on what management services are undertaken and organizationally placed within the Agencies (annexes to the above document updated as of October 1962)
2. General In conjunction with brief accounts by the representatives of the participating Agencies on the changes that have occurred since the study of Organization and Functions of Management Services in International Organizations was prepared in 1959, the general trend in and problems connected with the development of management services were discussed.
3. Overall trend A marked increase in the interest in and the demand for specialized services in the field of management analysis and staff services have been felt within all the agencies. In some cases this interest has been displayed by the governing bodies as well as by the secretariats. A contributing factor is the increased complexity and volume of programs and operations now undertaken by the agencies.
4. Specific developments In some agencies the management staff has been called upon to assist not only on matters of administrative techniques and of organization but also on development and evaluation of substantive programs.

In one of the agencies, the emphasis of the advisory management work is shifting from work organization and method problems in a variety of administrative operations to major mechanization problems connected with administrative data processing. This organization has also embarked upon a program for management training of both administrative and technical staff.
5. Objectives It was emphasized that the overall objective of management studies and advice is not to bring about staff reductions. Instead it aims at efficient and competent execution of the substantive programs and supporting services through the development of sound managerial practices, work organization and work methods. This might in some operations result in freeing or reallocation of redundant staff or in diminishing the need for additional staff. In other instances, where important functions are neglected or insufficiently taken care of, it might lead to strengthening the staff either in quality or in quantity or in both.

6. Mode of operation Today's problems and situations called for considerable flexibility in approaches to be taken by staff engaged in management studies. The traditional way of having a management team make a survey and write up a report on the findings and the recommendations could be varied. Especially when work organization and work method problems are dealt with the principle of implementing as you go along can be successfully applied. This approach would also be helpful in securing cooperation and facilitating the acceptance of recommended changes.

7. Timing It was noted that generally management surveys were requested for long established programs and operations. It was suggested that often the services of specialized management staff would be useful at earlier stages viz. when new programs or activities are being programmed or subsequently when they are being planned more in detail. On the other hand new programs are often entrusted to the agencies from outside and the basic factors of future development is unknown. It would then be more profitable to wait until experiences of the actual operation of the programs had been gained and indications of future trends are discernible.

Inter-Agency Exchange on Loan of Management Staff

1. Document: MGT(62)2 Inter-Agency Exchange on Loan of Management Staff Prepared by ITU.
2. Systematic exchange arrangements The discussion confirmed the conclusion already indicated in the document on loan or exchange of management staff prepared for the meeting, namely that there is little scope for any long-term systematic plan for such loans or exchanges.
3. Central group of consultants It was also agreed that it was not practical to consider the establishment of a central group of consultants attached to one agency or to CCAQ Staff Officer for the purpose of providing management advice to all agencies.
4. Ad hoc loan arrangements The Meeting recognized the value both for the lending and for the receiving Organizations of the loan of Management Survey or Operational Administrative Staff for the purpose of advising on specific administrative questions.
5. Requests for loan through CCAQ A proposal was made that requests for loans might in the first instance be directed to the CCAQ Staff Officer without precluding the possibility of direct contact between agencies; however the CCAQ Staff Officer would be kept informed of direct contacts.

For this purpose the CCAQ Staff Officer should be requested gradually to gather and maintain information on the various agencies' practices in main administrative areas and make such information available to agencies on request.

One of the agencies declared that they favoured as a matter of principle and of practice a maximum of cooperation in the management field but that they could not support any formalization of the proposed sort since it would lead to an unnecessary heavy apparatus.

Inter-Agency Comparison of Organizational Terminology

1. Documents MGT(62)13a. IAEA Terminology Bulletin No. 14: Structure of the Agency
MGT(62)13b. Organizational Terminology at UNESCO
MGT(62)13c. Tabulation of Approximate Organizational and Grading Patterns of UN Agencies

1. The differences in terminology applied by the Agencies sometimes made comparisons of organizational units and positions difficult.

2. The Meeting felt that the problem was not so much to bring about complete uniformity but rather to clarify how different organizational terms are being used. This purpose had been served by the meetings papers and the exchange of information during the discussions.

Language Training Centers

1. Document: MGT(62)7 Establishment of a Russian Language Training Center in Moscow
2. The problem The problems connected with the acquisition and maintenance of adequate translating facilities were defined as a result of a joint management and language staff effort. The reasons for accumulation of translation backlog and keeping up with increasing demand were traced back to difficulties both in recruitment of staff translators and in availability of qualified translators to work on a contractual basis. Since the question what to do about translation facilities arises as a management problem, the UN had submitted the above paper to the Meeting on selected management problems for their information and consideration.
3. The Center The establishment of the training center has gone a long way to help solving a composite problem. Thus (i) the center is a source of recruitment that supplies translators who are trained for work in the UN already when entering the Service, (ii) secondly it has also supplied for contractual translation possibilities, and (iii) it is, as part of the training, working on actual UN texts thus working off a considerable part of existing backlog.
4. Extension of the services The UN representative indicated that other agencies were welcome to discuss possible arrangements for participation in the scheme. A possible future extension of the approach to other languages was also indicated.

Decision-making on mechanisation

1. Document: MGT(62)4 Decision-making on mechanisation in International Organizations
2. General considerations The Meeting considered the implications of today's situation where on the one hand Top Managements need to be served with more information and quicker information in connection with the programming, budgeting, planning and executing of substantive programs and operations of an increasingly complex nature and on the other hand the development in the machine field offers opportunities to meet such needs. It further considered the increasing scope for mechanization of day-to-day operations and of facilitating work by extensive use of modern office machinery.
3. Decisions depending on actual situation Although the general development towards higher degree of mechanization and the factors governing it can be profitably discussed the Meeting recognized that decisions on mechanization or extended use of modern office machines have always to be taken in the light of the particular situation and on the basis of several factors such as costs, future development, repercussions in other operations, losses or gains in flexibility, etc.
4. Major equipment In discussing the trend towards mechanization of data processing the Meeting recognized the need for the Agencies to keep abreast with the modern development but emphasized that mechanization should not be carried out for its own sake but only when the operational problem at hand and the expected future development warranted such steps. In this connection it was pointed out that it may pay to embark upon a mechanization involving modern type machines even if the immediate gains are small or non-existing. Mechanization is not a one time decision but a continuous process and it is important to acquire the knowledge of machine operation and related techniques at an early stage and to familiarize staff with the new concepts connected with mechanized processing.
5. Minor office machinery Given the relation between staff cost and equipment cost the Meeting recognized the importance of saving staff time and effort by appropriate use of modern office machinery. Several organizations applied definite criteria on which to base decisions about the allocation of machines to staff members. Any general extension of the use of machines of the type under consideration has, of course, budgetary implications and it will normally be a matter of gradual implementation of an overall plan for extended use of such machines.

Organization of Secretarial and Typing Services

1. Document: MGT(62)3 The Organization of Secretarial and Typing Services in UNESCO
2. Underlying problems The main reasons for special interest in the organization of secretarial and typing services varied as among the Agencies. One Agency had a reason for preoccupation because of excessive demand for and use of temporary assistance with a resulting heavy demand on the administrative processing connected with recruitment. Other Agencies stressed the problem related to permanent staff viz. the waste of secretary and typing time resulting from a personal secretary system. In still another case the problem was basically a recruitment problem because of scarcity of qualified secretaries.
3. Possible arrangements The meeting discussed a variety of possible solutions or partial solutions to the problems including the use of central typing pools, decentralized pools, creation of small pools for the purpose of absorbing overloads as they appear in different segments at different periods, extensive use of dictating machines and so forth. The meeting agreed that there was no one solution but that different conditions would call for different approaches to the problem.
4. Actual arrangements Dictating equipment was used rather widely for translation purposes. Central typing pools existed mostly in connection with documents and publications services. For correspondence and other secretarial type of typing big central pools were not used. On the other hand one agency had started to use, on an experimental basis, central dictating machinery connected with the telephones.

It was noted that machine dictating and pools did not replace secretarial assistance but rather complement it. The relation between number of secretaries and number of professional officers varied from 1:1 down to 1:4.
5. Experiment with central pool UNESCO reported that they will establish on an experimental basis a central pool. This would, however, not be a typing pool in the traditional sense. Instead the secretaries or typists of the pool who were to hold one year appointments would be placed with the organizational units requesting temporary assistance. The pool would also serve as a recruitment source for permanent posts. The UNESCO representative was requested and kindly undertook to report on the outcome at such a date as experiences had been gained of the system in actual operation.

Inter-Agency Exchange on Loan of Management Staff

1. Document: MGT(62)2 Inter-Agency Exchange on Loan of Management Staff
2. Systematic exchange arrangements The discussion confirmed the conclusion already indicated in the document on loan or exchange of management staff that there is at the present time little scope for any long-term systematic plan for such loans or exchanges.
3. Central group of consultants It was also agreed that it was not practical at this stage to consider the establishment of a central group of consultants attached to one agency or to CCAQ Staff Officer for the purpose of providing management advice to all agencies.
4. Ad hoc loan arrangements The Meeting recognized the value both for the lending and for the receiving Organizations of the loan of Management Survey or Operational Administrative Staff for the purpose of advising on specific administrative questions.
5. Requests for loan A proposal was made that the services of the CCAQ Staff Officer might be sought in connection with loans the receiving Agency directing its request to the Staff Officer. This would in no way preclude direct contacts between Agencies; however, the CCAQ Staff Officer would be kept informed of direct contacts.
6. Information on administrative practices The suggestion was made that when any information about administrative or management practices are sought use should be made, as far as possible, of the services of the CCAQ Staff Officer. He should be requested gradually to gather and maintain information on the various agencies' practices in main administrative areas and make such information available to agencies on request.
7. One of the agencies declared that they favoured as a matter of principle and of practice a maximum of informal cooperation in the management field but that they could not support any formalization since it could lead to an unnecessary heavy apparatus.
8. List of Management studies The Meeting noted that several Agencies had made information available to CCAQ on their management studies and expressed its appreciation of the work done by the CCAQ Staff Officer in compiling the "List of Management Studies carried out by United Nations Organizations".

Inter-Agency Comparison of Organizational Terminology

1. Documents MGT(62)13a. IAEA Terminology Bulletin No. 14:
Structure of the Agency
- MGT(62)13b. Organizational Terminology at UNESCO
- MGT(62)13c. Tabulation of Approximate Organizational
and Grading Patterns of UN Agencies

1. The differences in terminology applied by the Agencies make comparisons of organizational units and positions difficult. The lack of uniformity had caused some confusion within governing bodies as to the meaning of terms used.

2. The Meeting felt that at this stage the solution to the problem was not so much to bring about complete uniformity but rather to clarify how different organizational terms are being used. However, a useful purpose in this respect had been served by the meetings papers and the exchange of information.

Vertical and Horizontal Communications in Agencies

1. Introduction of the item The item was introduced by the representative of ILO giving an account of the principles and arrangements for communication within that Organization.
2. Problems involved The Meeting found that the problems involved in such a wide field as communication were multidimensional at the same time as they varied according to the purposes of different types of communication. The establishment and maintenance of good communication systems depended to a large extent on the character of the particular organization and also on its size. Special problems arise with increasing field operations. It was also suggested that in many cases communication problems are related to the degree of delegation, hierarchal as well as geographical, a low degree of delegation increasing the need for communication. Since meetings constitute an extensively used means of communication and since the efficiency depends on how meetings are led one Agency contemplates starting special training courses in meeting techniques.

Apart from purely operational communications, needed to release action, a considerable amount of communication is of a general and informative nature. Here the principles applied for communication can have an effect on staff morale.

In some instances the problem is as much a problem of over-communication as of under-communication. This calls for a selective approach based on the usefulness of the communication for the receiver.

3. Comparison of different practices It was suggested that a compilation should be made of the principles applied and practices followed in communication by the various Agencies as well as of the utilization of different means for formal communications.

INTER-AGENCY MEETING ON SELECTED MANAGEMENT PROBLEMS

List of Documents

<u>Ref. No.</u>	<u>Title</u>	<u>Prepared by</u>
MGT(62)1	Agenda	
MGT(62)2	Inter-Agency Exchange or Loan of Management Staff	ITU
MGT(62)3	The Organization of Secretarial and Typing Services	UNESCO
MGT(62)4	Decision-Making on Mechanization in International Organizations	FAO
MGT(62)5	Work Measurement	WHO
MGT(62)6	List of participants	
MGT(62)7	Establishment of a Russian Language Training Center in Moscow	UN
MGT(62)8	Management Analysis at the Headquarters of Federal Agencies	Publication issued by the US Bureau of the Budget in October 1959
MGT(62)9	M.A. or O and M	Article by C. J. Hancock in the O+M Bulletin of H. M. Treasury (vol. 16, No. 5, October 1961)
MGT(62)10	Study of Organization and Functions of Management Services in International Organizations	FAO for CCAQ in 1959
MGT(62)11	Annexes to MGT(62)10	Brought up to date as of Oct. 1962
MGT(62)12	List of documents	

OFFICE MEMORANDUM

TO: Mr. William F. Howell

DATE: October 26, 1962

FROM: V. J. Riley *VR*SUBJECT: Agenda For Inter-Agency Meeting on Selected Management Matters

I have reviewed the agenda for these meetings in Rome. There are six topics to be discussed. However, CCAQ asked that special attention be given to the first three items on the agenda so that it is not unlikely that little or no time will be left for the last three items. The six topics to be discussed and my comments on them appear below.

(a) Inter-Agency Exchange or Loan of Management Staff

A paper on this subject has been prepared by FAO as a result of questionnaires sent to each of the specialized agencies in August. Russel Cook was the author. While the paper deals with the use of "in-house" staff for management studies and with the use of management consultants, the primary purpose of the study was to consider the exchange of management analysis staff officers between organizations. Our response to the questionnaire was that because of our size and other circumstances, it was unlikely that the Bank could make a major contribution towards or derive much benefit from formal exchange of management officers. Cook reports that just about everybody expressed the same idea. All in all he says there seems to be much more interest in borrowing staff than in loaning them.

(b) Work Measurement

This subject is the responsibility of WHO who sent us a questionnaire in July to which we replied in August. Copy of the incoming questionnaire and our reply are attached. It was our conclusion that the Bank was not in a position to make any major contribution to the study. The questionnaire was divided into two parts. (1) what sort of work measurement data we could exchange with other specialized agencies and (2) what use we presently made of regular workload statistics. Since our answer to the second part was none, our response to the first question had to be in the negative also. Incidentally, in our report on dictating machines and centralized stenographic services we mention one possible future application of workload statistics, i.e. the amount of transcription and typing each girl in the unit does.

(c) Organization of Secretarial and Typing Services

Our report of October 15 on this subject is the most pertinent comment we can make. UNESCO, which has

the responsibility for this subject, has submitted a report analyzing its own situation. Actually this is an updating of a previous report made in 1959 on the same subject. In 1959 they concluded that a secretarial-stenographic pool had many advantages but that it should not be undertaken because of the problems involved. Now they conclude that the situation has gotten worse and that the advantages outweigh the problems. Consequently they propose, for UNESCO, the establishment of a secretarial services unit. Nobody has mentioned the use of dictating machines, particularly a centralized telephone-connected dictating machine system. I think there are major advantages in coupling the two together.

(d) Vertical and Horizontal Internal Communications in Agencies

This old bugaboo of a problem is one that the Bank does not have, at least in any magnitude. I believe we are saved from these agonies by the fact that virtually all of our staff are located in one place. While occasionally somebody may not get the word we don't have the problem that is experienced by organizations with a large number of field officers. In those situations there almost inevitably is a struggle between the communications vertically from one line officer to another and the conflicting communications horizontally between a field officer or one of his staff and the responsible staff officers in the headquarters office. ILO is trying to solve this problem for your meeting.

(e) Determination of the Use of the Machines

FAO has prepared a paper on "Decision Making on Mechanization in International Organizations". The paper opens with an "investment" approach, i.e. is the return or income from this investment better than from other alternative investments. This, it is conceded, is not wholly applicable in an international or governmental organization. Nevertheless, this theme is followed in a section on costs which points out that installation and preparation costs often equal or exceed the equipment costs. The analysis proceeds by saying these costs should be amortized over a suitable period, and the yearly increment compared with the potential yearly savings through discontinuation of existing procedures.

The article also notes that other factors besides cost may affect the decision to mechanize, e.g. volume of work, gain or loss of flexibility, etc.

For minor office machinery (typewriters, adding machines, photo copiers, etc.) this analysis could be informal. For major office equipment investments, accuracy is more important, but the non-monetary items are often more important too.

My feeling is that all the paper says is, "consider all the factors and in comparing costs, do a reasonably complete cost analysis". While electronic computers are not specifically mentioned, they represent the area of greatest application of the principles enunciated. In this respect I would commend to your reading a recent article by Bill Gill of the Bureau of the Budget, which appeared in a recent issue of Administrative Management Magazine (copy attached).

(f) Inter-Agency Comparison of Organizational Terminology

The International Atomic Energy Agency has responsibility for this one. This is a very tough problem for the agencies in the common salary system. CCAQ is constantly sending us queries about how different agencies had defined different terms in the numerous staff policies e.g. education grant, resettlement allowance, retirement system, etc. It is conceivable that we could get involved in a few of these cases but for the most part our relations are not so close that it has ever been a problem.

In addition to the other topics the Agenda Committee also says it is hoping to bring up the annexes of the preliminary report by FAO to CCAQ dated March 26, 1959 entitled "Organization and Functions of Management Services in International Agencies". Mr. Olsen is trying to get a copy of this for you. I do not know precisely what, if any, discussion there will be on this topic but I doubt if you need any briefing. The organization of our management service function is pretty simple - just Grace and me. You know as well as anyone what we do, how we operate, and to whom we report.

Att.

Cc: Mr. Goodman

INTER-AGENCY MEETING ON SELECTED MANAGEMENT PROBLEMSList of participants as notified to FAO as of 10 October 1962

CCAQ	Mr. A. Lethbridge, CCAQ Staff Officer *
IAEA	<i>Gurney (H K)</i> to be represented, participant officer not yet indicated
IBRD	Mr. William F. Howell, Director of Administration
ICAO	Mr. R. J. Hiscock, Organisation Officer *
ICITO/GATT	Mr. H. Ph. Sobels, Head of Administrative and Financial Services
ILO	Mr. J. L. Mowat, Chief of the Administrative and General Services Division
IMCO	Mr. A. A. Wempe, Head of Section, Finance and Personnel
IMF	Mr. J. Saper, Assistant Director of Administration
ITU	Mr. Russell Cook, Director, Administrative Department
UN	Mr. Samuel Feiffer, Administrative Management Service Mr. J. A. Olver, Chief, Conference and General Services (Geneva)
UNESCO	Mr. Murray Chase, Chief, Management Section
UNWRA	Mr. R. L. Fisher, Director of Administration Mr. A. R. DeAngelis, Senior Management Officer
WHO	Mr. M. Askerstam, Chief, Administrative Management
FAO	Mr. I. L. Posner, Director, Division of Personnel and Management Mr. J. J. Cohen de Govia, Chief, Administrative Planning Branch Mr. A. Peters, Acting Chief, O+M Section

* possibly for only part of the Session



FOOD AND AGRICULTURE ORGANIZATION
OF THE UNITED NATIONS

Via delle Terme di Caracalla ROME

Cables: FOODAGRI ROME

Telex: 61181 FOODAGRI

Telephone: 5797

Ref. PMa UN 10/29

OCT. 1 1962

Dear Mr. Howell,

Inter-Agency Meeting on Selected Management Matters

1. As a general plan for the forthcoming meeting we are suggesting a tentative time schedule (MGT(62)1) as attached. Any comments or suggestions on the contents or the order of items would be most welcome.

2. The meeting will open on Monday 5 November at 10.30 in the Pakistan Room (Room No. 357 of Building A, the Conference Building). It would be appreciated if final notification of the number of representatives and their names would be given in advance by each of the Agencies.

3. Also attached are one copy of each of the three agency papers already available:

The Organization of Secretarial and Typing Services (MGT(62)3);
Decision-Making on Mechanization in International Organizations (MGT(62)4);
Inter-Agency Exchange or Loan of Management Staff (MGT(62)2).

4. Only one copy is being dispatched to each agency because a sufficient number of copies is not yet available, but it is expected that additional copies will be distributed later. It would be appreciated if the Agencies which still have to prepare papers would supply 50 copies instead of the 25 originally indicated.

5. It has been suggested by two agencies that the meeting should provide opportunities to deal with certain topics to be informally discussed with or without any background papers. The time schedule has been arranged accordingly but it would of course facilitate matters if the Agencies would inform us in advance of the items they would like to take up.

...2..

Mr. William F. Howell
Director of Administration
International Bank for Reconstruction and Development
and International Financial Corporation
1818 H. Street, N.W.
WASHINGTON 25, D.C., USA



- 2 -

FOOD AND AGRICULTURE ORGANIZATION
OF THE UNITED NATIONS

6. We expect shortly to receive additional papers and will immediately forward copies to the Agencies. We will also provide an updated version of the tabulations annexed to the FAO report to CCAQ of 26 March 1959 on "Organization and Functions of Management Services in International Organizations" (CO-ORD/CC 23/8).

7. As for the introduction and discussion of the various items, it is assumed that the Agency which has submitted the relevant background paper will provide a discussion leader as the item is reached on the agenda; will you notify us in advance on this point?

8. While ILO has indicated that they have not been in a position to prepare a paper as planned (Vertical and Horizontal Communications in Agencies) we hope that they will still introduce and lead the discussion on this item.

9. If we can be of help in arranging hotel rooms in Rome, please let us know, giving also an idea of the type of accommodation desired.

10. We are looking forward to a useful and stimulating discussion.

Yours sincerely,

Irving L. Posner

Irving L. Posner
Director, Division of Personnel
and Management

*Looking forward
to seeing you
again*

1962 OCT-9 AM 10:45

RECEIVED
GENERAL FILES
CORRESPONDENCE

Airmail

July 13, 1962

Mr. Irving L. Posner
Director
Division of Personnel and Management
Food & Agriculture Organization of the U.N.
Viale delle Terme di Caracalla
Rome, Italy

Dear Irving:

I am replying to your letter of July 5 concerning a meeting of the management officers scheduled for the week of November 5. The Good Lord willing, I plan to attend this meeting and will certainly look forward to it. I shall be interested in seeing the papers as circulated. The agenda sounds most interesting.

All best wishes to Frank, you, and the families.

Sincerely,

William F. Howell
Director of Administration

WFH/it



FOOD AND AGRICULTURE ORGANIZATION
OF THE UNITED NATIONS

Please quote:

Référence:

Sirvase citar:

ADa

UN 12/9

Viale delle Terme di Caracalla
R O M E

Cable Address: FOODAGRI, ROME

Tel. 590011 - 590211 - 599071

Subject: Meeting on Selected Management Problems JUL 5 1962

Dear Mr. Howell,

1. As you know, the report of the meeting of management officers in Paris last October (CO-ORD/CC.23/8) was favourably considered by CCAQ at its Twenty-Third meeting. The Committee endorsed the plan of having another meeting this year to "determine what new means of collaboration could be developed to enable organizations to benefit more fully from a knowledge of one another's experience and procedures, particularly in view of the new emphasis on the management services function and the increasing number of management surveys and studies."

2. The Committee also accepted the invitation of FAO to serve as host for the 1962 session in Rome.

3. I therefore, at the request of Mr. Weisl, in his absence, have the pleasure of inviting your Organization to send representatives to the inter-agency meeting on Selected Management Problems which we have scheduled provisionally for the whole of the week starting 5 November 1962.

4. We are hopeful that each agency in the CCAQ family will designate at least one representative. We are more than willing and prepared to accommodate two or three representatives from any of the agencies who would feel that a larger participation would be useful.

5. We are suggesting that the agenda items consist of those carried forward from the Paris meeting and that they would be covered by papers prepared in advance as follows:-

- | | |
|---|--------|
| (a) Inter-Agency exchange or loan of management staff | ITU |
| (b) Work measurement | WHO |
| (c) Organization of secretarial and typing services | UNESCO |
| (d) Vertical and horizontal internal communications in Agencies | ILO |
| (e) Determination of the use of machines | FAO |
| (f) Inter-Agency comparison of organizational terminology | IAEA |

6. The CCAQ asked that special attention be given to the first three items but we hope that all six will be the subject of fruitful study and discussion.

/...

Mr. William F. Howell

Director of Administration

International Bank for Reconstruction and Development

and International Financial Corporation

1818 H. Street, N.W.

WASHINGTON 25, D.C., USA

1962 JUL 10 AM 8:18
RECEIVED



FOOD AND AGRICULTURE ORGANIZATION
OF THE UNITED NATIONS

Cable Address: FOODAGRI, ROME
Tel. 290011 - 290211 - 290271

Viale delle Terme di Caracalla
R O M E

UN 12/9
Référence :
Please quote:
ADP

Subject: Meeting on Selected Management Problems
JUL 5 1962

Dear Mr. Howell,

1. As you know, the report of the meeting of management officers in Paris last October (CO-ORD/GC.23/8) was favourably considered by CGAG at its Twenty-third meeting. The Committee endorsed the plan of having another meeting this year to "determine what new means of collaboration could be developed to enable organizations to benefit more fully from a knowledge of one another's experience and procedures, particularly in view of the new emphasis on the management services function and the increasing number of management surveys and studies."

2. The Committee also accepted the invitation of FAO to serve as host for the 1962 session in Rome.

3. I therefore, at the request of Mr. Weis, in his absence, have the pleasure of inviting your Organization to send representatives to the inter-agency meeting on Selected Management Problems which we have scheduled provisionally for the whole of the week starting 5 November 1962.

4. We are hopeful that each agency in the CGAG family will designate at least one representative. We are more than willing and prepared to accommodate two or three representatives from any of the agencies who would feel that a larger participation would be useful.

5. We are suggesting that the agenda items consist of those carried forward from the Paris meeting and that they would be covered by papers prepared in advance as follows:-

- (a) Inter-Agency exchange or loan of management staff
- (b) Work measurement
- (c) Organization of secretarial and typing services
- (d) Vertical and horizontal internal communications in Agencies
- (e) Determination of the use of machines
- (f) Inter-Agency comparison of organizational terminology

6. The CGAG asked that special attention be given to the first three items but we hope that all six will be the subject of fruitful study and discussion.

Mr. William F. Howell
Director of Administration
International Bank for Reconstruction and Development
and International Financial Corporation
1818 H. Street, N.W.
WASHINGTON 25, D.C., USA
RECEIVED
JUL 10 AM 9 18 1962

7. Agencies who have been assigned to take the lead for the individual items through the preparation of a background paper, or who are planning to submit supplementary contributions regarding any of the items on the agenda, should arrange for at least 25 copies of the presentation to be sent well before 1 October to Mr. J.J. Cohen de Govia, Chief, Administrative Planning Branch, FAO, who will ensure the timing and distribution of the documents to the participating organizations.

8. Would you be good enough to let us know as soon as convenient your concurrence in the planned dates for the meeting, the officers whom you expect will be representing your Agency, and the officer with whom we might get in touch directly regarding any documentation which will be presented by your Organization, either in connection with the agenda item or other management matters.

9. I should add that in addition to using the report of the Paris meeting (CO-ORD/CC.23/8) we are hoping to bring up the Annexes to the preliminary report by FAO to CCAQ dated 26 March 1959 entitled "Organization and Functions of Management Services in International Agencies". We have already had current information in this respect from UNESCO, WHO and ICAO and expect to receive from the other agencies similar up to date data, either directly or through Mr. Lethbridge, the CCAQ Staff Officer.

10. We are looking forward to a useful and stimulating session with your participation. Any suggestions you may have regarding the planning and conducting of the sessions, will, of course, be most welcome and appreciated.

Yours sincerely,



Irving L. Posner
Director, Division of Personnel
and Management

*Best personal
regards!
W. Meyer*



FOOD AND AGRICULTURE ORGANIZATION
OF THE UNITED NATIONS

Via delle Terme di Caracalla ROME

Cables: FOODAGRI ROME

Telex: 61181 FOODAGRI

Telephone: 5797

Ref.

UN 10/29

MGT(62)1
1 October 1962

INTER-AGENCY MEETING ON SELECTED MANAGEMENT MATTERS

Suggested Agenda and Time Schedule

Monday 5 November 1962

1. Election of Chairman
2. Adoption of Agenda
3. General review of management developments in the inter-agency field
4. Inter-agency exchange on loan of management staff (ITU)

Tuesday 6 November 1962

5. Organization of secretarial and typing services (UNESCO)
6. Determination of the use of machines (FAO)

Wednesday 7 November 1962

7. Work measurement (WHO)
8. Other topics raised for discussion by participants (advance notice preferably) including item provisionally planned by UN

Thursday 8 November 1962

9. Inter-agency comparison of organizational terminology (IAEA)
10. Vertical and horizontal internal communications in agencies (ILO)
11. Continuation of discussions on items not fully discussed in previous sessions

Friday 9 November 1962

12. Continuation of unfinished items
13. Discussion of Report to CCAQ

(Submitted by R. Cook, I.T.U.
24 September 1962)

MEETING ON SELECTED MANAGEMENT PROBLEMS

at F.A.O. - Rome - November 1962

Paper on :

Inter-Agency Exchange or Loan of Management Staff

Terms of Reference

1. The Inter-Agency Meeting of Management Officers at Unesco House, 2 to 5 October 1961, reported that :

"10. An exchange of views revealed general agreement on the benefits to be gained by Organizations, in solving management problems, from borrowing specialized staff from other Organizations for a limited period or from sending members of their own staff to other Organizations to ascertain how they operated. It was not considered feasible at this stage, where inter alia the exact requirements of Organizations were not known, to put forward a concrete plan for the possible exchange or long-term loan of management staff, or for the addition of a few specialists to U.N. or a European Agency whose cost would be shared by user Organizations. It was however agreed that I.T.U. should study the question and prepare a working paper on the results of the study for consideration at the next meeting." (CO-ORD/CC.23/8)

2. The Report of the Inter-Agency Meeting of Management Officers was considered by C.C.A.Q. which decided to accept a proposal by F.A.O. for a second meeting in 1962. The item entitled "Inter-Agency Exchange or Loan of Management Staff" should be included in its agenda.

Background

(Participants who attended the meeting in Paris should skip this and go to paragraph 15)

3. United Nations and its specialized agencies have a choice of the following methods or some combination of them for making management surveys :

1. Use of its own staff whether or not specially trained for management survey work;
2. Borrowing of staff from other agencies;
3. Employment of management consultants.

4. The purpose of this paper is to consider these methods and to lay the groundwork for a discussion and exchange of experiences at the forthcoming Inter-Agency Meeting of Management Officers.

5. As the meeting is in Rome, it is worth noting that author George R. Terry* states that, "The word 'management' stems from the Italian maneggiare which means 'to train horses' or literally 'to handle'." In present-day use the term has been widened and among its definitions in Webster appears the following : "Judicious use of means to accomplish an end; skillful treatment."

6. If this definition is applied, we can say with certainty that United Nations and each of the specialized agencies needs management staff. Whether each agency needs management survey officers is a matter of opinion which may be based upon size, age of the organization, the type of problems dealt with and the interest and experience of those responsible for administration. It is however a rare agency about which it could be said that in no aspect of its work would a management survey produce useful results. It would seem safe therefore to assume that an exploration of the means of getting surveys made would be in order.

7. There are many advocates of the "do it yourself" approach to management surveys. They say that whether there are one or more staff members in a specially designated office or one person who spends part-time on surveys it can be assumed that :

1. the agency's history, its responsibilities and its purposes are known by the staff;
2. the personnel problems peculiar to the agency such as recruitment limitations, geographic distribution and the cultural background of the staff are taken into consideration in seeking a problem solution;
3. staff capacity and limitations will be understood and treated within the context of staff rules.

8. The proponents of this solution say that the advantages outweigh the drawbacks which may be caused by :

1. the management staff being so close to the problems that it cannot see the bigger issues involved;
2. pressure being exerted by supervisors and friends;
3. lack of experience in some fields of work.

* Office Management and Control

9. There have been instances of staff members of one agency being borrowed by another to do special management jobs. Usually the person borrowed has had experience in the area of the survey and has, so to speak, been hand-picked for the job. The results, as could be expected, are satisfactory.

10. The short-term secondment of staff for surveys shows a great deal of promise up to the point where you ask the "haves" to lend to the "have nots". The snag is that management survey staff is hard to find and each agency usually has months of work lined up.

11. At present the remaining survey method is the employment of management consultants of which there seems to be no dearth. The advantages claimed by this group are that it is cheaper, quicker and more effective to employ a consultant because :

1. a specialized organization acquires a vast fund of experience and knowledge in many fields;
2. an impartial and objective approach, undistorted by personal prejudices is followed;
3. facts are more likely to be made available to an outside survey officer by both supervisors and supervised because prestige is not at stake;
4. a final and satisfactory recommendation can more easily be reached in view of the consultants' freedom to concentrate solely on the survey.

12. There have been some reports by agencies of entirely satisfactory work being done by outside consultants. In most cases the task consisted of the examination of a rather specialized type of work by consultants who had demonstrated experience in the field.

13. In those cases where it has been reported that management consultants would not likely be employed again, the reasons given include the following :

1. The expense greatly exceeds the value received.
2. Failure to recognize that international agency aims as expressed by sovereign governments cannot always be attained through monetary savings leads to false conclusions and inapplicable recommendations.
3. Lack of knowledge of how an international organization works leads to confusion and unnecessary distress amongst the staff.

4. The national prestige of the consultants may become involved.
5. Even when good surveys have produced good recommendations, they may not be put into effect because no-one in the organization has followed the outside consultants work closely enough to know how to implement the proposals and the affected staff continue to follow their former practices.

14. No hard and fast conclusions can be drawn concerning the best way to make and use management surveys. The special problems in each situation should be examined and evaluated before deciding upon the method to be followed.

Summary of Replies to Questionnaire

15. On 8 August 1962, a questionnaire was sent to the United Nations and each of the specialized agencies. The replies are shown on the attached tabular summary. It can be seen that four agencies would like to have some professional help on specific projects probably at P2 to P4 level inclusive. One agency may find it possible to make short loans of some administrative (not management) staff during 1963 as well as 8 to 10 weeks of management staff in 1964. All in all, there seems to be much more interest in borrowing staff than in loaning it.

16. One agency is interested in exchanges of staff for short projects and it is possible that other agencies may be able to work out suitable arrangements.

17. Enthusiasm for the addition of a few specialists to United Nations or a European agency whose cost would be shared by user organizations was singularly lacking. Of the agencies which do not now have management staff, only one reported the availability of any funds which might be used for payment of such staff.

Conclusions

18. There are those who feel that it is not possible to work out any long-term systematic plan for inter-agency loan or exchange of management staff and that there is no real desire to increase the management staff of United Nations or an agency in order to have people available for loan. The only positive possibility is to proceed on an ad hoc basis; in other words, if an agency wants to study a particular management problem, it should first see, from the List of Management Studies - carried out by United Nations (CO-ORD/CC/SO/11/Add.2) - which has been circulated, whether somebody else has had the same problem, and if so it should consult that organization and get whatever information is available, one

way or another. It should then decide whether it can, with the aid of this information, make the study itself or whether it wants to use outside staff, and in this case whether it wants to use a firm of consultants or borrow staff from the organization which has experience in the field concerned.

19. We should take advantage of the Rome meeting to exchange precise information and to work out suitable arrangements for the maximum exchange or loan of staff on the bases which can be agreed by the agencies concerned. From this small beginning it may be possible to develop, through our experience, a suitable programme for improving the benefits to be secured from management consulting studies.

Appendix - Summary of replies to
questionnaire of 8 August 1962

SUMMARY OF REPLIES TO QUESTIONNAIRE ON POSSIBILITY OF INTER-AGENCY EXCHANGE OR LOAN OF MANAGEMENT STAFF

(Compiled by ITU - September 1962)

	United Nations	W.H.O.	I.L.O.	U.N.E.S.C.O.	U.P.U.	I.B.R.D.	U.N.R.W.A.	I.C.A.O.	I.A.E.A.	F.A.O.	I.M.C.O.	I.T.U.	W.M.O.
<u>Anticipated needs</u> 1. In what fields do you want studies done? Please narrow the area as much as possible.	Will be engaged on some projects in 1963 but unable to state amount and type of assistance which might be needed.	Might need studies in: a) application of advanced mechanization in certain administrative procedures; b) use of technical equipment in fairly large reproduction, distribution and photocopying services.	Obtained approval from Governing Body for appointment of firm of outside consultants for survey in 1963.	see 1/ below	Due to specialized character of work unable to consider question of transfer of staff	Unlikely that IBRD could make a major contribution towards, or derive much benefit from formal exchange of management officers.	Study needed to develop qualitative and quantitative position standards	Unable to say at present time (refers to questions 1 through 5)	a) procurement and associated financial procedures; b) records management (including records retirement)	Questions not applicable to FAO. Organization has own O & M staff and does not need to borrow staff. Hardly be any need for specific exchange of staff - suggest direct informal contacts.	Not yet encountered management problems.	No money available at the present time for management consultant studies.	see 2/ below
2. Would you need staff at the supervisory, professional or junior professional level?		P3-P4 to work in collaboration with and under responsibility of own management staff.		P2-P4 : management, O & M, or administrative staff with specialities in one of above.			Professional		about P3 level				
3. Approximately how many man-days of management study work would you like to have done during 1963 by staff loaned to you?		No indications can be given. Might range from short ad hoc to six months consultancy periods.		Approximately 3 months; preferably during the summer.			312		three months during 1963				
4. Where do you require that the work be done? Please specify the cities.		Major part of work would be done in Geneva		Paris			Beirut, Amman, Damascus and Jerusalem.		Vienna				
<u>Budget</u> 5. If the staff were available, would you have the budget necessary for reimbursement?		No budget allocation; would depend on possibilities of using savings		No funds available except for travel and subsistence. Could lend staff on similar basis as compensation. Not in favour of staff being lent on reimbursable cash basis.			Probably		Yes	Not applicable			No budget allocation for 1960-1963
<u>Staff to loan or exchange</u> 6. Do you have management survey staff that you would be willing to loan during 1963 on a reimbursable basis? If so : 1. In what areas of work are they best qualified? 2. How many weeks could they be available? 3. At what grade are they?	Own projects in 1963 would inhibit any firm offer to loan staff.	No staff to loan at present. Situation could be reviewed when position more favourable.	ILO has no management survey staff.	Expect to have such staff by 1964. Administrative staff might be available for short-term loans in 1963. (see also No.5) Analysis, simplification and codification of procedures; preparation of manuals. From 8 to 10 weeks in 1964. P1 to P3			No	No loan or exchange of staff possible. Only one post of Organization Officer.	No	No			
7. What kind of exchange of staff would you like to arrange?		(see No.3)		See Nos. 2, 3, 5 and 8. i.e. no payment by receiving agency apart from travel and subsistence.			None at present		Exchanges of staff not likely to be of much use.				
8. What observations and suggestions do you have concerning any aspect of the proposal for inter-agency exchange or loan of management staff?	Ad hoc approach might be appropriate. Might be able to assist in seconding an officer if an agency wanted help for a particular study, e.g. publishing	Premature to express any firm opinions until working paper has been studied. Basis for any cooperation should be an interchange of information between agencies who might be able to assist each other on specific problems.		Inter-Agency "Clearing House" to act as intermediary for loans and record the loan of staff and resulting entitlement of agencies involved. Do not favour possibility foreseen in Management Officers' report for addition of a few specialists to UN or European agency whose cost would be shared by user organizations.			Roster of management staff with their specialities should be circulated.		A plan for long-term loan of management staff would benefit the larger, lending organizations, as well as borrowing agencies; opportunities for training and experience in management problems which have not yet arisen in lending organizations.	Agencies should be kept posted on O & M surveys in other agencies. If other agencies have same type of problem copies of reports could be made available; discussions carried out with those having made the survey, and in a few cases arrange for loan of staff.			

- 1/ a) procedures and techniques for the recruitment of field expert staff;
b) procedures and techniques for ordering of equipment for field projects;
c) procedures for supervision and servicing of field units;
d) organization of meetings;
e) use of data processing equipment;
f) classification of posts and procedures for reviewing claims for reclassification.

- 2/ a) registration, distribution, and filing of mail;
b) drafting of letters and documents and their translation;
c) duties and responsibilities of translation and publication staff;
d) duties of finance and staff offices, and the relations between them;
e) organization of typing and document production services and of departmental or sectional secretariats and the relations between them.

28 September 1962

Organizational Terminology at Unesco

1. An organization chart of the Secretariat is attached showing the primary units of the Secretariat. These are:

a) Office of the Director-General, headed by the Director-General, which is divided into three parts: the Directorate - the Director-General, the Deputy Director-General and three Assistant Directors-General and their staff; the Bureau of Legal Affairs; and the Division of Relations with International Organizations.

b) Department: this term is reserved for the five substantive units of the Secretariat that execute the programme. They are each headed by a Director (D.2)

c) Service: this term is used for two units whose primary function is to carry out substantive activities in support of the Departments' programmes. Services are headed by a Chief (D.1).

d) Bureau: this term is used for the four administrative units and for the unit concerned with Relations with Member States. Bureaux are headed by a Chief (D.1) except for the Bureau of Relations with Member States which is headed by a Director (D.2).

The Directors of Departments, Chiefs of Services and Bureaux, report to the Director-General usually via a designated Assistant Director-General, although each may have direct access to the Director-General on important questions.

2. Organizational units at a lower level are as follows:

A. Division is the common term used for the primary sub-division of the Departments, Services and Bureaux. Chiefs of Division report to the Directors of Departments, Chiefs of Services or Bureaux.

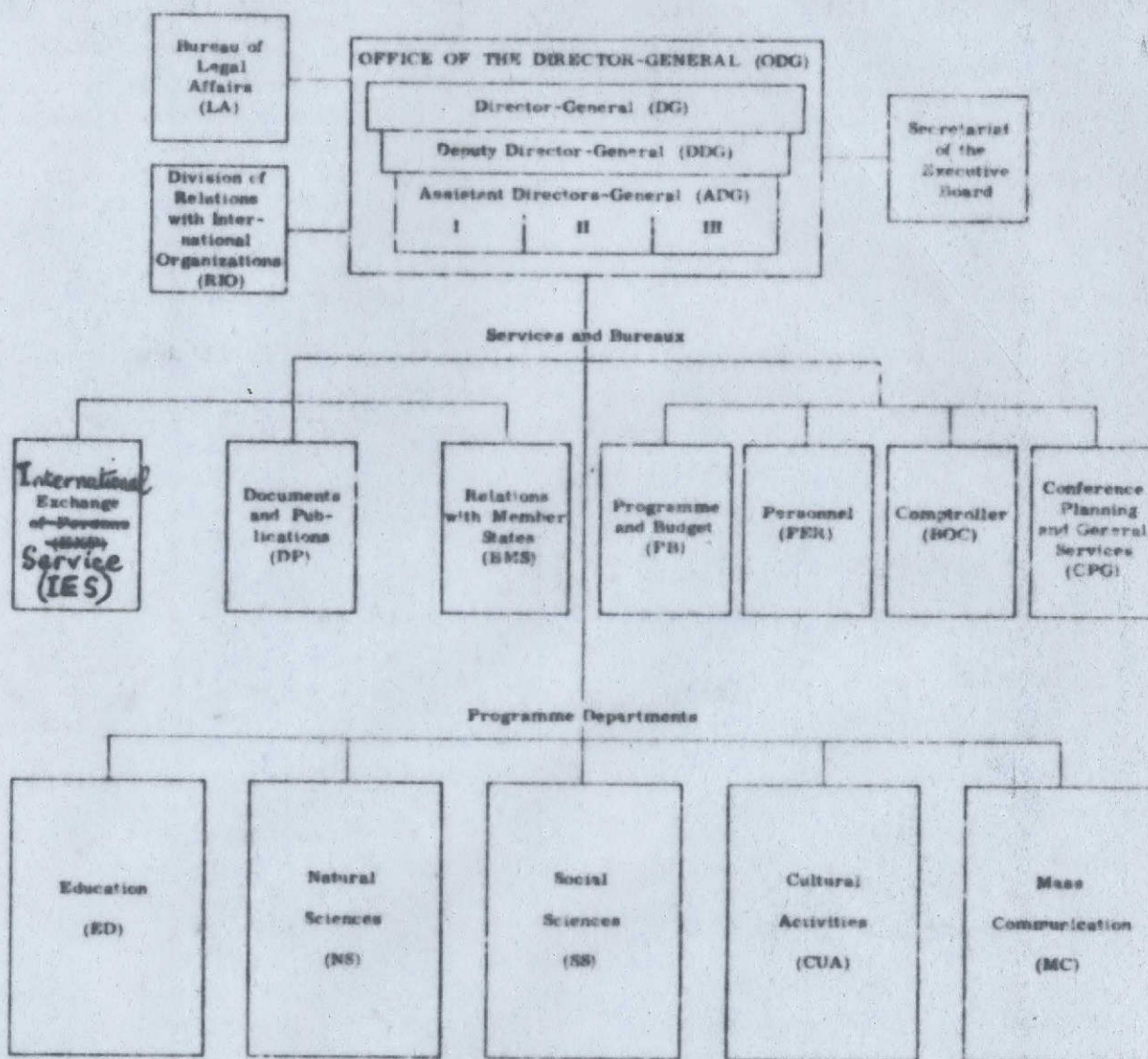
B. Sections are the primary sub-divisions of Divisions. The Chiefs report to Division Chiefs.

C. Units are the primary sub-divisions of sections. The Chiefs report to Section Chiefs.

3. The term "unit" (with a small "u") is used generically to mean any distinct part of the organizational structure.

4. Other terms are used occasionally to describe organizational units which do not for any reason fit the above pattern, e.g. "Office" is used for the staff units which assist Directors of Departments in specific areas such as administration and for certain units stationed away from headquarters such as Science Co-operation Offices.

105 - ORGANIZATION CHART OF THE SECRETARIAT



For Unesco Offices away from Headquarters see Item 140.

Approximate Organizational and GradingPattern of UN Agencies

(Derived from Staff Lists)

<u>Hier- archial Level</u>	U N	UNESCO	ILO	WHO	FAO	ICAO	IAEA	ITU
<u>First Level</u> (after DG or SG and DDG)	<u>Department or Office</u> (U/S)	<u>ADG</u> (Responsible for groups of Departments + Offices - U/S)	<u>ADG</u> (Responsible for groups Divisions + Offices - U/S)	<u>ADG</u> (Responsible for groups of Divisions - U/S)	<u>Department (or Service) ADG</u> (U/S)	<u>Bureau</u> ASG (U/S) or Director (D-2)	<u>Department</u> DDG (U/S)	<u>Department</u> (D-1 or P-5 or P-4)
<u>Second Level</u>	<u>Division</u> (Director D-2 or Chief D-1) <u>Bureau, Office or Service</u> (Director D-2 or Chief D-1)	<u>Department</u> (Director D-2) <u>Bureau</u> (Chief D-1) <u>Service</u> (Chief D-1)	<u>Division</u> (Chief D-1) <u>Office</u> (Chief P-5) <u>Service</u> (Chief P-5)	<u>Division</u> (Director D-2) <u>Office</u> (Director D-2)	<u>Division</u> Director (D-2 or D-1) <u>Service</u> (Director D-1)	<u>Branch</u> (Chief D-1 or P-5)	<u>Division</u> (Director D-2 or D-1 or Chief P-5)	<u>Division</u> (P-5)
<u>Third Level</u>	<u>Branch</u> (Chief D-1, P-5 or P-4) <u>Section</u> (Chief P-5 or P-4)	<u>Division</u> (Chief P-5 or P-4) <u>Section or Unit</u> (Chief P-5) <u>Office</u> (Chief D-1 or P-5)	<u>Section or Unit</u> (Chief P-5 or P-4 or P-3 or P-2)	<u>Office</u> (D-1) <u>Section or Service or Unit: no organizational title indicated</u> P-6 or P-5	<u>Branch</u> (Chief P-5 or P-4)	<u>Section or Office</u> (Chief P-5 or P-4 or P-3)	<u>Section</u> (Chief P-5 down) <u>Branch</u> (Chief P-5)	<u>Section</u> (P-4 down)
<u>Fourth Level</u>	<u>Section</u> (Chief P-5 or P-4) <u>Unit</u> (P-3 down to G-4)	<u>Section or Service or Unit</u> (Chief P-4 down to General Service)	<u>Unit</u> (P-4 down)	<u>Unit</u> (P-4 down)	<u>Section</u> (Chief P-4 down) <u>Unit</u> (Supervisor P-2 down)	<u>Unit</u> (Supervisor P-4 down)	<u>Unit</u> (Chief P-5 down)	

UNESCO

PBM/Report/35

10 September 1962

THE ORGANIZATION OF SECRETARIAL AND TYPING SERVICES
IN UNESCO

	<u>Paragraphs</u>
A. Background	1 to 3
B. Present Situation	4 to 6
C. Proposals for the Future...	7 and 8

Annexes

- A. Report on Flexibility in the Use of Secretarial Staff -
Stenographic Pool.
- B. Summary description of the Work of the Composition
Pools in the Documents and Publications Service.
- C. Procedures for Requesting Temporary Assistance.

PBM/2038/0709

A. BACKGROUND

1. The organization of its secretarial and typing services is a question that has preoccupied Unesco for some years. Apart from the problem of achieving an even distribution of the secretarial workload as a whole, one of the principal factors to be considered in an organization of its size, character and programme is the peak workloads and emergency requirements that are inescapable and have to be met. Flexibility in the use of secretarial and typing staff is therefore essential to avoid wastage of man-power and to reduce to a minimum recourse to temporary employees.

2. At the end of 1957, pursuant to a resolution of the General Conference, the Director-General of Unesco established a Management Survey Committee, composed of three eminent outside experts, to advise him on administrative management in the Secretariat. Among the problems it reviewed was that of flexibility in the use of secretarial staff. Such staff were assigned to specific units in each Department/Service/Bureau⁽¹⁾ and were employed strictly within such units and the department; there was no central Stenographic Pool, and the only pools that existed were the specialized "Composition Pools" (see Annex B to this paper) located in, and reserved for the exclusive use of, the Documents and Publications Service; there was extensive recourse to temporary secretarial staff to meet fluctuating secretarial requirements. The recommendations of the experts in this matter are summarized in paragraph 1 of Annex A to this paper.

3. Following the review of the Management Survey Committee, the Director-General arranged for the Bureau of Programme and Budget to carry out at the beginning of 1959 a study on flexibility in the use of secretarial staff, bearing in mind the Committee's recommendations. The report made in February 1959 on this study is given at Annex A to this paper. It will be seen that the main conclusions regarding the organization of secretarial and typing services were: that the time was not yet ripe for the introduction of a central stenographic pool, although the situation might be reconsidered at a later date; and that the establishment of departmental pools, despite a certain disadvantage, should be encouraged.

(1) The major organizational units of the Secretariat - referred to as "department" hereafter, in the interest of simplicity.

B. PRESENT SITUATION

4. There has been some improvement in the situation since the report made in February 1959. In addition, in 1961 and 1962 induction training and on-the-job training have been considerably stepped up for new secretarial staff and in-service training has been given to existing secretarial staff; this has led to a greater potential flexibility in the use of secretaries. However, the present situation still leaves room for improvement. While rigidity in the use of secretarial staff as between units within a department has lessened, it still remains as between departments. Some departmental pools have been established, but the danger foreseen in the 1959 report has, unfortunately, largely materialized, i.e. staff in certain pools have in effect been assigned permanently to fixed functions in various units of the department; one of the reasons for this is the expansion of Unesco activities, particularly under the extra-budgetary programmes, without corresponding increases in secretarial staff. The number of temporary secretarial appointments continues to increase: in Annex A, para. 6, it is indicated that for the years 1955 to 1958 the number of temporary secretarial appointments was estimated at 300 a year; for 1959 the figure is 350, for 1960 it is 385 and for 1961 it is 425.

5. As foreseen in the 1959 report, a re-assessment of the position has therefore proved necessary, and has been undertaken within the framework of a general review of the recruitment, training and promotion of staff on which the General Conference at its 1960 session called for a report. This review was undertaken earlier this year by the Advisory Council on Personnel Policies (ACPP - a joint body composed of six members nominated by the Director-General and six by the Staff Association).

6. In the course of its work the ACPP took note of the elements outlined in paragraph 4 above and of the report of February 1959 annexed to this paper. It reached the conclusion (i) that the first step to improve matters was to ensure a more realistic calculation than appeared to be made at present, of the number of staff permanently required by the workload, making allowance for leave, and (ii) that the time had now come to establish a central training pool comprising a number of established posts which would, inter-alia, provide: suitable induction training for new secretarial recruits before taking up their duties, a reserve of trained personnel for emergency replacements and short-term employment throughout the Secretariat, and the principal recruitment source for permanent secretarial posts falling vacant. These measures would not result in the complete elimination of temporary secretarial appointments, but the number should be substantially reduced; the quality of secretarial work should improve; flexibility in the use of secretarial staff should increase. The ACPP emphasised that such a pool could not, and should not, be a substitute either for departmental pools, where follow-up training should be augmented, or for the composition pools in the Documents and Publications Service.

C. PROPOSALS FOR THE FUTURE

7. Following consultation with the Bureaux of Personnel and of Programme and Budget, and in view of the similarity of the ACPP proposals to those of the Management Survey Committee and of another expert committee recently appointed to advise him on the whole question of conditions of employment of General Service staff, the Acting Director-General has decided to "seek authority from the General Conference to establish a central secretarial pool and training centre and to recruit to it 30 shorthand-typists with fixed-term contracts. The pool would be controlled by a supervisor who would be responsible for training. After an initial month of full-time training the shorthand-typists of the pool would be placed in temporary posts as required, returning to the pool between assignments to continue their training until they were finally assigned to fixed-term posts in the Organization and replaced in the pool by new recruits. Temporary staff would be recruited from outside the Organization only when suitable staff was not available from the pool."⁽¹⁾

8. The Unesco General Conference will consider these proposals at its November-December session this year. In the meantime, careful preparatory planning will have to be undertaken to ensure that, once the Conference has approved the proposals, the central pool is established at the beginning of 1963 with every possibility of achieving maximum effectiveness from the start. This planning will include such measures as deciding on any organizational changes required in the Bureau of Personnel, where the pool would be located; determining the functions and qualifications required of the supervisor to be appointed and considering, insofar as possible, potential candidatures; establishing space and equipment requirements; determining the qualifications, and particularly language qualifications, required of the stenographers to be appointed; lining-up candidates for eventual selection; elaborating a training programme; and developing related procedures such as those within the Bureau for processing requests for temporary secretarial assistance, procedures for debiting departmental budgets with the cost of pool stenographers assigned to them on a temporary basis, procedures for advance review with departments of their needs for temporary secretarial assistance - insofar as they can be foreseen - for the purpose of drawing up timetables of pool staff assignments. Some consideration should also be given at the preparatory planning stage to the way in which trained stenographers' time could be effectively occupied between assignments. Unesco will be glad to learn at the forthcoming meeting of inter-Agency Management Officers of the experience and problems of other agencies in organizing and operating central stenographic pools.

(1) These proposals are embodied in document 12 C/ADM/12, which is currently being printed - copies can be made available later to interested Agencies.

Notes on terminology used in the attached report

- "Departments, Services, Bureaux" are the major organizational units of the Secretariat. In the interest of simplicity, the term "department" is used to designate all three.
- "Divisions" are the primary sub-division of each Department, Service, Bureau (and are further sub-divided into "Sections" and "Units").
- "Departmental Administrative Officer". A professional staff member so designated is assigned to each Department, Service, Bureau to assist the director in administrative matters.

UNESCO

PEM/REPORT/4

27 February 1959

FLEXIBILITY IN THE USE OF SECRETARIAL STAFF - STENOGRAPHIC POOLA. INTRODUCTION

1. The Management Survey Committee considered at some length the problem of how best to increase flexibility in the use of secretarial staff (see 50 EX/27 Appendix, paras. 141-146). It examined two aspects of this question: one being the possibility of creating a central pool of secretaries, and the other the possibility of making better use of secretaries now assigned to Departments. The Committee recommended the creation of "a pool of some twenty shorthand-typists and typists. This staff could be engaged for a trial period of nine months, during which it would be given, in this pool, suitable training under the direction of a particularly well-qualified woman supervisor, appointed for the purpose." It also stated that "it would welcome the possibility of entrusting the supervisor of the pool with responsibility for seeing to the rational employment of secretarial staff other than those in the pool throughout the Secretariat".

2. The Director-General in document 10 C/31, para. C.IV, informed the General Conference that he would "study the possibility of setting up a small secretarial pool which could also act as a training ground and central point of supervision for secretarial staff". The following are the results of that study.

B. GENERAL CONSIDERATIONS

3. It is not possible to state categorically that there are too many or too few secretaries in the Organization. Such a statement, to be worthy of credibility, would have to be based upon an extremely costly and time-consuming measurement of work accomplished, and even if this were done, experience in other organizations has demonstrated that the findings might not be entirely trustworthy. It is possible, however, on the basis of observations made over a number of years and consultations with many responsible officials, to make two statements which probably are not subject to serious contestation and which are used as the basic assumption from which the succeeding paragraphs and recommendations in this report follow. They are:

(a) A large number of Unesco secretaries are often overworked, but on the other hand, many secretaries are not fully occupied.

(b) It is the exception rather than the rule that secretaries with a temporary or permanent low work-load are made available to help meet peak work-loads outside their unit.

4. If the above statements are accepted, it would appear desirable to find ways of distributing the secretarial work-load more evenly in the interest of efficiency and staff morale, and of determining more scientifically than at present the need for frequent temporary secretarial assistance and also eventually the justification for existing secretarial posts. One method for doing at least part of this, which has often been suggested, is the creation of a secretarial pool which would provide the typing and shorthand assistance required throughout the Organization at times of peak work-load and to replace absent staff. In paragraphs 5 to 11, which follow, the arguments for and against the establishment of such a pool are analysed. Paragraphs 12 to 15 deal with other ways in which flexibility in the use of secretarial staff could be increased.

C. CENTRAL STENOGRAPHIC POOL

5. During the past ten years, various officials in the Secretariat and some outside experts have suggested the creation of a central stenographic pool, usually attached to the Bureau of Personnel. The secretarial assistance which would be provided by such a pool is now obtained largely by the recruitment of temporary personnel.

6. Statistics on temporary assistance should be considered when deciding upon the creation of a pool and its size. In 1958, a total of 495 temporary appointments were made in the General Service category. Of these, it is estimated that approximately 300 appointments were to posts requiring shorthand and/or typing which conceivably could have been made from a central stenographic pool. It is further estimated that these 300 appointments represent 2,100 weeks' employment, or the equivalent of some 40 full-time staff members. Figures for the previous three years are approximately similar.

7. Financing of Pool: Various methods have been suggested for financing the stenographic pool. One possibility in the event the pool were started on a modest scale (6 to 10 posts) would be to use the funds now reserved for temporary assistance in all units of the Secretariat under the system of "ceiling for temporary assistance". It was also suggested that, if a larger pool were established, funds to finance it could be withdrawn from each Department in proportion to the anticipated use (based upon statistics of previous years) that the Department would make of the pool. Another proposal is that the pool be financed by charging Departments' budgets for the cost of stenographers temporarily assigned to them from the pool.

8. Advantages of a stenographic pool: The arguments most frequently advanced for the establishment of a pool are as follows:

(a) The recruitment of temporary stenographic staff causes a very considerable work-load in the Bureau of Personnel and the Bureau of the Comptroller.

(b) Temporary stenographic staff are often required at short notice. Stenographers who are capable are usually already in full-time employment elsewhere. It is those who are not employed - and, by presumption, are not too competent - who are recruited to fill temporary posts.

(c) Temporary staff are required, without training and sometimes without previous knowledge of Unesco procedures, to step into a job and produce work immediately. This results in errors and wasted labour.

(d) A stenographic pool would serve as an excellent recruitment source for filling vacancies in established stenographic posts, as the pool would provide both on-the-job professional training and training in Unesco's methods of work.

(e) The possible elimination of grievances of temporary staff, to which the Staff Association has called attention and which may be summarized as follows:

- (i) Many temporaries do not know whether or not a contract will be renewed until 6 p.m. of the day of expiry. Many leave, only to be recalled by telegram a few days later.
- (ii) The pay is never ready on the day of departure - the temporary usually has to return a week later to collect this regardless of the inconvenience if he has already another job.
- (iii) Temporaries are often employed at a lower grade than permanent members of the staff, thus undercutting the job.
- (iv) The "permanent" temporary exists - contracts expiring constantly after 9 months' service and being renewed again to avoid giving a permanent one.
- (v) Age is another reason for not receiving a permanent contract. One woman who is over the age of 50 has continual temporary contracts.

9. Disadvantages of a central stenographic pool

(a) The pool would require the creation of an additional large administrative unit consisting of from 15 to 35 established administrative posts requiring supervisory staff, office space and other facilities.

(b) The additional established posts in the pool would also add to the work-load of the Bureau of the Comptroller and the Bureau of Personnel though admittedly not as much as the present processing of temporary staff.

(c) Periods of peak work-load are often common to many Departments and it is therefore likely that there will be an irregular demand for pool staff. Thus at times the pool will not be able to meet demand, at other times it may find itself with idle staff.

(d) Three pools and not one really required (English, French and Spanish), which would complicate the problem of meeting fluctuating needs, i.e. three French secretaries may be required, but the pool might have only English and Spanish secretaries available.

(e) It would be difficult for the pool supervisor to resist requests for assistance as there are few criteria that could be successfully applied to judging such requests. The existence of a pool would probably stimulate requests, which would be satisfied on a "first come first serve" basis and after a while it is possible that substantial temporary assistance in excess of the pool's capacity would be required.

(f) The cost of temporary staff is less than that of equivalent established staff in a pool.

(g) Temporary appointments often serve as probationary periods of a more realistic kind than those provided in the staff rules for established staff.

(h) Most important of all, it would appear that Unesco as a whole is probably not understaffed in secretaries. In Part II of the Budget (excluding the Documents and Publications Service) there are approximately 188 staff in Headquarters posts which require shorthand and/or typing to service 240 professional posts - a ration of 3 "secretaries" to 4 professional posts. There does, however, seem to be an unequal distribution of secretarial resources. To quote the report of the Management Survey Committee: "Some units appear better equipped with staff than others, as regards both quantity and staff distribution by grades". A pool of the kind thus far considered would tend not to correct this disequilibrium but rather to perpetuate it by making it possible for the understaffed units to obtain relief without calling upon the overstaffed units. To meet this point, a pool would have to group all shorthand and/or typing posts in the house, with the exception of one such post (the "secrétaire de direction") in each Division.

10. Evaluation of Advantages and Disadvantages: Some of the arguments in favour of a pool are impressive, but it is felt that, for the time being at least, they are outweighed by the disadvantages. When Unesco's present procedures, and the administrative habits of its staff, are considered, it is to be feared that any complication caused by increasing the already heavy administrative machinery would not produce desirable results. In other words, whereas a stenographic pool would make a contribution to the efficiency and effectiveness of a homogeneous organization, it is doubtful that for the time being it would do so for Unesco. The following partial solutions or comments are applicable to the similarly lettered points listed under para.8 above - Advantages of a Stenographic Pool - and alternatives to a central pool are described in part D below.

(a) Proposals are made in the Report on the survey of the Bureau of Personnel (PBM/REPORT/3) for simplifying procedures for the engagement of temporary personnel.

(b) The argument that temporary staff is less efficient than established staff does not stand the test of experience.

(c) It is true that temporary staff can rarely replace completely a staff member in an established post; but then neither could a staff member lent temporarily from a pool.

(d) The value of a pool as a recruitment source is no doubt great; but other units exist in the secretariat which could serve a similar purpose, i.e. the Composition pools in the Documents and Publications Service, Registry, and for grade E posts the grade D's of the House.

(e) The grievances put forward by the Staff Association appear to be caused more by poor planning and in rare cases evasion of the staff rule limiting temporary appointment than by the system of engaging temporary staff to meet peak work-loads.

11. Recommendations on Stenographic Pool:

(a) In view of the arguments above, the establishment of a stenographic pool is not recommended for 1959-1960 nor for inclusion in the 1961-1962 Programme and Budget. The possibility of creating such a pool could be reconsidered in 1961, in time for inclusion in the 1963-1964 programme, if that were decided.

(b) Procedures for the recruitment of temporary staff should be simplified as suggested in PBM/REPORT/3.

(c) More use should be made of the Composition Pools in the Documents and Publications Service as a source of recruitment for vacancies in established stenographic posts.

(d) The method for increasing the flexibility in the use of secretarial staff described in D below should be adopted.

D. DEPARTMENTAL STENOGRAPHIC POOLS

12. If the idea of a central stenographic pool is rejected, even temporarily, it is necessary to find other ways of distributing more evenly the secretarial work-load. One obvious alternative to a central pool is the creation of departmental pools supervised by the Departmental Administrative Officers (DAOs. This would represent an intermediary position between assigning all secretaries to specific units (by and large the present practice) and a central pool.

13. The establishment of departmental pools would have advantages as follows:

(a) The pool could be formed by withdrawing a limited number of existing secretarial staff from Divisions and attaching them to the Office of the DAO. At first, pools might consist of 2 to 4 posts, depending on the size of Departments.

(b) The fact that the pools are composed of existing posts would mean that they would not increase costs and that presumably Departments would select for inclusion in their pools those secretarial posts which they feel are least essential. Since Departments are themselves the best judges of this, the result is likely to be doubly beneficial: overstaffed units would be reduced and staff would be available to help understaffed units. In other words, a redistribution of secretarial work-load is likely to result.

(c) The pools would be supervised by the DAOs, thus obviating the need and the cost for supervisory staff which a central pool would require. Also, the problem of office space would be less acute.

(d) DAOs would probably be better able to judge the validity of a request for assistance from their pool than would be the supervisor of a central pool. DAOs know their Departments and the secretarial needs of their Divisions better than a supervisor of a central pool would even after years of experience.

(e) Departmental pools would constitute a first step in the establishment of a central pool, should this prove desirable in the future.

(f) Need for temporary assistance should gradually decline as the pools became more effective.

(g) Most of the other advantages of a central pool described in para.8 above would be achieved, at least in part.

14. Disadvantage of Departmental Pools

The greatest disadvantage would appear to be the danger that the pools might exist on paper only. That is, the staff of the pools would in effect be assigned permanently to fixed functions in the various Divisions. This disadvantage would, of course, destroy the utility of departmental pools, but it could easily be avoided if Directors and DAOs gave full support to the pool.

Recommendation:

15. The five Programme Departments, Exchange of Persons Service, Bureau of Relations with Member States, and perhaps other units, should establish, as part of their DAO Office, a "pool" of 2 to 4 shorthand typist posts which would be used to meet peak work-loads and replace absent staff in the Divisions. These posts should not be added to the present establishment, but should be obtained by transferring the least essential secretarial posts of the Department to the DAO's office. This need not be done at once. It could be a gradual process taking advantage of shifts in work-load or departure of certain staff, but the posts should be shown in the 1961-1962 Programme and Budget under the DAO offices.

E. CONCLUSION

16. If the above recommendation not to establish a central stenographic pool, but to set up instead small departmental pools, is accepted, it should be possible as a result to:

- (a) Distribute secretarial work-load more evenly;
- (b) Meet peak work-loads or emergencies caused by absence with less recourse to temporary assistance.

Summary Description of the Work of the
Composition Pools in the Documents and
Publications Service

1. There are four composition pools with a permanent establishment as follows: English (1 Supervisor, 9 Typists), French (1 Supervisor, 9 Typists), Spanish (1 Supervisor, 4 Typists) and Russian (1 Supervisor, 4 Typists). The pools, whose work is connected exclusively with the work of the Documents and Publications Service, form part of the Production Division of the Service; the supervisors are responsible to the Division Chief.
2. The work of the pools consists in the composition typing of documents and certain publications (45%), the stencil-cutting of documents to be mimeographed (28%), copy-typing of various texts (12%), transcribing speeches from recording machines (3%), and other related duties (12%). The percentages given are approximate, and concern only the work of the permanent staff; inclusion of the work of temporary staff attached to the pools would not make a significant difference to such percentages except insofar as untrained temporary staff are mainly engaged in stencil-cutting and copy-typing.
3. Composition typing is carried out in accordance with instructions received from the supervisor and covers a variety of tasks including such specialized ones as, for example, tables of accounts or statistics, possible line justification, special lay-outs, setting around illustrations; proportional-space typewriters are used for composition intended for offset printing mainly on art paper for photographic reduction. For other typing work standard typewriters are used.
4. The bulk of the related duties (12%) consists, first, in the preparation of the material for typing, which normally involves the collation (consistency of presentation, putting in alphabetical order, renumbering of tables, modification of pagination, etc.) of texts, in the typists' mother tongue or a mixture of languages, that are often heavily corrected and not very legible; and, second, in the checking of work done, a task normally assigned to two typists, although during peak work-load periods it may be carried out by four typists and the supervisor may help out as well.

Procedures for Requesting Temporary Assistance

1. While this subject does not fall strictly within the scope of the present paper, it was felt that Agencies might be interested in Unesco practices, particularly since a reference appears in Annex A (paragraphs 10(b) and 11(b)) to the need to simplify them. In this Annex, therefore, we are summarizing such practices.
2. Until November 1960 the forms and procedures used for requesting the setting-up and filling of a temporary post were the same as those for an established post. For the latter, three forms are required: one for setting-up the post, one for describing the duties and qualifications required and one for the recruitment of a staff member. The forms are processed as follows: the first two forms are sent by the originating department to the Bureau of Programme and Budget, which makes various checks such as conformity with programme requirements and availability of funds, and for assigning a post number. The forms are then forwarded to the Bureau of Personnel for determining the grade and setting up the post. On return of a copy of the forms indicating approval, the originating department transmits to the Bureau of Personnel the (third) form requesting recruitment.
3. While considered appropriate for established posts, this method proved time-consuming and cumbersome for obtaining temporary secretarial assistance, which was often required urgently and for short periods. In November 1960, therefore, a new form ("Unesco form 345" - copy attached) was introduced for requesting temporary assistance that represented a combination and simplification of the three forms required for established posts. Although the processing of the new form remained unchanged (i.e. it is forwarded by the originating department to the Bureau of Programme and Budget which transmits it to the Bureau of Personnel), its introduction has resulted in a considerable saving of staff time and effort, particularly in regard to secretarial assistance, which forms the bulk of temporary appointments and accounted for some 425 in 1961 (see para. 4 of the report).
4. Some months earlier in 1960, a simplification was introduced for the recruitment of certain types of temporary staff in the Bureau of Conference Planning and General Services (mainly technical staff) and in the Documents and Publications Service (mainly typists); it is with the latter that we are concerned here. The permanent staff of this Service as a whole is pared to a minimum. For reasons which are doubtless the same as in other Agencies, peak workloads and emergency situations are inevitable in the production of documents and publications. Typists - and other technical staff of course - are required often at extremely short notice and perhaps for only a few days. When therefore the "supernumerary appointments" system was introduced in Unesco for professional type personnel such as interpreters, it was extended to cover the General Service type of personnel mentioned at the beginning of this paragraph.

5. Under this system no post is set up and no form requesting a supernumerary appointment is required. The only form used is the letter of appointment ("Unesco form 331B" - copy attached). When it requires a temporary typist (for a period not normally exceeding a maximum of three months - but the vast majority are for periods of less than a month), the Documents and Publications Service ascertains in consultation with the Bureau of Personnel that a suitable person is available, completes the letter of appointment and sends it to the Bureau of Personnel for signature testifying the latter's approval of the person selected and the rate of remuneration. The form is not sent through the Bureau of Programme and Budget since, at the beginning of each year, a global amount of funds for the whole year is approved and allocated for such appointments for the Service. If this amount proves insufficient, the Service has to obtain approval of a further allocation of funds for the purpose.

6. It may be added that while the procedures followed for the payment of amounts due (salaries, overtime, etc.) to staff in temporary posts are the same as those for permanent staff, a simplified procedure is followed for such payments to personnel on supernumerary appointment. A special form ("Unesco form 241A" - copy attached) showing all payments due is prepared by the Service or Bureau concerned on the working day before the end of the supernumerary appointment and forwarded to the Bureau of the Comptroller by mid-day for arranging payment to the supernumerary on the following day. If an appointment lasts more than a month, payment is made monthly on the anniversary date of the appointment.

7. During 1961, some 280 supernumerary typing appointments were made for the Documents and Publications Service (this figure is not included in the total of 425 temporary secretarial appointments made in 1961 as indicated in para. 4 of the report), which gives some idea of the extent of the simplification resulting from the introduction of the system, though such simplification affects the units concerned in varying degrees owing to the concomitant re-distribution of work.

Complete and forward to PB. See Manual Item 2415.	REQUEST FOR TEMPORARY ASSISTANCE	Serial number (inserted by P B)
Department, Division	Allotment code	Post number (extensions only)

DETAILS OF POST REQUESTED

Proposed duration	Proposed grade	Title
Indicate : (A) Duties, (B) Qualifications and experience required. (A)		
(B)		

Reason post is required (state whether in approved PAD; if not, cite workload statistics where possible)

Source of funds (if not in approved PAD, state whether cost is below departmental ceiling)

RECRUITMENT REQUESTED

Suggested candidates	Proposed dates of appointment
	From :
	To :
Date	Signature of DAO

**ACTION
APPROVED
BY PB**Post
NumberDuration
or
Effective
Dates

Remarks

Date

Signature PB

**ACTION
APPROVED
BY PER**

Grade

Title

Remarks

Date

Signature, Standards Division, PER

SPACE RESERVED FOR THE USE OF PER

BA DEB RECORDS PAB	Time	Remarks	
	Grade		Remarks
BA BB APPROVED ACTION	Dates Effective or Duration		Date Signature
	Initial Date		Remarks
Approved Date		of DVO Signature	
Date Signature			To : From :

Suggested candidates

Proposed dates of appointment

RECRUITMENT REQUESTED

Source of funds (if not in approved PAB, state whether cost is below departmental ceiling)

Reason for is required state whether in approved PAB, if not, are work load statistics where possible

(B)

(A)

Indicate : (A) Duties (B) Qualifications and experience required.

Proposed duration

Proposed grade Title

DETAILS OF POST REQUESTED

Department, Division

Allotment code

Post number (extensions only)

Manual Item 342

to PB
Complete and forward

TEMPORARY ASSISTANCE

REQUEST FOR

Serial number assigned by PAB

Complete and forward to PB. See Manual Item 2415.	REQUEST FOR TEMPORARY ASSISTANCE	Serial number (inserted by PB)
Department, Division	Allotment code	Post number (extensions only)

DETAILS OF POST REQUESTED

Proposed duration	Proposed grade	Title
-------------------	----------------	-------

Indicate : (A) Duties, (B) Qualifications and experience required.

(A)

(B)

Reason post is required (state whether in approved PAD; if not, cite workload statistics where possible)

Source of funds (if not in approved PAD, state whether cost is below departmental ceiling)

RECRUITMENT REQUESTED

Suggested candidates	Proposed dates of appointment From : To :
----------------------	---

Date

Signature
of DAO**ACTION
APPROVED
BY PB**

Post Number	}
Duration or Effective Dates	

Remarks

Date

Signature PB

**ACTION
APPROVED
BY PER**

Grade
Title

Remarks

Date

Signature, Standards Division, PER

* Complete and forward to PB. See Manual Item 2415.	REQUEST FOR TEMPORARY ASSISTANCE		Serial number (inserted by PB)
Department, Division	Allotment code	Post number (extensions only)	
DETAILS OF POST REQUESTED			
Proposed duration	Proposed grade	Title	
Indicate : (A) Duties, (B) Qualifications and experience required. (A) (B)			
Reason post is required (state whether in approved PAD; if not, cite workload statistics where possible)			
Source of funds (if not in approved PAD, state whether cost is below departmental ceiling)			
RECRUITMENT REQUESTED			
Suggested candidates		Proposed dates of appointment From : To :	
Date	Signature of DAO		
ACTION APPROVED BY PB	Post Number Duration or Effective Dates	Remarks Date _____ Signature PB _____	
ACTION APPROVED BY PER	Grade Title	Remarks Date _____ Signature, Standards Division, PER _____	

Complete and forward
to PB.
See Manual Item 2415.

REQUEST FOR TEMPORARY ASSISTANCE

Serial number (inserted by PB)

Department, Division

Allotment code

Post number (extensions only)

DETAILS OF POST REQUESTED

Proposed duration

Proposed grade Title

Indicate : (A) Duties, (B) Qualifications and experience required.

(A)

(B)

Reason post is required (state whether in approved PAD; if not, cite workload statistics where possible)

Source of funds (if not in approved PAD, state whether cost is below departmental ceiling)

RECRUITMENT REQUESTED

Suggested candidates

Proposed dates of appointment

From :

To :

Date

Signature
of DAO

**ACTION
APPROVED
BY PB**

Post
NumberDuration
or
Effective
Dates

Remarks

Date

Signature PB

**ACTION
APPROVED
BY PER**

Grade

Title

Remarks

Date

Signature, Standards Division, PER

See Manual
Item 2430
for
procedures

UNITED NATIONS EDUCATIONAL, SCIENTIFIC AND CULTURAL ORGANIZATION
SUPERNUMERARY APPOINTMENT
(General Service level)

Number
Allotment symbol

Name in full (Mr., Mrs., Miss):

Address:

You are hereby offered a supernumerary appointment as with the United Nations Educational, Scientific and Cultural Organization. You will not be considered as a member of the Unesco Secretariat. Nevertheless, the provisions of the Staff Regulations and Rules of Unesco which are reproduced overleaf are applicable to this appointment.

1. **Tenure of appointment** - This appointment commences on and is expected to end on
The appointment may be terminated by either party at any time before the expiry date with five days' notice; in case of termination by the Organization payment may be given in lieu of notice. Neither notice nor payment in lieu thereof will be given in case of summary dismissal for misconduct. The appointment may be extended by mutual agreement; any such extension will be stated in an addendum to this appointment.

2. **Remuneration** - You will receive (resident/non-resident rate) for each day falling within the period of this appointment, including Sundays and official holidays. If you are recruited from outside the local area of your place of employment, you may request payment in the currency of your country of normal residence.

3. **Hours of work and overtime** - The whole time of supernumeraries is at the disposal of the Director-General. The number of hours to be worked shall be as fixed for members of the Secretariat at the time and place of employment. For each hour worked in excess you will be paid at the rate of:

4. **Absences owing to illness** - You will not be paid salary for days of absence owing to illness exceeding one day in any period of thirty days or, if your appointment lasts less than thirty days, during the period of the appointment, nor for non-working days falling within a period of absence due to sickness. If you are paid at the non-resident rate, however, you will receive for each additional day of absence owing to illness within the period of this appointment, subject to the presentation of a medical certificate, the part of the daily amount that represents the non-resident supplement, i. e. NF

5. **Travel** - Your fare for the travel indicated below will be paid by Unesco and you will receive a grant for expenses during travel of \$ 15 or its equivalent in another currency. No other travel expenses will be paid by Unesco.
Authorized travel:

6. **Social Security** - If you are recruited or employed in France, Unesco will pay employer's and employee's contributions to the French Social Security system in respect of this appointment, deducting the amount of the employee's contribution from the salary due to you; if you are not already affiliated to the French Social Security system you will be so affiliated. The Unesco Staff Compensation Plan is also applicable to supernumeraries to the extent defined in Regulation I of the Regulations of the Plan (PER/SCP/1, which may be consulted on request).

7. No other allowance or entitlement, except those specified in this appointment, will be granted. You will not be entitled to reimbursement of national income tax, nor to paid leave. You will not be entitled to participate in any of the benefits accruing under the Unesco Medical Benefits Fund or the United Nations Joint Staff Pension Fund.

8. If you accept this appointment on the conditions stated above, please sign two copies of this contract and return them to Unesco, Place de Fontenoy, Paris 7e., for the attention of:

*Signed on behalf of the United Nations Educational,
Scientific and Cultural Organization*

Date

Signature of acceptance by the contractor

Date

To be completed by contractor

Approvals

French Social Security number if already affiliated

Date of birth

PROVISIONS OF THE UNESCO STAFF REGULATIONS AND STAFF RULES APPLICABLE TO THE HOLDERS OF SUPERNUMERARY APPOINTMENTS

Regulation 1.1: Members of the Secretariat are international civil servants whose responsibilities are not national but exclusively international. By accepting appointment, they undertake to discharge their functions and to regulate their conduct with the interests of the Organization only in view.

Regulation 1.2: Staff members are subject to the authority of the Director-General and to assignment by him, with due regard to their qualifications and experience, to any post in the Organization. They are responsible to him in the exercise of their functions.

Rule 101.1: Access to the Director-General - Staff members at Headquarters have access to the Director-General, normally through established supervisory channels, but exceptionally and for sufficient reason, directly. Staff members stationed at duty stations away from Headquarters may appeal to him in writing, or when opportunity affords, in person.

Rule 101.2: Financial Responsibility - Any staff member, who, by malice or culpable negligence, or by failure to observe any regulation, rule or administrative procedure of the Organization, involves the Organization in unnecessary liability, expense or loss, shall be held responsible, and may be required to pay compensation therefor.

Regulation 1.2.1: The whole time of staff members shall be at the disposal of the Director-General. The Director-General shall establish a normal working week.

Regulation 1.3: In the performance of their duties, members of the Secretariat shall neither seek nor accept instructions from any government or from any other authority external to the Organization.

Regulation 1.4: Members of the Secretariat shall conduct themselves at all times in a manner befitting their status as international civil servants. They shall not engage in any activity that is incompatible with the proper discharge of their duties with the Organization. They shall avoid any action and in particular any kind of public pronouncement which may adversely reflect on their status, or on the integrity, independence and impartiality which are required by that status. While they are not expected to give up their national sentiments, or their political and religious convictions, they shall at all times bear in mind the reserve and tact incumbent upon them by reason of their international status.

Regulation 1.5: Staff members shall exercise the utmost discretion in regard to all matters of official business. They shall not communicate to any person unpublished information known to them by reason of their official position, except in the course of their duties or by authorization of the Director-General. These obligations remain binding after separation from the Organization.

Rule 101.6: Public Information Relationships - (a) The prior approval in writing of the Director-General must be obtained by a staff member whenever he proposes to publish any book or article, make a statement to the press or give a lecture, broadcast or speech concerning Unesco, the United Nations, any of the Specialized Agencies, or any other intergovernmental organization. (b) This prior approval in writing must also be requested whenever, in connexion with a book, article, lecture, statement to the press, broadcast or speech, a staff member's name is to be associated with Unesco.

(c) Nevertheless the provisions of (a) and (b) above shall not apply to staff members away from Headquarters in circumstances in which it is impracticable to seek the written approval of the Director-General; a staff member assigned to an established office or mission shall, however, obtain the prior approval of the Chief of such office or mission.

Rule 101.9: Property Rights in Work Performed - All rights, including title, copyright and patent rights, in any work produced by a staff member as part of his official duties, shall be vested in the Organization.

Regulation 1.7: Staff members may exercise the right to vote but shall not engage in any political activity which is inconsistent with or reflects upon the independence and impartiality required by their status as international civil servants.

Regulation 1.8: The immunities and privileges accorded to members of the Secretariat by virtue of Article XII of the Constitution are conferred in the interests of the Organization. These privileges and immunities shall not be invoked to excuse the staff members who enjoy them from discharging private obligations or from observing laws and police regulations. In any case where these privileges and immunities are invoked, the staff member concerned shall immediately report to the Director-General who shall decide whether they shall be waived.

Regulation 1.9: On accepting appointment, each staff member shall subscribe to the following declaration:

I solemnly undertake to exercise in all loyalty, discretion and conscience the functions entrusted to me as an international civil servant of the United Nations Educational, Scientific and Cultural Organization, to discharge these functions and regulate my conduct with the interests of the Organization only in view, and not to seek or accept instructions in regard to the performance of my duties from any government authority external to the Organization.

3. Hours of work and overtime - The whole time of supernumeraries is at the disposal of the Director-General. The number of hours to be worked shall be as fixed for members of the Secretariat at the time and place of employment. Each staff member shall work in excess of the normal working hours only when authorized by the Director-General.
4. Absences owing to illness - You will not be paid salary for days of absence owing to illness exceeding one day in any period of thirty days or, if your appointment lasts less than thirty days, during the period of the appointment. You will receive for each additional day of absence owing to illness within the period of this appointment, subject to the presentation of a medical certificate, the part of the daily amount that represents the non-resident supplement.
5. Travel - Your fare for the usual round-trip will be paid by Unesco and you will receive a grant for expenses during travel of \$12 for an equivalent to another journey. No other travel expenses will be paid by Unesco.
6. Social Security - If you are insured or employed in France, Unesco will not employ you and you will not be insured in the French Social Security system in respect of this appointment. However, the amount of the employee's contribution from the salary due to you; if you are not already attached to the French Social Security system you will be attached to the French Social Security system. The French Social Security Plan is also applicable to supernumeraries in the French Social Security system.
7. No other allowances or entitlement, except those specified in this appointment, will be granted. You will not be entitled to reimbursement of national income tax, nor to paid leave. You will not be entitled to participate in any of the pension schemes under the French Social Security Plan or the United Nations Joint Staff Pension Fund.
8. If you accept this appointment on the conditions stated above, please sign two copies of this contract and return them to the Director-General, Paris, for the attention of the Director-General.

Signed on behalf of the United Nations Educational, Scientific and Cultural Organization

Signature of the representative of the contractor

Approval

French Social Security number if already affiliated

To be completed by contractor

Date of birth

Procédure régie par la disposition 2430 du Manuel	ORGANISATION DES NATIONS UNIES POUR L'EDUCATION, LA SCIENCE ET LA CULTURE	Numéro
	ENGAGEMENT DE SURNUMERAIRE (Niveau : personnel de service et de bureau)	Cote budgétaire

Nom et prénoms (M., Mme, Melle) ;

Adresse :

Il vous est offert un engagement de surnuméraire comme _____ à l'Organisation des Nations Unies pour l'éducation, la science et la culture. Bien que les surnuméraires ne soient pas considérés comme membres du Secrétariat de l'Unesco, plusieurs dispositions du Statut et du Règlement du personnel de l'Unesco, reproduites au verso, leur sont néanmoins applicables.

1. **Durée de l'engagement** - Cet engagement prend effet le _____ et viendra normalement à expiration le _____.
Chacune des parties peut à tout moment y mettre fin avant la date d'expiration prévue, moyennant un préavis de cinq jours ; au cas où c'est l'Organisation qui met fin à l'engagement, le préavis peut être remplacé par le versement d'une somme d'argent. Le renvoi pour faute grave ne donne droit ni au préavis, ni au versement qui en tient lieu. L'engagement peut être prolongé par consentement mutuel ; toute prolongation de cette nature fera l'objet d'un avenant.

2. **Rémunération** - Vous recevrez _____ (taux de : résident/non-résident)
Pour chacune des journées de la période couverte par cet engagement, y compris les dimanches et jours fériés. Si vous êtes recruté en dehors de la région d'affectation, vous pourrez demander à être rémunéré dans la monnaie du pays où vous résidez normalement.

3. **Heures normales de travail et heures supplémentaires** - Le temps des surnuméraires est tout entier à la disposition du Directeur général. Le nombre des heures de travail est pour eux le même que celui qui est fixé pour les membres du Secrétariat, au lieu d'affectation et pendant la période considérée. Chaque heure de travail supplémentaire vous sera payée au taux de _____

4. **Absences pour raison de santé** - En cas de maladie, il ne pourra être versé de traitement pour plus d'une journée d'absence par période de 30 jours (ou par engagement, si celui-ci est de moins de 30 jours) non plus que pour les jours non travaillés compris dans la période d'absence. Toutefois, si vous êtes rémunéré au taux de non-résident, vous recevrez pour chaque journée d'absence supplémentaire, sur présentation d'un certificat médical, et dans les limites du présent engagement, la partie de votre traitement journalier qui correspond au supplément accordé aux non-résidents, soit NF _____

5. **Voyage** - Vos frais de transport entre les points indiqués ci-dessous seront à la charge de l'Unesco et vous recevrez une allocation de voyage unique de 15 dollars ou de l'équivalent dans une autre monnaie. L'Unesco ne paiera aucun autre frais de voyage.

6. **Sécurité sociale** - Si vous êtes recruté ou employé en France, l'Unesco versera à la Sécurité sociale française, la cotisation de l'employeur et votre cotisation d'employé, en déduisant cette dernière de votre traitement ; si vous n'êtes pas déjà affilié à la Sécurité sociale française, vous y serez affilié d'office. Les surnuméraires bénéficient du Régime d'indemnisation du personnel de l'Unesco, dans les limites fixées à l'article I dudit Régime (voir PER/SCP/1, qui peut être consulté sur demande).

7. Vous ne bénéficierez d'aucune indemnité ni d'aucun droit autres que ceux qui sont spécifiés dans le présent contrat. Vous n'aurez pas droit au remboursement de l'impôt national sur le revenu, ni aux congés payés. Vous ne serez pas admis à bénéficier des prestations de la Caisse d'assurance-maladie de l'Unesco ou de la Caisse commune des pensions du personnel des Nations Unies.

8. Si vous acceptez cet engagement aux conditions précitées, veuillez signer deux exemplaires du présent contrat et les renvoyer à l'Unesco, Place de Fontenoy, Paris 7e, à l'attention de :

Date _____

(pour l'Organisation des Nations Unies pour l'éducation, la science et la culture)

Date _____

(signature du contractant, précédée de la mention « Lu et approuvé »)

A remplir par le contractant

Le cas échéant,
numéro de la carte d'immatriculation
à la Sécurité sociale française _____

Date de naissance _____

Approuvé par :

DISPOSITIONS DU STATUT ET DU REGLEMENT DU PERSONNEL DE L'UNESCO APPLICABLES AUX TITULAIRES D'UN ENGAGEMENT DE SURNUMERAIRE

Article 1.1 : Les membres du Secrétariat sont des fonctionnaires internationaux. Leurs responsabilités ne sont pas d'ordre national, mais exclusivement d'ordre international. En acceptant leur nomination, ils s'engagent à remplir leurs fonctions et à régler leur conduite en ayant exclusivement en vue l'intérêt de l'Organisation.

Article 1.2 : Les membres du personnel sont soumis à l'autorité du Directeur général qui peut leur assigner, en tenant dûment compte de leurs titres et aptitudes et de leur expérience, l'un quelconque des postes de l'Organisation. Ils sont responsables envers lui dans l'exercice de leurs fonctions.

Disposition 101.1 : Accès auprès du Directeur général - Les membres du personnel du Siège ont accès auprès du Directeur général, normalement par voie hiérarchique, mais aussi de façon directe lorsque les circonstances justifient une exception à la règle. Les membres du personnel dont le lieu d'affectation est extérieur au Siège peuvent s'adresser par écrit au Directeur général ou, si l'occasion s'en présente, lui demander audience.

Disposition 101.2 : Responsabilité financière - Tout membre du personnel qui, par intention de nuire ou négligence coupable, ou par infraction à une disposition statutaire, réglementaire ou administrative de l'Organisation, cause à celle-ci une perte ou lui impose une dépense ou un engagement inutiles, en est tenu responsable et peut être appelé à en dédommager l'Unesco.

Article 1.2.1 : Le temps des membres du personnel est tout entier à la disposition du Directeur général. Le Directeur général fixe la semaine normale de travail.

Article 1.3 : Dans l'accomplissement de leurs devoirs, les membres du Secrétariat ne doivent solliciter ni accepter d'instructions d'aucun gouvernement ou d'aucune autorité extérieure à l'Organisation.

Article 1.4 : Les membres du Secrétariat doivent, en toutes circonstances, avoir une conduite conforme à leur qualité de fonctionnaires internationaux. Ils ne doivent se livrer à aucune forme d'activité incompatible avec l'exercice convenable de leurs fonctions dans l'Organisation. Ils doivent éviter tout acte et, en particulier, toute déclaration publique de nature à discréditer la fonction publique internationale ou qui soit incompatible avec l'intégrité, l'indépendance et l'impartialité que leur situation exige. Ils n'ont pas à renoncer à leurs sentiments nationaux ou à leurs convictions politiques ou religieuses, mais ils doivent, à tout moment, observer la réserve et le tact dont leur situation internationale leur fait un devoir.

Article 1.5 : Les membres du personnel doivent observer la plus grande discrétion sur toutes les questions officielles. Sauf dans l'exercice de leurs fonctions ou avec l'autorisation du Directeur général, ils ne doivent à aucun moment communiquer à qui que ce soit un renseignement dont ils ont eu connaissance du fait de leur situation officielle et qui n'a pas été rendu public. La cessation de service ne les dégage pas de ces obligations.

Disposition 101.6 : Relations avec le public - a) Lorsqu'un membre du personnel a l'intention de publier un livre ou un article, de faire une déclaration à la presse, une conférence, une émission radiophonique ou un discours concernant l'Unesco, l'Organisation des Nations Unies, une Institution spécialisée autre que l'Unesco ou une organisation intergouvernementale quelconque, il doit obtenir au préalable l'approbation écrite du Directeur général.

b) Cette approbation écrite préalable doit également être demandée chaque fois qu'à propos d'un livre, d'un article, d'une conférence, d'une déclaration à la presse, d'une émission radiophonique ou d'un discours, le nom d'un membre du personnel est appelé à être associé à celui de l'Unesco.

c) Néanmoins, les dispositions des paragraphes (a) et (b) ci-dessus ne s'appliquent pas aux membres du personnel en déplacement, ou dont le lieu d'affectation est extérieur au Siège, qui sont dans l'impossibilité matérielle de demander l'autorisation écrite du Directeur général ; les membres du personnel dont le lieu d'affectation est extérieur au Siège ou qui sont affectés à une mission devront cependant obtenir l'autorisation préalable du chef du bureau ou de la mission.

Disposition 101.9 : Droits de propriété afférents à des travaux exécutés - Tous les droits afférents à des travaux exécutés par les membres du personnel dans l'exercice de leurs fonctions officielles, qu'il s'agisse de titres de propriété, de droits d'auteur ou de brevets, sont dévolus à l'Organisation.

Article 1.7 : Les fonctionnaires peuvent exercer le droit de vote, mais ils ne peuvent se livrer à aucune activité politique qui soit incompatible avec l'indépendance et l'impartialité qu'exige leur qualité de fonctionnaires internationaux, ou qui porte atteinte à cette indépendance et à cette impartialité.

Article 1.8 : Les immunités et privilèges accordés aux membres du Secrétariat en vertu de l'Article XII de l'Acte constitutif sont conférés dans l'intérêt de l'Organisation. Ces privilèges et immunités ne peuvent être invoqués comme dispensant les membres du personnel qui en jouissent de s'acquitter de leurs obligations privées ou d'observer les lois et règlements de police en vigueur. Dans tous les cas où ces privilèges et immunités sont invoqués, le membre du personnel intéressé en rend immédiatement compte au Directeur général, qui décide s'il y a lieu de les lever.

Article 1.9 : Tous les membres du personnel, au moment d'accepter leur nomination, souscrivent la déclaration suivante :

« Je prends l'engagement solennel d'exercer en toute loyauté, discrétion et conscience les fonctions qui m'ont été confiées en qualité de fonctionnaire international de l'Organisation des Nations Unies pour l'éducation, la science et la culture, de m'acquitter de ces fonctions et de régler ma conduite en ayant exclusivement en vue les intérêts de l'Organisation, sans solliciter ni accepter d'instructions d'aucun gouvernement ou autre autorité extérieure à l'Organisation en ce qui concerne l'accomplissement de mes devoirs. »

A soumettre à BOC en quatre exemplaires ; voir les cases 11.		DEMANDE DE PAIEMENT DE SURNUMERAIRES				Laisser en blanc Banque : _____ Date : _____	
1. Nom du contractant M. _____ Mme _____ Mlle _____						Nom _____ Prénom _____	
2. Adresse _____							
3. Période visée Du : _____ (jour) _____ (mois) _____ (année) au _____ (jour) _____ (mois) _____ (année) inclus. Total _____ jours							
4. Absences (y compris les journées d'absence pour raison de santé qui viennent en excédent de la journée d'absence prévue dans l'engagement) _____ jours							
5. La rétribution complète est demandée pour le nombre de jours suivant (3-4) _____ jours							
6. Journées d'absence pour raison de santé (autres que la première) donnant droit, sur présentation d'un certificat médical, au paiement de l'indemnité journalière de subsistance ou du supplément accordé aux non-résidents _____ jours							
7. Heures supplémentaires (uniquement pour le personnel de service et de bureau). Indiquer le nombre des heures supplémentaires pendant lesquelles l'intéressé a travaillé au cours de la période considérée et qui n'ont PAS été compensées par un congé _____ heures							
8. Modalités de paiement ☐ En francs français, à Paris ☐ En une autre monnaie : préciser la monnaie choisie et l'adresse de l'intéressé : _____							
9. Cote(s) budgétaire(s) (S'il y a plusieurs cotes budgétaires, indiquer le montant correspondant à chacune d'elles, exception faite de la dernière, sur laquelle le solde sera automatiquement imputé) _____							
10. ATTESTATION : Je certifie que ce qui précède est un décompte exact et complet du travail qui a été effectué de façon satisfaisante par l'intéressé et pour lequel un paiement est dû, et que le paiement demandé est conforme au DAP approuvé. Date : _____ Signature du DAO : _____							
11. Décompte de la dépense (à remplir par le DAO)					Espace réservé à BOC		
A. Rémunération complète	Jours	Taux journalier	Montant	Monnaie	Montant total des sommes dues (A+B+C) _____		
B. NR suppl. ou p.d. seulement	Jours	Taux journalier	Montant	Monnaie	Moins 1. Cotisation de l'employé à la Sécurité sociale _____ 2. Retenues diverses _____		
C. Heures supplémentaires	Heures	Taux horaire	Montant	Monnaie	Montant total des retenues _____ Montant versé (net) _____		
CERTIFIE EXACT ET APPROUVE POUR LE CONTROLEUR FINANCIER					INSTRUCTIONS POUR LE MECANOGRAPHE		PIECE
							N°
COMPTABILITE GENERALE					COMPTES BUDGETAIRES		
COTE	SOUS-COMPTES	MONTANT	P	COTE	N° DE L'E.D.	LIQUIDÉ	PAYÉ
TOTAL		TOTAL		TOTAL		TOTAL	

Submit in four copies to BOC; complete sections 1 to 11.	PAYMENT FOR SUPERNUMERARY APPOINTMENTS				Please leave blank Bank : Date :		
1. Name of contractor Mr. _____ Mrs _____ Miss _____ Family name First name							
2. Address _____							
3. Period covered by this payment From : _____ Day _____ Month _____ Year _____ To : _____ Day _____ Month _____ Year _____ inclusive ; a total of _____ Calendar days							
4. Absence (Including days on sick leave in excess of the one day authorized in the contract) _____ days							
5. Full Payment is requested for the following number of days (3-4) _____ days							
6. Medically Authorized Sick Leave in excess of the one day authorized in the contract for which Non-Res. Sup/Per diem is payable _____ days							
7. Overtime (for General Service Category only). State the number of overtime hours worked during the period of this payment which have NOT been compensated by time off _____ hours							
8. Method of Payment ☐ French francs in Paris ☐ Other : specify currency and address : _____							
9. Allotment Symbol(s) to be charged (if the cost is to be shared between more than one symbol indicate amount to be charged to each except the last to which the balance will be charged) _____							
10. CERTIFICATION ; I certify that the above is a true and complete statement of work satisfactorily completed and payment due and that the proposed payment is in accordance with the approved PAD. Date : _____ Signature of DAO : _____							
11. Financial summary to be completed by DAO					For use of BOC		
A. Full Pay	Days	Daily Rate	Amount	Currency	Total due (A+B+C) _____		
B. NR Sup. or P. D. only	Days	Daily Rate	Amount	Currency	Less		
					1. Employees Ass. Soc. Control _____		
C. Over-time	Hours	Hourly Rate	Amount	Currency	2. Sundries _____		
					Total deductions _____		
					Net Amount Paid _____		
CERTIFIED CORRECT AND APPROVED FOR COMPTROLLER					INFORMATION FOR MACHINE OPERATOR		
					UNESCO VOUCHER No. _____		
GENERAL ACCOUNTS					ALLOTMENT LEDGER		
CODE	SUBSIDIARY ACCOUNT	AMOUNT	P	CODE	OBLIGATION	LIQUIDATED	PAID
TOTAL				TOTAL			

DECISION-MAKING ON MECHANIZATION IN
INTERNATIONAL ORGANIZATIONS

FOREWORD

1. One of the agenda items for the Inter-Agency Meeting on Selected Management Problems reads "Determination of the use of machines". This can be taken as an indication on the one hand of a conviction that further mechanization of office processes can be profitable and on the other hand that decisions in specific cases are by no means obvious or without problems.

2. In fact, mechanization offers great and sometimes rather self-evident opportunities to secure higher efficiency in office processes. It is the task of management to utilize these opportunities in such a way that they also bring about a higher degree of effectiveness, because although efficiency in the engineering sense (as a relation between output and input) is interesting in itself, the ultimate purpose is effectiveness which relates our efforts to the desired effect.

3. It is felt that a proper way to render the discussions on the mechanization topic not only efficient but also effective is to (a) submit a paper on some basic factors to be considered in a mechanization decision and to serve as a basis for the discussion; and (b) to invite each Agency to contribute their experience on mechanization - favorable or otherwise - during the discussions.

DECISION-MAKING ON MECHANIZATION IN
INTERNATIONAL ORGANIZATIONS

A. INTRODUCTION

1. The decision whether to mechanize a certain procedure or operation can be rationally taken only on the basis of the facts of the particular situation.
2. Since the relevant factors are specific to that particular situation, no effort has been made in this paper to set forth any standards or rules of thumb to govern the decision whether to mechanize this or that specific type of process.
3. Instead, the purpose of this paper is to bring up for discussion some general principles which are of importance to any mechanization decision.
4. Even so the subject is open to different approaches. The one chosen here centers on the fact that mechanization normally requires investment of funds notably in machinery but certainly also in the form of costs for planning and often for training. This, in conjunction with governmental type financing, poses rather intricate problems with regard to costing and evaluation of best use of funds.
5. The paper contains first a brief recapitulation of some simple principles and some problems connected with investment (Theoretical Background) which should also be valid in a mechanization decision. Of special importance here is the effect of scarcity of funds and the level of optimization. The second part (Practical Considerations) deals with some questions that are often posed when discussing mechanization, such as whether to be liberal or not with minor office machinery, considerations in connection with the introduction of major office machines and the repercussions of a mechanization on other parts of the organization than the one directly concerned.

B. THEORETICAL BACKGROUND

(a) General

6. The mechanization problem is inter alia a problem of economical behavior and as such subject to a certain degree of objective evaluation. One aspect of major importance is that mechanization involves investment and that therefore the principles governing investment evaluation are applicable.
7. Modern business research has gone a long way towards establishing such principles although in practice it can be doubted whether they have been very widely applied. A characteristic feature of the business research approach to investment evaluation is that it normally is based on a review of the expected series of expenditure and of income resulting from the contemplated investments. The amounts involved are discounted to the same point in time for comparison and choice of best investment alternative. In this process the rate of interest plays an important role since it will very much influence for various reasons the outcome of the comparison. *)
8. In an international organization the business type approach is not wholly applicable. For instance, the "utilities" emerging from the investments do not appear as a series of incomes and are not easily translated into money value.
9. This makes it necessary to replace the income side of the investment equation by a managerial decision, namely a decision on the level of services required from the operation under consideration. In theory the evaluation problem is then reduced to a comparison of the costs involves in different ways of supplying that service.
10. Thus the absence of an income stream referable to the investment and the difficulties to evaluate its utility in money terms implies that the approach whereby a series of incomes is discounted at a certain rate of interest is not applicable. However, a frequently occurring situation in a mechanization problem is to evaluate an investment in equipment in the light of future savings in operational costs. This poses again the problem what rate of interest to chose in discounting these future savings in order to compare them with the investment.
11. Difficulties of this kind have led to a rather wide application of the pay-back method in investment evaluation at least for quick sorting out of "non-profitable" investments. Investments that are not paid back (by profit or savings), let us say within three or five

*) In the more advanced approaches to the comparison of investment alternatives two different interest concepts are operated, namely, (i) the so-called "evaluation rate of interest" which corresponds to the investor's minimum demand on interest (governed i.a. by interest in alternative uses of the capital, risk evaluation, etc.); and (ii) the "internal" rate of interest, which is that rate at which the series of expenditures and the series of incomes related to the same point in time are equivalent.

Criteria for
Elec. Typewriters

60 To do
Transcription

years are not considered any longer. The problem what pay-back period to chose will then pose itself and of course this is basically the same thing as deciding on rate of interest.

(b) Cost Selection

12. In selecting the costs that are to enter into the comparison it is important to distinguish between costs connected with (i) the acquisition of a certain capacity (mechanical or man-power); (ii) the maintenance of the capacity; and (iii) the utilization of it. The first of these types of costs represents the investment proper. The last one refers to the variable costs of operating the system. The maintenance costs are a little more complicated. To the extent they are mainly time-costs they can be viewed as periodic follow-up investments and to the extent they depend on use as variable costs.

13. When comparing the costs of an existing process with a new one the acquisition costs once made for an already-existent capacity do not enter into the comparison since they are independent of any decision whether to keep or exchange the present method. Thus, the cost of equipment already bought, recruiting expenditure already made, etc., can be disregarded. (Scrap value or trade-in value would enter, however, as an offset against the investment cost for the new method.)

14. The maintenance costs on the other hand have to be investigated. It is too common that in manual systems the maintenance costs are overlooked (they appear inter alia in the form of re-recruitment costs for replacements). The bulk of the costs will however normally be the variable costs connected with the use of the capacity, i.e. operating costs.

15. In office-type work, the costs appearing in connection with the utilization of the capacity are mainly time-costs (salaries, etc.) and do not have a one-to-one relationship with output. However, even if staff costs in reality represent a fixed cost to the organization for a considerable period of time, it is not necessarily so for the operation under review and can therefore in relation to that operation be treated as a variable cost.

16. In short, for the existing process the general principle is to isolate the costs that would disappear if the process is mechanized and compare these costs to those of the mechanized process.

17. In calculating the cost of the new process, consideration must be given to all the three types of costs mentioned above. Thus the difference between the costing of the new method and the old one is that the investment necessary for the new method has to be considered in the form of depreciations and the usual problem of deciding on the depreciation period poses itself.

18. In calculating the investment cost care should be taken not to overlook certain costs that inevitably appear as additions to the actual cost of the equipment involved (for example: initial recruitment costs, installation costs, training costs). On the otherhand certain deductions from the investment costs are often justified (freeing of staff presently occupied in the existing process might imply lessened recruiting costs in other operations to which they are transferred, value of supplies that can be used for other operations, etc.).

(c) Scarcity of Funds

19. The above reasoning has been based on the assumption of unlimited resources of capital, i.e. a mechanized process should be chosen if it is less costly than the existing manual process. This is of course unrealistic and a rational evaluation would have to take into account the scarcity of funds. Thus even if an investment in a mechanized process is worth while per se, it is not necessarily true that a decision to mechanize would be correct. This would depend on what gains could be achieved from alternative uses of the funds.

20. These considerations imply a change from a sub-optimization approach towards a more global optimization (which in theory could be extended to the limit - total optimization). To exemplify, it might be that an investment in addressing equipment for data processing in the Personnel Branch would pay off. But perhaps it would pay even more to hire another Personnel Officer (not concerned with the process in question) or to use the money for something outside the Personnel Branch.

21. In practice, however, when there is a question of mechanization of office operations and especially if not extremely costly investments are involved the level of optimization is rather low. This is partly an effect of the tendency, for very practical reasons, towards compartmentalization in large organizations (besides the difficulty always involved in tackling a wider evaluation problem). This, of course, touches upon the eternal problem of the distribution of funds for technical-substantive activities versus funds for supporting services. Once this distribution (and the subsequent distribution of funds) has been made the optimization levels are normally rather fixed.

22. The question also touches upon the difficulty or ease with which transfer of funds can be made. If for institutional reasons transfers are comparatively difficult rationalizations requiring such transfers are correspondingly more difficult to achieve.

(d) Strategic investments

23. The above discussion has centered on the economic evaluation of a mechanization involving investment when only the prevailing conditions are taken into account (except for the decision of write-off period for equipment).

24. A thorough penetration of the problem would however take into account the development in future of the requirements for service and of availability of funds.

25. It might thus be economically justified to mechanize at a certain moment even if the immediate gains are small or non-existing. This is especially true in connection with governmental-type funding where unspent funds cannot be balanced for future use and the level of future appropriations is unsure.

26. This points at the importance of strategic investments. In fact, it would be recommendable to have on stock mechanization plans which could be realized at short notice (more advisable than, for instance, purchase of stores of supplies) if it becomes evident that there are funds available. These plans should of course form an integrated program for a long term development.

C. PRACTICAL CONSIDERATIONS

(a) Does it pay to calculate?

27. The presentation under B - Theoretical Background seems to indicate that before a mechanization decision is taken quite an effort of thinking and calculation would be needed. Does the risk for making non-profitable or less profitable decisions really warrant this effort? There is of course no ready-made answer to such a general question.

28. In office processes mechanization possibilities occur where the costs of making a thorough evaluation on a case basis would be higher than a possible gain or loss by mechanization. For such cases general guidelines - based even on rather rough estimates - would be enough to reach at good case decisions. In other cases the costs and possible gains involved are of such a magnitude that a more thorough penetration of the question is required.

29. In any case one should constantly keep in mind that staff costs still form the by far greatest cost item in office operations. Thus there is need to counteract any possible tendency to use data on staff costs only for budgetary exercises. They should as far as possible enter as a factor, and be expressed in money terms, when rationalizations or other changes in processes are discussed.

30. For this purpose figures on cost for different type staff should be readily available recognizing that the cost figure to use in a rationalization problem is not necessarily the same as the one used in budgeting. (The latter might for instance for a specific organizational unit exclude certain indirect costs since they are budgeted apart while in a rationalization decision they have to be considered.)

(b) Minor office machinery

31. Salaries and other staff costs being what they are in relation to the cost of minor office machinery (adding machines, small calculating machines, typewriters, etc.) there seems to be little reason for hesitation as to a general principle of building up behind office staff a machine capacity at their disposal. Even if this capacity is not utilized on a continuous basis it would pay off.

32. Since even a rather low percentage of officer-time saved would pay for such machines (another case is the costly secretary-time involved in copying by re-typing versus use of copying machines), the problem does not appear to be whether a staff member should be supplied with a machine or not - a minimum standard requirement for the expected utilization could be established for different type machines (calculating machines, adding machines, typewriters, etc.). The important problem would instead refer to the work organization, viz. whether it would be possible and profitable to establish central services for the kind of operation in question.

33. Very similar reasoning is applicable to the switch from manual to electric typewriters. No doubt such a switch can provide savings through quicker typing and less fatigue. In addition quality considerations enter especially in connection with typing masters for offset reproduction. *)

34. The problems involved in switching from a conservative policy to a more liberal allocation of minor office machines appear to be mainly of a financial character. This is not a reason for leaving the question undecided. Rather it calls for a decision on principles combined with a long term implementation plan to be implemented as finances and other circumstances permit.

(c) Major office machinery

35. When it comes to major office machinery (for instance punch card installations) there is more scope for thorough studies before decisions are taken. It is unavoidable that in discussions of these cases, factors enter which are impossible or very difficult to transform in terms of money savings or money costs.

36. A typical argument enters around gain and loss of flexibility. Not infrequently it is advocated that in general a punch card installation carries with it a loss of flexibility. This is a too unqualified statement. Normally it implies a gain in flexibility in the possible manipulations of data. On the other hand it imposes restrictions on the format of the input information. It is even too much to say that one loses flexibility in the sense of possibility to extract ad hoc tabulations of information. Some of these ad hoc things could not be supplied at all with a manual system or only at high cost. It is true, however, that the mechanized procedure takes much more detail planning.

37. A second factor of importance refers to accuracy. In principle a mechanized procedure ensures a higher degree of accuracy, this is not always fully appreciated partly because for manual operations we normally have very little information on the frequency of errors and time and costs involved in correcting them and in checking. Some reasons for higher accuracy (besides higher security in calculations) are: (i) that transcription errors are largely eliminated, and (ii) that the mechanized process needs to receive the input data in standardized format and this in turn facilitates the before processing control.

38. The above remarks have centered on mechanization of data-handling processes but similar considerations are applicable to other operations, for instance to take only one example, the collating operations in documents production.

*) Not infrequently the rather irrational arrangement can be observed that secretaries with infrequent typing possess electric typewriters while typing pools with constant typing continue with their old manual machines.

39. In an operation such as documents production a high degree of mechanization is generally profitable and has become possible through the rapid development of offset machinery, plate preparation equipment, etc.

40. This mechanization, however, implies a high degree of centralization of the reproduction services which in turn requires a well-developed planning and preparation operation before actual mechanical processing. This means that jobs have to pass through a special planning or scheduling stage. In cases of very simple reproduction jobs this planning and scheduling seems to customers to be an unnecessary time-consuming part and they compare it to a situation where they could easily reproduce the document in question if they would have had a simple stencilling machine. In practice this situation often leads to special treatment of simple jobs whereby they by-pass the central planning and scheduling operation.

41. Of special importance in a process like documents production which is composed of various operations for which special machinery has been developed is the proper balancing of different capacities in order to avoid bottle-necking. This implies that proposals for further mechanization of one operation in the process - for instance the printing - must be judged in relation to capacities for before-printing operations - plate making (for instance Xerox) - and for after-printing operations (collating, finishing).

(d) General considerations

42. In general the kind of operations most suited for mechanization are of course those of a repetitive nature occurring in large volume (accounting, documents production, addressing, recording of data later to be reproduced on a variety of forms or lists, mail operations like folding, inserting and franking).

43. It is often asked what volume of work would warrant mechanization. There is no ready answer to this question. It has to be judged on the merit of the particular situation. It should be kept in mind though that the additional question generally put viz. "will the machine be fully utilized?" is not of particular interest if made so unqualified. Even with an excess of machine capacity the mechanized process can still be profitable in comparison to a manual processing.

44. A main consideration in every mechanization measure is, though, to pin-point the repercussions on other operations and on the work of other organizational units both those who supply data and the process and those who receive the end product. The mechanization might imply a necessity to make changes in their operations and work habits. For those who supply data it might mean both to use another technique (e.g. typing offset masters is different from typing stencils, filling a form is different from writing a memo, etc.) and to adhere to a specific time schedule necessitated by the process.

45. Finally it should be stressed that the decision on mechanization should ideally also make provisions for a follow up aimed at checking whether expected gains were actually achieved.

46. In summing up, the decision making process has to allow for (i) a proper consideration of the economic factors of mechanization and (ii) the administrative repercussions even if not readily translated in terms of money, as well as (iii) a follow up on result.

WORLD HEALTH
ORGANIZATION

Palais des Nations
GENEVA - SWITZERLAND
Telegr. : UNISANTE - Geneva



Tel. : 33 10 00 - 33 20 00 - 33 40 00

ORGANISATION MONDIALE
DE LA SANTÉ

Palais des Nations
GENÈVE - SUISSE
Télégr. : UNISANTÉ - Genève

In reply please refer to :

Prière de rappeler la référence :

A3/86/3
AM 4001

20 July 1962

Dear Mr Curran,

As you will recall, the First Inter-Agency Meeting of Management Officers, held in Paris in October 1961, invited WHO to prepare a paper for the next meeting on the subject of

"Work measurement and workload statistics".

It was suggested that this paper would

- a) examine the possibilities of using work measurement techniques in the Organizations
- b) establish common areas where such techniques could be applied and where inter-Agency comparisons would prove useful
- c) suggest the methods that could be used
- d) define "standard work units".

... Work on this paper has now reached a stage where we feel that it can no longer proceed without taking account of the experience, practices and ideas in the other Agencies. I am therefore writing to ask you to be good enough to reply to the questions in the enclosed annex; I am sure you will agree that this approach is the only valid one in preparing certain parts of this paper.

May I please ask you to bear in mind the importance on the one hand of being specific (e.g. defining in careful detail what is included and excluded from certain concepts), and, on the other, of making your contribution in good time. I would therefore be grateful to receive your replies by 1 September 1962.

Yours sincerely,

Magnus Askerham
for Magnus Askerham
Chief, Administrative Management

Mr H.G. Curran
International Bank for Reconstruction
and Development
European Office
4 avenue d'Iéna
Paris XVI

... ENCL: Questions on Work Measurement
and Workload Statistics

19 July 1958

ANNEX

Questionnaire on Work Measurement and Workload Statistics

1. Regarding the possibility of inter-Agency comparisons:

- a) give a list of what you consider to be possible common areas where inter-Agency comparisons might be useful (each item in the list can be noted as briefly as you wish, for example "Purchasing administrative supplies" or "Reproduction of documents");
- b) choose two items from your list which you believe might be of real value to your agency, and describe:
 - i) the group of staff concerned, specifying the types of staff whose work you propose should be covered (avoid vague replies such as "clerk", but give details such as "punched card verifier"), the level of such staff in your organization (grades will suffice), and the approximate number in your organization of such staff (e.g. 25 clerk/typists, 3 checkers, 1 supervisor);
 - ii) the measurement unit you would like to see selected for any comparison of the chosen item (this should not be vague; thus, for example, a concept such as "page" should, as appropriate, be defined in terms of number of words, and/or number of copies, and/or whether in original state or in processed state, and/or other relevant data, depending on whether applied, say, to translation, typing, proofreading, publishing, documents production, distribution, filing, archives management, etc.);
 - iii) the different types of work, process, or activity for which the one measurement unit in ii) above would be used as an output measure. (This, together with i) above, is an important point, since the unit concerned could either be a direct measure of the real output of the group of staff concerned, such as the quantity of work produced by a group of stencil-typists exclusively, or it could be an "indicator-unit" chosen to represent the level of activity of a more heterogeneous group. Examples of the latter are UNESCO's use, described in Document 60EX/32, of "One BIC machine entry" or "One recruitment and appointment action"; these measurement units covered (at the time described) work other than just that of the actual operators or typists who physically produced the one end-product counted.)
 - iv) the proposed methods of recording, counting, calculating and collecting the data;
 - v) the proposed periodicity of returns which would be of interest to you, or, if intermittent returns are envisaged, their frequency and the period they should each cover;
 - vi) the proposed methods of analysing and of comparing the data;

vii) the purpose of, and results expected from, the comparison you propose; this should include a statement of the types of action you might envisage in the light of the outcome of the comparison;

viii) any particular features which might have to be specially taken into account (e.g. volume, quality, policy considerations, particular agency requirements, etc.);

c) have you ever attempted any regular or ad hoc comparisons between certain work-groups in your agency and similar work-groups in one or more other agencies?

d) if so, summarize briefly:

i) the area (group, nature of activity) covered;

ii) the measurement unit chosen;

iii) the result, paying particular attention to revealed comparability and/or incomparability of the various elements.

(For example, mention such features, if they were found to exist, as close similarity of all aspects of the nature of the work examined, identical physical conditions of work, feasibility of collecting statistics for similar periods and quantities of work, equal quality of labour market from which staff is locally recruited, identical qualifications and experience of staff; or on the other hand, special requirements (technical or otherwise) of each agency considered, differences in sources of staff, significant differences of approach or of objectives.)

iv) action taken;

e) make any general observation or comments on inter-Agency comparisons and common measurement-units which you feel are relevant and should be taken into account in the working paper.

2. In your organization

a) do you already make use of regular workload statistics for any individual group or groups of staff?

b) if you do not, are there any special circumstances why not?

c) if you do, describe succinctly, for each case

i) the group of staff

ii) the measurement unit, and how and when collected

iii) the work covered

and, if feasible, give

iv) information you consider relevant on the present use made of the statistics, the potential but hitherto unexploited uses, the general order of magnitude of the operation, how long the technique has been used in the instance concerned, and changes in circumstances which it has been found necessary to allow for in comparing present with earlier returns;

- d) do you plan to inaugurate or extend the application of regular workload statistics in new or in already covered areas of work?
- e) have you made use ad hoc of work measurement apart from the regular compilation and use of work statistics referred to above? If so, describe briefly the purpose, scope, method and results;
- f) have you any general views or particular comments on using these techniques internally which you feel might be of interest to the other organizations?

August 16, 1962

Mr. Magnus Askerstam
Chief, Administrative Management
World Health Organization
Palais des Nations
Geneva, Switzerland

Dear Mr. Askerstam:

After reviewing the questionnaire on Work Measurement and Workload Statistics which you enclosed with your letter of July 20 to Mr. Curran of our Paris Office, we have concluded that, at this time, the Bank is not in a position to make any major contribution to your study.

As you know the Bank is relatively small in size. All but a small segment of its operation is conducted from the Bank's headquarters in Washington. Thus we are significantly removed both in distance and in the character of our operations, from most other members of the United Nations family. Moreover the interchange of work measurement data is further limited by the fact that the Bank is not a member of the Common System used by most of the other specialized agencies of the United Nations.

In considering part two of the questionnaire we find that we do not presently make use of regular workload statistics for any individual group or groups of staff. Initially the Bank was too small to justify these standards and even now we rarely have two or more people in the same or related units doing work that is statistically measurable. We continue to depend on more subjective observations to measure performance. As the Organization grows areas are beginning to appear that offer some potential for work measurement and workload statistics. However, techniques are not in use at the present time.

We appreciate the opportunity to comment on your study and, although we are unable to contribute we have a continuing interest in the work you are doing. We look forward to seeing the results of your study and will give them careful study when they are published.

Yours sincerely,

Raymond J. Goodman
Assistant Director of Administration

CONSULTATIVE COMMITTEE ON
ADMINISTRATIVE QUESTIONS

CO-ORD/CC.23/8
5 February 1962

23rd session
Vienna, 26 March 1962

REPORT OF INTER-AGENCY MEETING OF
MANAGEMENT OFFICERS

(UNESCO House, 2 - 5 October 1961)

18880
ARCHIVES
DIVISION
1 MAR 22 1962
RESEARCH
FILES

Table of Contents

	<u>Paragraphs</u>
Introduction	1 to 6
The role of administrative management in international organizations	7 to 10
Structure and procedures for the management of field programmes	11 to 15
Work measurement and workload statistics	14 and 15
The use of periodic reports to facilitate programme evaluation and planning	16
The organization of conferences and meetings	17 and 18
Future programme of work	19
 Annex I - List of participants	
 Annex II - Conclusions regarding the function of management services	
 Annex III - List of papers for the next meeting and Organizations responsible for their preparation, and summary of other action to be taken	

INTRODUCTION

1. Opening of the meeting. The meeting was opened by Mr. Alvin Roseman, Assistant Director-General of Unesco, who extended a welcome to representatives. In his introductory remarks Mr. Roseman explained the purposes for which Unesco had, in accordance with discussions at CCAQ, taken the initiative in convening the meeting, and emphasized the necessity of maintaining inter-Agency collaboration in the difficult period through which the organizations in the UN system were passing.
2. Chairmanship and Secretariat. Mr. Irving L. Posner, Chief of the Administrative Planning Branch of FAO, was unanimously elected Chairman. Unesco as host Agency provided a Secretary for the meeting.
3. Documentation. Background materials on individual items of the agenda were made available by Unesco and other Organizations. The main documents considered are cited in the body of the report for reference convenience.
4. Report. It was agreed that the report of the meeting should consist in a summary of the main conclusions reached, together, where appropriate, with recommendations for Agency action. It was further agreed that the report should be distributed to the administrative heads of Organizations participating in CCAQ, with an informal distribution to representatives who took part in the present meeting, and that Unesco, as the convening Agency, would formally present the report to CCAQ at its next meeting.
5. Future of the group constituting the meeting. Representatives agreed on the importance of continuing the work of the group. Opinion diverged, however, on the periodicity of future meetings: some representatives favoured regular yearly intervals, others preferred the convening of meetings as required. With regard to the status of the group, the majority of representatives considered that it should continue to be of an informal character. It was agreed to recommend to CCAQ that the group be established on a permanent but informal basis, and that CCAQ make arrangements for future meetings.
6. At the end of the meeting, the group expressed its thanks to Unesco for convening and organizing the meeting, and to the Chairman and Secretary for the competence and efficiency with which they had discharged their duty.

THE ROLE OF ADMINISTRATIVE MANAGEMENT IN INTERNATIONAL ORGANIZATIONS

(Document CO-ORD/CC/20/13 of 23 March 1959 "Study of Organization and Management Services in International Agencies - Preliminary Report by FAO")

7. Following a general statement by each representative of the current role of management services in his Organization, particularly as compared with the 1959 position summarized in the FAO report, discussion centred round four questions: the function of management services, the use of outside management experts, inter-Agency exchange of information on management questions and inter-Agency loan or exchange of specialist management staff (see paras. 8, 9 and 10 below).

8. The function of management services was examined on the basis of the FAO report, pages 11, 12 and 13 in particular. The conclusions reached by the meeting are summarized in Annex II to the present report; para. 8 of that Annex sums up the views of the meeting on the use of outside management experts. In order that the tables annexed to the FAO report might be brought up to date, it was agreed that representatives should advise the CCAQ Staff Officer of any modifications required to reflect the current situation in their Organization.

9. It was found that representatives would appreciate the possibility of inter-Agency exchange of information regarding management activities. The meeting agreed to a simple mechanism to facilitate such exchange proposed by the CCAQ Staff Officer under which Organizations would send him by 1 December 1961 a list of management surveys and studies carried out, indicating those on which reports or other materials were available, which he would collate and distribute; every six months or so Organizations would be invited by the CCAQ Staff Officer to submit an addendum, together with information on current management activities, on which he would take similar action. It was further agreed, in the light of the success obtained by the ILO Work Study Manual prepared for the use of industry, that ILO should examine the possibility of issuing a similar kind of Manual with the special needs of governmental-type organizations in view.

10. An exchange of views revealed general agreement on the benefits to be gained by Organizations, in solving management problems, from borrowing specialized staff from other Organizations for a limited period or from sending members of their own staff to other Organizations to ascertain how they operated. It was not considered feasible at this stage, where inter alia the exact requirements of Organizations were not known, to put forward a concrete plan for the possible exchange or long-term loan of management staff, or for the addition of a few specialists to UN or a European Agency whose cost would be shared by user Organizations. It was however agreed that ITU should study the question and prepare a working paper on the results of the study for consideration at the next meeting.

STRUCTURE AND PROCEDURES FOR THE MANAGEMENT OF FIELD PROGRAMMES (Unesco document 60 EX/32, Section B)

11. Discussion revealed considerable diversity in the structure and procedures adopted by different Organizations for the management of field programmes⁽¹⁾ of an operational character. This stemmed from differences in the type of operation and the proportion of total budgetary resources in each Organization represented by field programme activities. It was found however that in all but one of the Organizations there was a definite trend towards the complete integration, in principle, of the EPTA, Special Fund and other similar programmes with the regular programme. Substantive responsibility for the execution of the programmes rested with the technical departments, and in these units integration of programmes generally existed at all levels. Administrative

(1) In WHO, for instance, the authority over the planning and operations of programmes in the field, irrespective of the source of funds, had always largely been delegated to its six regional offices.

support for the extra-budgetary programmes was generally entrusted to the same administrative units which dealt with the regular programmes. However, integration within administrative units did not in a few cases extend below the level of the Chief of the unit.

12. In most Organizations with substantial field programmes of an operational character, there also existed a unit responsible for the overall co-ordination of such programmes. The functions of this unit varied with the Organization.

13. In general, the structure of Organizations had been determined by their regular programmes, but with the advent of extra-budgetary programmes structural changes had been made; by and large however these had not basically altered the original structures. It was agreed that apart from the trend towards the integration of all programmes, it was not yet feasible to generalize on the structure most suitable for the management of field programmes.

WORK MEASUREMENT AND WORKLOAD STATISTICS

(Unesco document 60 EX/32, Section D and Annexes IIIA to D)

14. Initial discussion centred round an attempt by Unesco to use the work measurement technique in determining the relative productivity of selected units of its secretariat. This technique was considered by Unesco to provide the basis for comparing quantitative performance in the same activity in the same organization, and in similar activities in different organizations, over a long period of time; work measurement gave good results in assessing staff needs in certain units where operations could be reduced to recurring actions of a similar nature (e.g. pages translated, staff recruited, mail registered). Unesco therefore proposed to use the findings of its work measurement studies as a guide in assessing staff utilization and determining staff needs; it should of course be used in conjunction with other methods for determining staff requirements.

15. There was divergence of opinion regarding the emphasis placed by Unesco on this method in terms of determining staff requirements alone. There was nevertheless general agreement, despite the difficulties involved, on the value of developing work measurement techniques as an integral component of management analysis, and on the possible usefulness of a comparison of the productivity of the various Organizations in certain common areas which lent themselves to statistical analysis as well as to determination of future staff needs. WHO was invited to prepare for discussion at a future meeting a working paper that would examine the possibilities of using work measurement techniques in the Organizations, establish common areas where such techniques could be applied and where inter-Agency comparisons would prove useful, suggest the methods that could be used, and define "standard work units".

THE USE OF PERIODIC REPORTS TO FACILITATE PROGRAMME EVALUATION AND PLANNING

16. This item was examined from the point-of-view of determining the best mechanism for "upward" reporting and keeping the executive head and top management of an Organization informed of the progress of its activities. It was found that, apart from agreement on the necessity of avoiding the preparation of reports merely for the sake of reporting, it was difficult to lay down hard-and-fast rules on the best system of reporting owing to the diverse needs of Organizations and the lack of time. The question would however be covered in a paper that it was agreed ILO should prepare for the next meeting on the wider subject of "upward", "downward" and "lateral" communications within Organizations.

THE ORGANIZATION OF CONFERENCES AND MEETINGS

(Unesco paper "Suggested inter-Agency measures to facilitate the language servicing of meetings")

17. Discussion of this item concerned general practices and problems in the organization of conferences and meetings, and, based mainly on the Unesco paper referred to above, the particular question of interpreters. With regard to the former, representatives first indicated the way in which meetings of their Agencies were organized. A common element of great importance in the systems yielding the best results was the centralisation of responsibility for overall co-ordination of meeting arrangements. It was found that two main problems were commonly met in organizing meetings: ensuring adherence to schedules, an individual problem for each Organization; and the supply of interpreters, where it was suggested that greater inter-Agency co-ordination might assist in reaching a solution (see para. 18 below). Some Agencies had particular problems regarding the organization of meetings away from headquarters, and would communicate with other Agencies having experience in dealing with such problems.

18. On the problem of securing the services of interpreters, it was found that most Organizations would welcome the re-establishment of the practice under which the UN European Office circulated periodically a composite calendar of meetings to be held by the various Organizations. It would be useful for such a calendar to show whether the dates and sites of meetings could be considered as firm or only tentative, and to include an indication of the size of the meeting and where possible of the number and type of temporary language staff required. In addition to facilitating the recruitment of interpreters, such information would be valuable for Organizations in determining the dates and sites of other meetings they might have to arrange. The completeness and continuity of the calendar would be ensured by systematic follow-up by the UN Co-ordinating Office. It was agreed that the CCAQ Staff Officer should explore the possibility and circularize the Agencies on the outcome. A further proposal in the Unesco paper, to set up an information office - most conveniently in Geneva and whose cost would be shared by participating Organizations - for the purpose of collecting and providing information on meeting plans, was felt to be premature at this stage but might be considered at a later meeting in the light of developments.

FUTURE PROGRAMME OF WORK

19. Agreement has already been reported (in paras. 10, 15 and 16) on three papers to be prepared for consideration at the next meeting. Discussion of possible additional items for consideration at that time resulted in the selection of the three subjects numbered 4, 5 and 6 in the complete list of papers to be prepared for the next meeting, together with the responsible Organizations, given in para. A of Annex III. This list constituted, in effect, the provisional agenda for the next meeting. It was agreed that responsible Agencies were free to prepare their papers on whatever lines they saw fit, and that if possible the papers should be available in approximately six to seven months' time.

LIST OF PARTICIPANTS

UN - Mr. A. Lethbridge, CCAQ Staff Officer*

ILO - Mr. James L. Mowat, Chief, Administrative and General Services Division

FAO - Mr. Irving L. Posner, Chief, Administrative Planning Branch; Chairman of the meeting

UNESCO - Mr. Murray Chase, Chief, Management Division

WHO - Mr. M. Askerstam, Chief, Administrative Management
- Mr. A. Taylor, Management Officer

IAEA - Mr. C. O'Neal, Management Officer

IBRD - Mr. H.G. Curran, European Office, Paris

ICAO - Mr. J.F. Berrier, Director, Bureau of Administration and Services

UPU - Mr. Z. Caha, Counsellor

ITU - Mr. Russell Cook, Director, Administrative Department

WMO - Mr. K.T. McLeod, Chief of Administrative Services

DMCO - Mr. A.A. Wempe, Chief, Finance Section

UNRWA - Mr. R. Fisher, Director of Administration

Secretary- Miss P. Bohn, Management Division, Unesco

* By request of the European Office, in the place of Mr. John Oliver who was prevented from participating.

CONCLUSIONS REGARDING THE FUNCTION OF MANAGEMENT SERVICES

1. All Organizations recognize the value for international administration and operations of having specialized staff engaged in providing management advisory services.
2. The number of staff engaged full- or part-time in this activity and the scope and variety of functions assigned to them depend on the nature of the agency's activities, the particular difficulties involved and the potential value of the results to be achieved.
3. The internal management service should be so utilized that in terms of staff and programming it is possible to deal with longer-range management and administrative planning as well as with immediate tasks of a relatively urgent nature. It is desirable to establish at least a one-year programme, allowing at the same time for flexibility in covering ad hoc tasks of a high priority nature. Over-ambitious programmes covering too many large-scale assignments within too short a period of time normally hinder effective achievement of the basic objectives of management services.
4. Management services should cover both headquarters and field activities, including not only administrative and operational functions and units but also the managerial aspects of technical activities.
5. While the differences between "advisory" functions and "line" or "executive" type functions is not easy or useful to draw in the field of management services, it seems desirable from a practical or "public relations" standpoint to make a clear-cut distinction, in assigning responsibility, between officers dealing with studies and recommendations of a general advisory nature and those concerned with administrative cases or situations requiring individual judgment and determinations (such as classification and grading of posts, staffing authorizations and manning tables).
6. Ideally, management surveys are undertaken at the request of the unit to be studied. However, the executive head of the Organization or his delegated representative may, in the light of the internal administrative situation, himself initiate a management survey of a particular unit or function.
7. In addition to surveys and recommendations, the necessity for systematic follow-up in terms of advisory help to the benefiting or line office concerned is fully recognized.
8. The use of outside management experts may be helpful on a consultant basis for certain specialized fields, but such outside assistance should be arranged in terms of full collaboration with all the services concerned, and in particular with the management service where such exists. This should include discussion, at least on an informal basis, of the findings and recommendations of the expert before his report is finalized. It is important also that in assessing the period for which the outside expert should be employed sufficient time be allowed for his orientation in the problems peculiar to work in international organizations, which are normally beyond his range of experience, however wide.

Annex III

LIST OF PAPERS FOR THE NEXT MEETING AND ORGANIZATIONS RESPONSIBLE FOR
THEIR PREPARATION, AND SUMMARY OF OTHER ACTION TO BE TAKEN

A. PAPERS FOR THE NEXT MEETING

<u>Title (in brief)</u>	<u>Responsible Organization</u>
1. Inter-Agency exchange or loan of management staff	ITU
2. Work measurement	WHO
3. Vertical and horizontal internal communications in Agencies	ILO
4. Organization of secretarial and typing services	UNESCO
5. Determination of the use of machines	FAO
6. Inter-Agency comparison of organizational terminology	IAEA

B. SUMMARY OF OTHER ACTION TO BE TAKEN

1. Organizations to advise CCAQ Staff Officer of amendments required to the tables annexed to the FAO report (see para. 8 of the present report).
2. Organizations to send to the CCAQ Staff Officer by 1 December 1961 a list of management surveys, etc., and CCAQ Staff Officer to call periodically for addenda (para. 9).
3. ILO to examine the possibility of issuing a work study manual for governmental-type organizations (para. 9).
4. CCAQ Staff Officer to explore the possibility of re-establishing the practice of periodic circulation of a composite calendar of Agency meetings, with systematic follow-up (para. 18).

Organ. & Functions of
Management Services

ORGANISATION DES NATIONS UNIES POUR
L'ALIMENTATION ET L'AGRICULTURE



ORGANIZACION DE LAS NACIONES UNIDAS
PARA LA AGRICULTURA Y LA ALIMENTACION

FOOD AND AGRICULTURE ORGANIZATION
OF THE UNITED NATIONS

Via delle Terme di Caracalla ROME

Cables: FOODAGRI ROME

Telex: 61181 FOODAGRI

Telephone: 5797

Ref. PMa UN 10/29

OCT. 23 1962

Dear Mr. Howell,

As background material for the discussions under item 3 of the agenda for the Inter-Agency Meeting on Selected Management Problems ... I attach a copy of the document "Study of Organization and Functions of Management Services in International Agencies" (MGT(62)10) together with ... the related tabulations (MGT(62)11). MGT(62)10 is a reprint without change of the CCAQ document CO-ORD/CC/20 while the tabulations have been brought up to date as of October 1962.

Yours sincerely,


Irving L. Posner
Director, Division of Personnel
and Management

Mr. W. F. Howell, Director of Administration
International Bank for Reconstruction and Development
and International Financial Corporation
1818 H. Street, N.W.
Washington 25, D.C., USA



FOOD AND AGRICULTURE ORGANIZATION
OF THE UNITED NATIONS

Viale delle Terme di Caracalla
R O M E

Cable Address: FOODAGRI, ROME
Tel. 590011 - 590211 - 599071

Please quote **ADa**
Référence :
Sirvase cilar :

26 March 1959

Dear Helen,

1. I am enclosing several copies of the preliminary report by FAO to the CCAQ on the study of "Organization and Functions of Management Services in International Agencies", which will be discussed under Agenda Item 12(a). Departing from usual practice, I am not sending you copies for the regular official distribution outside of the United Nations, because of the very short time available before the session. Instead I am sending several copies directly to each of the participating agencies indicated below, with a request for their indulgence in utilising this informal method.

2. As stated in the paper, the agencies were very good about meeting a rather short deadline in transmitting the information requested in questionnaire form. Therefore, although it was not possible in the available time to do a good job of analysis, the fullsome information available and the topical significance of the matter for several agencies made it seem worthwhile to submit in preliminary form the data compiled.

3. Additional copies will, of course, be available in Rome at the CCAQ session.

Yours sincerely,

Irving L. Posner
Chief, Administrative Planning
Branch

Miss Helen Seymour
Secretary
CCAQ
Office of the Controller
United Nations
New York

cc: Mr. John I. Armstrong (WHO)
Mr. Chester W. Heppler (ILO)
Mr. H. Dawes (UNESCO)
Mr. J. Berrier (ICAO)
Mr. J. N. Rubiato (WMO)

Mr. W.F. Howell (IBRD)
Mr. P. Thorson (FUND)
Mr. P.R. Jollis (IAEA)
Mr. I.J. Lewis (ICEM)

Administrative Committee on Coordination
CONSULTATIVE COMMITTEE ON ADMINISTRATIVE QUESTIONS
Twentieth Session

CO-ORD/CC/20/
23 March 1959

Week of 13 April 1959
Rome, Italy

Agenda Item 12 (a)

STUDY OF ORGANIZATION AND FUNCTIONS OF MANAGEMENT SERVICES
IN INTERNATIONAL AGENCIES

PRELIMINARY REPORT BY F.A.O.

A. Objective of Study

1. At its April 1958 meeting the CCAQ requested FAO to assume leadership for an inter-agency study dealing with "the question of the organization and functions of 'management services' (O and M)". This was in further implementation of the agreement at the March 1957 session that CCAQ should devote its attention to specific management problems of common interest.
2. The objective of the survey has been interpreted as a descriptive analysis covering:
 - (i) The types of management advisory services already existing in international agencies, and their organizational location.
 - (ii) The determination of whether such services also include responsibilities for line functions of a day-to-day administrative or executive type and the nature of such functions.
 - (iii) The experience already derived from such services.
 - (iv) The action contemplated to establish such services where non-existent or to modify existing management services.
 - (v) The formulation, on the basis of these factors, of some useful conclusions as to the possibilities which might well be pursued in connection with the further development of the concept of management services in international agencies.
3. A questionnaire was devised, on the basis of preliminary discussions, to facilitate the compilation of the required information.
4. It was possible, under some pressure, to compile the information set out under 2(i) through (iv), at least in the form of working-sheet compilations. In addition, valuable background was derived through visits to agencies in Geneva and Paris during the fact-gathering stage. Time was not available, however, for the thorough and systematic analysis of the data compiled, and the further discussion or correspondence with the participating agencies, which would be essential to adequate completion of the study, in terms of useful conclusions.

5. This paper should be regarded, therefore, as simply a preliminary report. In view of the new or reconstituted status of several management units or services among the agencies participating, and the wide mutual interest demonstrated in the current functions and activities encompassed in the different agency management programs, it was felt that assembling the available data already compiled in tabular form, together with a few provisional observations, would warrant a rather comprehensive presentation even at this preliminary stage.

B. Definition of Management Services

6. The term "management services" is not easy to define precisely since there is such variety in its terminology and in the fields encompassed. This is partially illustrated by the many terms in common usage which have comparable and overlapping meanings in this respect, such as:

Management services	Organization and methods (O + M)
Management planning	Organizational analysis
Management research	Scientific management
Management consultancy	Procedures analysis
Management analysis	Business management
Administrative management	Office services administration
Administrative services	Methods improvement
Administrative planning	Methods and system analysis
Administrative research	Work simplification
Administrative analysis	Operations research

7. Judging from a review of available studies on the management services concept however, certain activities seem to be universally or most frequently regarded as falling within that general field. These include (i) development of effective long-range program planning and review procedures; (ii) installation of improved administrative practices; (iii) development of sound and adequate organizational plans; (iv) preparation of operating instructions and procedural manuals; (v) development of improved methods and operating relations in the fields of general administration, accounting and finance; (vi) comparative study of the cost and effectiveness of machines and equipment; (vii) installation of automatic data processing systems and related training programs; (viii) development of methods of work simplification; (ix) preparation of space allocation programs; (x) continuing and systematic analysis and improvement of form utilization; (xi) analysis of various phases of personnel and wage and salary administration; (xii) determination of specific staffing and budgetary needs; (xiii) development of budgetary execution and control systems; (xiv) comparative studies of administrative and management practices and policies in other agencies; (xv) execution of special studies as requested by key administrative officials or legislative bodies.

8. It might be sufficient, for purposes of the immediate study, to say that "management services" are provided by the highly specialized staff who, on an advisory basis, are dedicated to helping top-management, administrators, and supervisors, do a better, more efficient job with the resources available, by undertaking systematic and comprehensive analyses of organization and management problems, for which administrators rarely have the time, the overall view (since usually more than one administrator is concerned), or the specialized professional knowledge, analytical experience, and skill required to attain effective and economical solutions.

C. Basis of Study - Questionnaire

9. A review of the various functions or tasks which administrators and legislative bodies tend to ascribe to "management services" (whatever the organization term actually used) made it possible to group these various aspects under thirteen or fourteen different general headings convenient for this study, i.e.

- I Organization analysis
- II Work simplification, measurement and improvement
- III Use of machines and equipment
- IV Space and lay-out analysis
- V Form analysis and control
- VI Standardization of records, reports, and communications
- VII Effective utilization of resources
- VIII Field operations
- IX Administrative research
- XI Staffing authorizations and manning tables
- X Development of policy and procedure Manuals and related materials
- XII Classification and grading of posts
- XIII Establishment of general remuneration standards

10. In the questionnaire devised to obtain the necessary preliminary background information from the organizations included in the study, two to eight specific types of functions or assignments were covered under each of these general headings (see Table 3). This grouping provided a means of surveying the ways in which the various international agencies approach the specific aspects listed, or of indicating where such aspects have not yet been dealt with.

11. In the questionnaire each organization was asked to specify in the format shown, which organizational unit in that agency, if any, was systematically concerned with or would be concerned with each management function or task listed, illustrating the responses, as appropriate, with specific examples of surveys or activities carried out in each field.

12. The questionnaire was divided into two parts:

Part A: A group of questions designed to provide background information on "Availability of Management Services" (answers are consolidated in Table 1)

Part B: A detailed tabulation of "The Types of Management Functions or Services Performed and the Organizational Units Responsible" (answers are summarised in Table 2, and consolidated in Table 3)

13. It was emphasized that even though an agency may not have a formally designated management service, as such, it would necessarily still be confronted with the types of functions and problems listed, and would, therefore, assign the responsibility to one or more organizational units, or else the functions and problems listed might be spread among several officers or units.

14. The agencies were asked if there were any other types of functions or projects not listed in the questionnaire which they would consider as falling within the scope of "management services" for purposes of this review. WHO suggested that training activities might constitute an additional general grouping. It was not possible, however, to secure complementary information from the other agencies of activities under the "Training" heading.

D. Returns to Questionnaire

15. The questionnaire was sent to all agencies in the CCAQ group, i.e. UN, ILO, WHO, UNESCO, FAO, ICAO, Bank, Fund, WMO, UPU, ITU and IAEA. It was followed up by a visit to the Geneva and Paris agencies in order to clarify the significance of certain aspects of the questionnaire and also to secure additional background on management activities. Of the 12 agencies, 7 completed both part A and part B of the questionnaire, 2 (Bank and Fund) completed part A, and 3 (UPU, ITU and WMO) did not send in returns principally because the size and working methods of these organizations did not provide a justifiable basis for employing a staff member full time on management activities (even though in the case of ITU they are in the midst of a reorganization study at the present time).

16. Information was thus compiled on 9 agencies in the CCAQ group. In addition the Inter-governmental Committee on European Migration (ICEM) which follows closely CCAQ developments in dealing with many of its own administrative standards and practices, expressed keen interest in the study and completed the questionnaire. (Because of the timing of the returns it was necessary to use the same "blocks" in Tables 1 and 3 for both ICAO and ICEM.)

../..

17. It should be emphasized perhaps that the facts and comments submitted by the various agencies constitute not in any sense "formal" reports; they represent simply information and observations from the management staffs themselves derived from their own experience and personal views.

E. Consolidation of Information

18. The three tables which are attached include, with some editorial compression, most of the information provided by the participating agencies. As stated, because three agencies are making what amounts to a new or fresh start in the field (UN, UNESCO, and IAEA) two agencies will be operating their management units under new Chiefs (WHO and ICAO), and at least one agency, ILO, which provided leadership in the initiation of this study, has expressed a particular interest in an early report, it was felt justified to submit the factual results in advance of opportunity for formulating any firm generalizations or conclusions, in order to take advantage of the timeliness of the data. In other words, the tables provide a "work-sheet" or "working paper" basis for preliminary discussion and subsequent analysis.

19. Table 1 draws together, with some necessary editing because of space limitation, the answers of 10 agencies to Part A of the questionnaire. Table 2 provides a summary of the detailed answers to Part B of the questionnaire (by general fields) indicating - by underlining - which unit in each agency (if any) has the major responsibility in the field, and adding other units which have a significant interest in that field.

20. Table 3 provides a compressed version of the complete returns to Part B of the questionnaire. The questionnaire itself had separate columns showing -

- (1) Management function or service
- (2) "Specify whether each of these functions are undertaken
(a) Systematically, or (b) ad hoc, or (c) never"
- (3) Organizational unit or title and grade of officers currently responsible.
- (4) Actual examples of surveys or projects already carried out in this field (and by whom).
- (5) Comments

All five columns have been combined into one column for each agency. For each item there is shown the organizational unit responsible and whether the responsibility is "systematic" or "ad hoc". Examples of actual surveys already undertaken are then provided in parenthesis.

G. Organization and Staffing of Management Services

28. Generally speaking, there is no uniformity in the titles or the organization location of the management services among the various agencies. The titles used include Administrative Management Section, Organization Section, Organization and Methods Section, Policy and Procedures Section, Management Section, Management Unit, Management Staff, Administrative Planning Branch. There is also diversity in organization location and lines of reporting as shown in the answers to both questions (2) and (3) of Part A. In terms of proximity to related units, the management services in WHO, FAO, ICAO, and ILO are tied in relatively closely to the Personnel services, whereas in UN, UNESCO, IAEA, the Bank and the Fund management activities appear more closely allied with the Budget operation. In ILO management services are linked with internal administrative and general services. (Note: the functions shown under (2) for the management staff at ICAO represent an abbreviated statement derived from a recent vacancy announcement for the post of Chief, Organization Section).

29. For convenience in visualising the supervisory reporting relationships of the management services, a simple line chart has been included for each agency.

30. The number of professional staff members engaged full-time in management projects ranges from one or two officers in the case of agencies with relatively small Headquarters staff, to five professionals in FAO and WHO. The size of staff depends of course on the type of functions and the number of projects assigned.

H. "Advisory" or "Line" Functions

31. In answer to the query whether their management staffs had any "continuing duties of a day-to-day nature as part of routine administrative processes, in addition to advisory duties" most agencies indicated that in principle assignment of fixed continuing duties is avoided. This is particularly true in UN, WHO, UNESCO, and IAEA. In FAO and ICAO there are still several functions which might be considered "line" or "executive", but it is recognised that to the maximum extent possible this admixture of responsibilities should be avoided.

32. In line with one of the original objectives of the survey an attempt was made in Part B of the questionnaire to group the specific management functions and services so as to distinguish between "advisory services" and "line or executive functions". In fact, the introduction of the questionnaire carried the following statement

"While there is general agreement that "management services" are in essence of a purely advisory nature, experience has shown that there is often a tendency for top-management also to assign "line" duties to its management advisory staff; or, conversely, to assign management investigations to

".....to "line" officers responsible for the daily execution of a specific part of the Organization's program - inevitably, but by no means exclusively, in those Organizations where internal management advisory services do not exist. It is proposed to review the extent to which these differing approaches prevail in international agencies and, if possible, their reason and the action contemplated to modify them, if any."

33. This specific basis of differentiation has been abandoned in the tabulations, however, for reasons which are well expressed in the comments from WHO

"It has not been found possible to comprehend fully the distinction between Advisory Services and Line or Executive Functions in Part B of the questionnaire. This distinction is certainly of great value when considering the organizational set-up in a precise and concrete situation, and it is also useful in discussions of basic management principles and theories. But the situation is different when an attempt is made to create a generally acceptable list of detailed functions with this grouping. As a matter of fact, an analysis of the various items under each group reveals that the majority can be referred to either as advisory duties or as something like research elements of the decision processes, depending entirely on who does what in each particular case.

Another thing which has caused some confusion when filling in the questionnaire is that practically all functions listed as Line or Executive Functions are of a Personnel character. For instance, it is difficult to understand why functions referring to "Effective Utilization of Resources" are considered as Advisory Services, while "Classification and Grading of Posts" and "Establishment of General Remuneration Standards" (should be Line or Executive Functions. Management is normally considered a general function, cutting through and integrated in all special functions, whether of a technical or administrative nature, and consequently the advisory - line distinction, if applicable at all, would seem to apply to all functions.

../..

I. Programming, Initiation, and Follow-Up of Survey

34. All agencies agreed that in addition to survey assignments and recommendations, the functions of a management service should also extend to installation and follow-up. In one or two cases it is recognized that the follow-up stages have not always been carried out to the extent desirable because of pressure of urgent "ad hoc" assignments or recurring "line" duties of a continuing nature.

35. Surveys are initiated most often upon direct request of organizational units, and sometimes upon request from top management. The management service itself does not usually initiate surveys but it can, of course, "stimulate" requests.

36. Priorities are established by the Director-General or head of the administrative set-up - normally through advance approval of a yearly program of work or through review of urgent ad hoc requests to meet unforeseen situations. The extent to which advance programming is feasible depends upon the flexibility desired with respect to requests for ad hoc surveys.

J. Outside Experts

37. Both agencies - ILO and ICAO - which answered "no" to the question "do you have a staff engaged full time on providing management advisory services" had proposals considered by their legislative bodies in 1953 for formal establishment of management units, but for budgetary reasons these were not carried through.

38. ILO and ICAO have, however, engaged the services of outside management experts, as in fact, have most of the other agencies. The use of experts is usually confined to specialized fields or assignments; however, UNESCO and FAO have used outside management teams for general reviews of the administrative aspects of their activities. All agencies indicate that normally they would expect outside management consultants to work in close collaboration with the internal management service.

K. valuation of Management Services

39. In general, the surveys already undertaken by the agencies which have had management services for some time tend to group themselves into (a) complete surveys covering all administrative, managerial, and operating aspects of an organizational unit, and (b) surveys of specific types of activities or functions covering one or more organizational units. There is, however, no general pattern in this respect, as may be noted from the answers to the detailed items in Part B of the questionnaire.

40. The question regarding the fields in which management or O and M services would be of particular value in international agencies, brought out varied opinions. The agencies with longer continuity of experience indicated that the special staff concerned with management services should be given opportunity to deal with longer-range management and administrative planning, as well as with immediate tasks of a relatively urgent nature. The possibility of further extension of management services to embrace the "managerial aspects of technical activities", as opposed to the so-called administrative services, was also stressed.

41. Other aspects mentioned as important goals were: determining the proportion of total financial resources spent on staff; ascertaining the measures in terms of procedures, methods of work, equipment, which bear upon most suitable utilisation of staff; improvement of Headquarters organization and procedures; and achieving better co-ordination of functions between field missions and Headquarters.

42. Most agencies state that at least for the near future they plan to continue along present lines until further experience is gained. WHO will try to give its Administrative Management Section gradually more time for basic and long-term work and will also endeavour to extend its activity to the managerial aspects of its technical activities; WHO adds that "At present a great deal of the management projects at Headquarters are completed, and considerably more attention will be given to our regional offices in the foreseeable future." FAO also hopes to extend the activities of its management services in behalf of the technical divisions and in regional and field operations.

I. Detailed Tabulations in Part B (Tables 2, 3 and 4).

43. The detailed answers to part B of the questionnaire, which shows for each agency the types of management functions or services performed, and the organizational units responsible, are contained in Table 3. An attempt has been made in Table 2 to summarise the pattern in each agency by the thirteen "general fields" of management services applied during this survey. Table 2 sets out, and underlines, the unit, if any, in each agency with major responsibility for a particular function or service, and includes other units in the agency which have a significant interest in the field.

44. Purely as an exercise in further synthesis of the information, the compilation in Table 4 may be used, with due caution, to see if there is any general pattern of the way in which management services are handled in the eight agencies which sent in full returns to Part B. The fields are listed in order of the frequency with which they appear in Table 3 as functions which are a major responsibility of the internal management service as such.

.../...

TABLE 4

- Page 11 -

Function or Service	No. of agencies reporting this activity as a pre-dominantly Management Service function	Comment
(I) Organization analysis	8	Usually the chief executive officer of the agency is responsible for organization-wide or interdivisional changes; with the management unit being concerned with detailed implementation, or with reorganizations of more limited scope.
(V) Form analysis and control	8	-
(III) Use of machines and equipment	6	In the other two agencies responsibility is shared with General Services unit.
(X) Policy and procedural manuals	6	In the other two agencies the Personnel and General Services units share responsibility with management service.
(XI) Staffing authorizations and manning tables	6	In two agencies, Budget or Personnel share major responsibility.
(II) Work simplification	5	Two agencies do not have this activity; another sees it as a General Services activity.
(VI) Standardization of records, reports and communications	4	In other agencies the Statistical, Registry + Archives, External Relations, and General Services units play major roles.
(IX) Administrative research	4	Usually shared with Personnel or General Services.
(XII) Classification and grading of posts	3	Most frequently a Personnel function.
(XIII) Establishment of general remuneration standards	3	Most frequently a Personnel function, but Management section normally collaborates.
(IV) Space and layout analysis	2	Normally a function of Building Management or General Services unit, although Management unit very frequently collaborates.
(VIII) Field operations	1	Varied responsibility (two agencies do not have this function) including General Services, Internal Audit, Personnel, Budget; all with very frequent collaboration of Management unit.
(VII) Effective utilization of resources	1	Also spread out among Budget, General Services, Internal Audit, with frequent but ad hoc collaboration of Management Unit.

45. It is evident that the groupings used in the questionnaire are in some cases too general and in other cases too specific for purposes of the survey. Thus (vii) Effective Utilisation of Resources; (viii) Field Operations; and (ix) Administrative Research, are too broad to be considered as single "units" of activity which might be regarded as major responsibilities of Management services. On the other hand, the examples under other general headings were regarded by some agencies as being difficult to differentiate one from the other. It may also be necessary to reach a clearer mutual understanding of the significance of certain functions (for example (ii) Work simplification, measurement, and improvement; and (vi) Standardisation of records, reports, and communications).

M. Some Tentative Conclusions

46. As a basis for further analysis and possible discussion, the following tentative conclusions might be drawn from the data compiled:

- (a) All agencies appear to recognize the value for international administration and operations of staff engaged full time in providing management advisory services.
- (b) The number of staff engaged in this activity and the scope and variety of functions assigned to them depends both on the nature of the agency's activities and also on the amount of effort and resources which the agency can or wishes to apply to this activity. Over-ambitious programs covering too many large-scale assignments within too short a period of time normally hinder effective achievement of the basic objectives of management services.
- (c) The internal Management service should be so utilised that in terms of staff and programming it is possible to deal with longer-range management and administrative planning as well as with immediate tasks of relatively urgent nature. It is desirable to establish as least a one year program, allowing at the same time for flexibility in covering ad hoc tasks of high priority nature.
- (d) As management services develop, and complete the surveys of Headquarters organization and administrative services which normally constitute priority requirements during the initial stages of a management program, they may envisage extension of work into the managerial aspects of so called technical activities and also further extension into regional and field operations.
- (e) While the differences between "advisory" functions and "line" or "executive" type functions is not easy or useful to draw in the field of management services it does seem desirable that from a practical or "public relations" standpoint, a clear-cut distinction be made in assigning responsibility

- (e)between officers dealing with studies and recommendations of a general advisory nature and those concerned with administrative cases or situations requiring individual judgment and determinations (such as classification and grading of posts, staffing authorisations and manning tables).
- (f) If the previous statement is valid it might be desirable to formalise the organizational status of the staff concerned with management advisory services, at least as a "section" or "unit" of a larger organizational entity; whether the location of the unit is in the immediate office of the chief administrative officer or is combined with the Budget or the Personnel operation does not seem significant.
- (g) Whatever the organizational location of the management staff, there must be continuing consultation, collaboration, and joint activity between the Management service on the one hand and the Personnel, Budget, and Officer Services, in particular, on the other, as well as with other services.
- (h) Most often assignments for the management service are initiated at the request of the divisions or departments concerned, subject to approval of the designated supervising officer. The Management service may, however, stimulate requests, based upon its overall knowledge of the internal administrative situation.
- (i) In addition to surveys and recommendations, the necessity for systematic follow-up in terms of advisory help to the benefiting or line office concerned is fully recognized, although in some cases pressure of work has prevented adequate attention to this phase of management assistance.
- (j) The use of outside management experts may be helpful on a consultant basis for certain specialized fields, but such outside assistance should be arranged in terms of full collaboration with the inside team.
- (k) From the available evidence (for example, recent comments by the UN Advisory Committee on Administrative and Budgetary Questions, and action by UNESCO) the legislative bodies of the various agencies are favourably inclined toward the concept of management advisory services, and in most cases toward the accomplishment of this objective through internal units engaged full time on providing such services.

../..

47. It might be justified to say in conclusion that while the management services concept is still at a relatively early stage of development among the international agencies, the values as well as the limitations of this approach are recognized and that there is ample room for further development, on the basis of experience, in terms of scope, basis of operation, and techniques. A further systematic but informal sharing of experience through exchange of reports and evaluations among the various management staffs might therefore be most useful.

ORGANISATION DES NATIONS UNIES POUR
L'ALIMENTATION ET L'AGRICULTURE



ORGANIZACION DE LAS NACIONES UNIDAS
PARA LA AGRICULTURA Y LA ALIMENTACION

FOOD AND AGRICULTURE ORGANIZATION
OF THE UNITED NATIONS

Via delle Terme di Caracalla ROME

Cables: FOODAGRI ROME

Telex: 61181 FOODAGRI

Telephone: 5797

Ref.

MGT(62)11

October 1962

ORGANIZATION AND FUNCTIONS OF MANAGEMENT SERVICES IN
INTERNATIONAL ORGANIZATIONS

1. The attached tabulations are an updated version of the annexes to the preliminary report by FAO to CCAQ of 26 March 1959 with the above title.
2. Changes as compared to the previous edition occur for UN, WHO, UNESCO, ICAO and FAO. ILO has indicated that the information contained in the first version of the tabulations is still valid. The information referring to IBRD, IMF and IAEA has not been changed.

ORGANIZATION AND FUNCTIONS OF MANAGEMENT SERVICES IN INTERNATIONAL AGENCIES

PART A - AVAILABILITY OF MANAGEMENT SERVICES

(TABLE 1)

October 1962

QUESTIONS	UNITED NATIONS	WORLD HEALTH ORGANIZATION	FOOD AND AGRICULTURE ORGANIZATION	UNITED NATIONS EDUCATIONAL, SCIENTIFIC, AND CULTURAL ORGANIZATION
(1) <u>Existence of Staff</u> Do you have staff engaged full time on providing management advisory services to your organization's top management and administrators? (2) <u>Functions of Staff</u> If yes, provide the official statement of its functions. How is the service organized? To whom does it report: (a) structurally or organizationally, and (b) functionally? To whom, and through what channels does it submit its recommendations?	(1) Yes. Since 1958, a small group in the Office of the Controller has been engaged in management work; firstly, as a team in the Budget Division and later, since 1961, as a separate Administrative Management Service (AMS). This group also provides advisory services to field missions as required. (2) The primary functions of the AMS (noted in the "Organization of the Secretariat" Document ST/SGB/124) are: (a) To study problems of organizational structure and operational and administrative procedures at Headquarters and overseas offices, with a view to securing the efficient and economical use of (staff and other) resources; (b) To be responsible for the review and issue of administrative instructions and control the use and standardization of administrative forms. The AMS is a separate unit in the Office of the Controller. The Chief of AMS reports to the Controller.	(1) Yes, and not only to top management and administrators, but also to specialist staff. The staff constitutes the <u>Administrative Management Unit</u> (in the following called AM). (2) Official statement of AM's functions, quoted from Official Records of the World Health Org. No. 113, pages 85-86: "The staff is responsible for continuously reviewing the organization and methods of work in the Organization and for providing a consultative service on matters of administrative management to headquarters and regional staff with a view to ensuring effective administration and economical use of staff and other resources. This work includes making evaluations and recommendations on organizational structure and staffing patterns; planning and conducting management surveys of organizational units (in consultation with their heads and at their request or that of their superiors) and of questions or problems with broader implications (as decided by the Director, Division of Administrative Management and Personnel); assisting in the study of inter-agency administrative procedures and services; assuring the co-ordination and issue of policy statements and procedural instructions and information to the staff, clarifying internal organizational relationships, and advising on other matters related to administrative practice as required." AM reports to Director, Division of Administrative Management and Personnel, who submits official report after having ensured necessary co-ordination between the various administrative services with regard to recommendations to be contained in report. Recommendations normally agreed upon in draft form before any official action taken. Reports are in principle submitted to person or persons whose fields or responsibility are affected by recommendations. Consequently, what channels to use depends on individual factors, e.g. level of the original request, geographical location of the unit concerned, etc.	(1) Yes. Administrative Planning Branch (APB), part of Division of Personnel and Management in the Department of Administration and Finance, has major responsibility in this field. Tasks specifically in "O and M" sphere are assigned to <u>Organization and Methods Section</u> of this Branch. Branch also has Establishments (E), Policy and Procedures (P and P), and Registry and Archives Sections. (2) Functions of APB (with an indication of Section concerned) may be summarized as follows: (a) Organization and reorganization plans (O+M) (b) Improved work methods (O+M) (c) Design and standardization of forms (O+M) (d) Classification of posts and establishment of classification standards (Establishments) (e) Staffing authorizations and manning tables (Establishments) (f) Salary, wage, and cost-of-living studies (Establishments) (g) Review and coordination of general remuneration standards and practices (Establishments) (h) FAO manual and other policy and procedural directives (P+P) (i) Reference and interpretation services on administrative policies and practices (P+P) (j) Coordination of inter-divisional operational and administrative matters through consultation and special surveys (Branch) (k) Special studies, policy statements, and informational papers on administrative, financial and operational matters for legislative bodies and inter-agency groups (Branch) (l) Coordination of records administration program (Registry + Archives) (m) Administering records retirement, records disposal and archives maintenance program (Registry + Archives) (n) Utilization of punched card facilities (O+M) The four sections report organizationally through Chief, Administrative Planning Branch, to Director of Personnel and Management. Functionally O + M may report directly to originators of requests for advisory services, particularly for ad hoc limited advice. Recommendations are normally discussed with originators of requests for advisory services before formal report is submitted. Channels through which reports are submitted depend on individual circumstances; for example, level of the original request, the organizational location of unit concerned, etc.	(1) Yes, Management Division of the Bureau of Programme and Budget. (2) By resolution of the UNESCO General Conference, the Director-General is called upon to develop more efficient methods of handling the Secretariat's workload, and to make studies of staff utilization, workload and methods in all areas of the Secretariat. The Management Division is primarily responsible for carrying out or directing this work; it is also responsible for maintaining the administrative manual and dealing with such ad hoc management problems as may arise. The management Division reports to Chief, Bureau of Programme and Budget; also takes instructions from the Acting Director-General who deals with administrative questions. Recommendations submitted to the Acting Director-General via Chief, Bureau of Programme and Budget.
<u>INTERNATIONAL LABOUR ORGANIZATION</u> (1) No (2) Not applicable	<u>INTERNATIONAL CIVIL AVIATION ORGANIZATION</u> (1) No. There is an Organization Section in the Organization and Personnel Branch of the Bureau of Administration and Services, reporting to Chief, Organization and Personnel Branch and comprising one professional post at P-4 level, but as may be seen from the appended statement of duties the Section has more "line" than advisory "staff". (2) See (1). The Organization Section is responsible for the performance of the following functions: Analysis of work programme and distribution of duties; framing staff establishment and reviewing requests for classification changes; preparing studies on grading standards and associated questions; conducting O and M surveys for better utilization of man-power and material resources, including examination of methods and procedures; preparing briefs and reports on staffing requirements.	<u>INTERNATIONAL BANK FOR RECONSTRUCTION AND DEVELOPMENT</u> (1) Yes (2) One of the principal responsibilities of the Administration Department is "to develop policies, procedures, standards, records and reports necessary to ensure accomplishment of administrative objectives." (Administrative Manual, Organization Bulletin No.12). Performed by a section of the <u>Administrative Planning and Expense Division</u>, reporting through the Chief of the Division to the Director of Administration.	<u>INTERNATIONAL MONETARY FUND</u> (1) Yes (2) The functions are to analyze and make recommendations with regard to the internal management policies of the Fund. This service is performed by the <u>Budget and Planning Staff</u>, which consists of one professional staff member (comparable to UN P-3) and two non-professional staff members, all under the immediate supervision of the Assistant Director of Administration. Recommendations are submitted to the Director of Administration and thence to the Deputy Managing Director, as indicated.	<u>INTERNATIONAL ATOMIC ENERGY AGENCY</u> (1) A small staff is now engaged full time in providing management advisory services. (2) (a) Functions of the Management Unit, Office of Budget and Management are currently stated as follows: (i) to provide consultant services in matters of administrative management to staff of operating divisions; (ii) to conduct management surveys, including organization methods and procedures studies; (iii) to advise in other matters related to administrative practice as required; (iv) to prepare, in connexion with other administrative divisions, an Administrative Manual for the Agency. (b) Management staff is a component of the Budget and Management Branch which reports organizationally to the Director, Division of Finance. Functionally, however, branch reports directly to the Deputy Director-General for Administration, Liaison and Secretariat. (c) Depending upon effects of particular recommendations concerned, they can either be made on the spot to Divisional Directors, or to Deputies Director-General through Deputy Director-General for Administration, Liaison and Secretariat.

ORGANIZATION AND FUNCTIONS OF MANAGEMENT SERVICES IN INTERNATIONAL AGENCIES

PART A - (continued)

October 1962

Page 2

QUESTIONS	UNITED NATIONS	WHO	FAO	UNESCO
(3) <u>Composition of Staff</u> Indicate the number, type, and grading of staff in the service. Enclose a detailed organization and staffing chart indicating the relationship of the service to other parts of the organization; also copies of post descriptions at different levels, if available, of the staff in the service.	(3) The following full-time staff is assigned to the Administrative Management Service: 1 Senior Officer (P-5) 4 First Officers (P-4) 1 Senior Clerk (G-4) 1 Clerk-Stenographer (G-3) In addition, various officers of the Office of the Controller or other Departments are called upon for assistance on specific projects. An organization chart is enclosed reflecting the structural and functional relationship of AMS to other parts of the UN. <u>Office of Controller</u> - Internal Audit Service - Administrative Management Service - Budget Division - Accounts Division - Treasury	(3) Staff of Administrative Management Unit: 1 Management Officer as Chief of Unit (P-5) 1 Management Officer, asst. Chief of the Unit (P-4) 4 Management Officers (P-2) 1 Clerk (G-5) 1 Clerk-Stenographer (G-3) It is not possible to submit "a detailed organization and staffing chart indicating the relationship of the service to other parts of the Organization", as practically every type of service rendered by AM, being normally of an ad hoc nature, creates its own pattern of functional relationships. <u>Assistant Director-General</u> - Director, Division of Personnel + Management - Chief, Administrative Management Unit (P-5) - Chief, Personnel Unit (P-5) - Chief, Conference + Office Services (P-5)	(3) Administrative Planning Branch consists of the following staff: - Chief of Branch P-5 - Chief, O + M Section P-4 - O + M Officer P-3 2 O+M Officers P-2 - Administrative Clerk (Forms) G-5 - Chief, Establishments Section P-4 - Establishment Officer P-3 - Establishment Officer P-2 - Establishment Assistant G-6 - Establishment Assistant G-6 - Chief, Policy + Procedures Section P-3 - Procedures Officer P-2 - Chief, Registry + Archives Section P-2 <u>Director-General</u> <u>Assistant Director-General, Program and Budgetary Service</u> - Assistant Director-General, Administration and Finance - Director, Personnel and Management - Chief, Administrative Planning Branch (P-5) - Chief, O+M Section (P-4) - Chief, Establishment Section (P-4) - Chief, Policy and Procedures Section (P-3) - Chief, Registry and Archives Section (P-2) - Chief, Personnel Branch (P-5) - Director, Division of Finance - Chief, General Services Branch	(3) The staff of the Management Division for 1961-1962 is as follows: 1 Division Chief P-5 1 Management Officer P-4 1 Management Officer P-3 1 Senior Clerk (vacant) 2 Clerk-Stenographer posts <u>Director-General</u> - Assistant Director-General - Chief, Bureau of Programme + Budget (D-1) - Chief, Management Division (P-5) - Chief, Budget Division (P-5) - Chief, Bureau of Personnel (D-1) - Comptroller (D-1)
(3) <u>ILO</u> <u>Assistant Director-General</u> - Director, Administrative and General Services Division (D-1) - Management Officer (P-3)	(3) <u>ICAO</u>: See (1). <u>ICAO</u> - Director, Bureau of Administration + Services - Chief, Organization + Personnel Branch (P-5) - Organization Officer, Organization Section (P-4)	(3) Two professionals; one secretary. See above for relationship. No post descriptions available. <u>Director of Administration</u> - Administrative Planning + Expense Division - Administrative Planning Section (two Professionals)	(3) For number and type of staff see (2) above. <u>Director of Administration</u> Budget and Planning Staff (one Professional P-3)	(3) Composition of the Management Services staff is at present as follows: 1 P-5 (Chief of Office of Budget + Management) 1 P-3 (Management Analyst) 1 G-4 (Secretary) An additional P-3 Management Analyst is expected to join the staff on March 15th. <u>Director, Division of Finance</u> - Office of Budget + Management (P-5) - Management Unit (2 x P-3)

ORGANIZATION AND FUNCTIONS OF MANAGEMENT SERVICES IN INTERNATIONAL AGENCIES

PART A - (continued)

October 1962

Page 3

QUESTIONS	UNITED NATIONS	WHO	FAO	UNESCO
(4) <u>Routine Administrative Duties</u> Does it have any continuing duties of a day-to-day nature as part of routine administrative process in addition to its advisory studies? If so, specify nature of duties. Indicate the reason for assigning these to the management staff. Specify whether any modification in the location of these functions is contemplated. (5) <u>Advisory and other Functions</u> If you do have such a management or organization and methods service, are its responsibilities confined to survey assignments and recommendations; or do they also extend to installation, follow-up, and even in some cases actual supervision of operations? Are such supervisory or operating functions of a recurring or routine nature? (6) <u>Initiation of Surveys</u> How are such surveys by the internal management service initiated: (i) upon request from top management; (ii) upon direct request of organizational units; (iii) upon initiative of the service itself, or (iv) from other specified sources? (7) <u>Programming and Priorities</u> (a) Who determines priority of requests in terms of potential returns and establishes the work schedule? (b) Is there a yearly or long-term program of work? (c) Who drafts, who approves, and who assesses the results of this program?	(4) Continuing duties assigned to AMS which are specifically provided for in its terms of reference include: (a) Design, standardization and control of forms; (b) Review, clearance and issuance of administrative instructions. (5) Responsibilities do include follow-up and assistance on installation. On occasion, supervising or operating functions are assumed for limited periods of time. (6) Surveys are initiated in all ways mentioned above. In addition, surveys called for by various bodies of the United Nations (Advisory Committee on Administrative & Budgetary Questions and Fifth Committee of the General Assembly) may be assigned to the AMS by the Controller. (7) The Controller decides upon the general program and determines priorities based upon recommendations of the Chief of AMS. Controller approves and assesses the results.	(4) In principle, assignment of fixed continuing duties for AM is avoided; there are however two exceptions to this: (a) One management officer is in charge of the manual and the Secretaries' Handbook, because of the close functional relationship between administrative studies and the recording of established procedures etc. (b) AM advises on requests for the establishment of new posts, since the evaluation of suitable staffing patterns and of relative workloads forms an integral part of its activities. No modifications of these arrangements are contemplated. (5) Considered paramount importance that AM take part in implementation and follow-up; in what way and to what extent depends on nature of problem, staff available in units surveyed, and extent of acceptance of recommendations made. Factual responsibility in principle never leaves line staff (even in implementary stage) but AM serves in an advisory capacity on all possible and appropriate occasions. Follow-up is normal, in sense of checking on operation surveyed after suitable interval. (6) Who initiates a survey depends on its nature, importance and general scope. Majority of requests received from the heads of organizational units, such as divisions and regional offices. Director of Administrative Management and Personnel also assigns surveys of wider implication. AM does not start a survey by itself but might stimulate requests. (see also para. 2 above) (7) Work schedule is worked out by Chief, AM, and approved by Director of Administrative Management and Personnel. AM operates according to a programme of work which extends over a period of 1½ to 2 years. The plan, however, is adhered to with much flexibility and provisions are made for the execution of unforeseen assignments. Quarterly and sometimes even monthly revisions of program are necessary to keep it up to date with factual situation. Important revisions are submitted to Director of Administrative Management and Personnel for approval.	(4) (a) Establishments Section is carrying out routine administrative processes in classification, vacancy announcements, language allowances, local scales, etc.; (b) O+M Section also in charge of punched-card unit, essential for now because of direct connection with O+M surveys and relative recent introduction; (c) Forms management work, partly routine, but also directly related to O+M functions and surveys; (d) Issuances drafted or processed by P+P Section follow established routine; (e) Registry and Archives Section attached to APB pending completion complete changeover to decentralized records administration system resulting from O+M survey. (5) Although considered absolutely essential, implementation and especially the follow-up stages of O+M recommendations have not always been carried out to the extent they should have been, mainly because of the demand for new surveys. "Supervision" presently limited to Punched Card operations. (6) Majority of requests for surveys are received from the heads of organizational units through the ADG (Administration and Finance). APB does not start surveys by itself but may stimulate requests. (7) The work of Policy and Procedures Section and Registry + Archives Section follows general pre-approved pattern of development. In O+M Section, however, co-existence of duties of a continuing nature has prevented up to now establishment of intermediate and long-term work programs, although these programs are considered essential. Programming has therefore been limited to periodic reviews of workload anticipated, with consequent assignment of priorities, especially for the surveys considered as more important.	(4) Thus far no continuing duties have been assigned to the Management Division. Possible exception is the maintenance of the administrative Manual, forms control, but these may not be considered to be "continuing duties" as meant by this question. (5) Responsibilities in principle extend to the installation and supervision of operations, though for the most part lack of funds has resulted in this activity being carried out on a "spot-check" basis. (6) Surveys are initiated as follows: at the beginning of each year the Management Division prepares a list of surveys it considers necessary and feasible. This list is discussed with top management, amended as necessary, and approved. However, during the year additional surveys are added at the request of top management, at the suggestion of an organizational unit or on the initiative of the Management Division. (7) Management Division determines its own work schedules and priorities. Yearly schedule drafted by Management Division is submitted for the approval of the Director-General via the Assistant Directors-General. Assessment of the results of the work carried out is contained in the relevant reports, prepared by the Management Division, that are submitted by the Director-General of UNESCO's governing bodies.
ILO	ICAO	BANK	FUND	IAEA
(4) Not applicable. (5) Not applicable. (6) Not applicable. (7) Not applicable.	(4) See (1). (5) O and M work undertaken to date has been confined to survey assignments and recommendations with an advisory role in implementation where warranted. (6) Survey assignments undertaken to date have been initiated at the request of top management. (7) Priority was determined by top management in the instance quoted in (6). A long term O and M programme of work must of necessity be integrated with the day to day organization and establishment work arising in the Organization and Personnel Branch.	(4) None of significance. (5) Confined to survey assignments and recommendations as directed. (6) At instruction of the Director of Administration or at requests of organizational units concerned. (7) Director of Administration. No work program as such. Drafted by Administrative Planning Section. Approved by Division Chief, Director of Administration, and, on some occasions, the management. Results assessed by Administrative Planning Section.	(4) Continuing duties involve primarily budgetary preparation and review, special problems in connection with the insurance program and contacts with insurance agents and administrative arrangements in connection with technical assignments. No modification contemplated. (5) Responsibilities confined to survey assignments and recommendations. (6) Actual survey work is limited. Would ordinarily be undertaken at the direction of top management. (7) Assistant Director of Administration and Director of Administration. Work in connection with budget preparation and review throughout the year constitutes major portion of program of work.	(4) In addition to advisory functions and special studies Management Unit charged with maintenance of Agency's Manning Table. Chief, Office of Budget and Management, also occupied with advisory functions related to Budget questions, and with actual preparation and execution of Budget is aided by P-4 Budget Officer. (5) Contemplated duties of Management Unit will be limited to survey assignments and development of recommendations. Also expected that routine follow-up will be made to assure their proper integration within administrative pattern. Not contemplated, however, that Unit will ever undertake direct supervision of operations. (6) Surveys can be initiated both by request from Director-General or Deputy Director-General level, and upon initiative of Management Service itself. Possible that surveys will be initiated upon direct request from organizational units. (7) (a) Assignment of priority to requests made by Management staff subject to any urgent priority considerations directed by DGA. (c) Programme is drafted and put into effect by Management staff in consultation with DDG level subject to the review of DG and Board of Governors.

ORGANIZATION AND FUNCTIONS OF MANAGEMENT SERVICES IN INTERNATIONAL AGENCIES

PART A - (continued)

October 1962

Page 4

QUESTIONS	UNITED NATIONS	WHO	FAO	UNESCO
(8) If the answer to (1) is no, has the question of setting up a management or organization and methods service been discussed, either internally within the organization or at sessions of your legislative bodies? What were the conclusions? (9) <u>Outside Experts</u> Have you employed in the past, or do you contemplate calling in outside management experts? Would you expect such outside experts to work in collaboration with the internal management service or independently? (10) <u>Surveys already undertaken</u> Indicate in general the type of surveys already undertaken - (a) by the internal management or organization and methods service, and (b) by outside experts. (Specific examples may be indicated in Part B of this questionnaire.)	(8) Not applicable. (9) Outside experts have been employed in the past, and are contemplated for the future. When employed, such experts would work in collaboration with internal team. (10) In general types of work already undertaken: (a) Internal (i) Organizational and functional analyses (ii) Revisions of administrative and operational procedures (iii) Reviews of equipment usage and control (iv) Feasibility studies of the utilization of automatic data processing equipment (v) Reviews of personnel practices and staff utilization (vi) Administrative inspections of field activities and assessment of the servicing of such activities at Headquarters. (b) External Some special organizational studies have been undertaken by outside experts in the past. The value of such expertise in our general work is considered somewhat limited except where there is a specialized or technical application.	(8) Not applicable. (9) No outside management experts have recently been employed. However, in formative phase of WHO, consultants were employed, e.g. in communications and records, and in post classification. Specialist (but not strictly "management") consultants have also been employed, e.g. reporting systems, library. If work load in AM or nature of a problem made an outside expert useful, his close collaboration with AM would be considered natural and essential. (10) (a) In general, the surveys undertaken can be broken down into two main groups: (see also para. 2 above) (i) Complete surveys covering all essential managerial and administrative aspects of organizational units of various sizes, from regional offices down to units consisting of only a few staff members; (ii) Surveys of certain functions within specific organizational units or of a more general nature. (b) See paragraph 9.	(8) Not applicable. (9) A management team from a national government was employed in 1955 at request of FAO Conference for a general review of the secretariat, especially administrative and documents aspects. Results were not unanimously applauded. Occasionally experts have been called in for limited advice, for example for the erection of new building. Although not specifically contemplated at the moment, such outside interventions would be expected to be made in close collaboration with the AP Branch, particularly O and M Section. (10) Part B of the questionnaire indicates the surveys undertaken; they might be grouped into: (a) complete surveys covering administrative and operating aspects of full-scale organizational units; (b) surveys of particular types of activities of functions covering one or more organizational units.	(8) Not applicable (9) UNESCO has employed outside management experts, in the past, and contemplates continuing this practice. Outside experts should work under the supervision of the internal Management Division. (10) (b) Outside experts conducted extensive survey of management of the Secretariat in 1957. Other outside experts have, in the past, advised on Documents and Publications, Registry, Building Management, large-scale treatment of statistical information by electronic computers, etc. (a) Management of Field Programs, Structure; Staffing and Procedures of Departments, Services and Bureaux; procedural surveys, the results of which are included in the administrative Manual; work measurement studies; ad hoc surveys. (A full list was sent to the CCAQ Staff Officer in November 1961).
ILO	ICAO	BANK	FUND	IAEA
(8) In the budget estimates for 1953 the Director-General had proposed a small management unit to be established in the Office, with a view to achieving increased efficiency in the central and technical services. The Governing Body, having decided against the creation of any new posts in 1953 budget, the proposal was not fully discussed. (9) Yes. Yes, in collaboration with the services concerned. (10) (a) not applicable (b) (i) Classification Surveys for staff a) in the Professional Category and b) in the Principal Officer and Director category; 1951. (ii) T.A. Personnel Unit; 1953. (iii) Library; 1956.	(8) Yes, in the course of overall management survey instituted in 1953 by Assembly of Organization, setting up of such a service was considered both within the Secretariat and by legislative bodies. A modified O and M service has now been established but assignments need to be related to fulfilment of continuing organization and establishment work. (9) Yes. Outside management experts have been employed in past on a few occasions (inter alia in connection with overall management survey referred to under (8) above) and may again be employed for specific tasks. We did in the past, and would always, expect them to work in very close collaboration with officers charged with management service duties. (10) (a) O+M survey of organization methods and procedures undertaken in two Regional Offices. (b) Major surveys.	(8) Not applicable. (9) No. If called, would expect collaboration. (10) (a) Review of joint services with International Monetary Fund; study of health programs; recommendations for a salary supplement for staff members with dependents. (b) None.	(8) Does not apply. (9) No. (10) Survey of joint services with IBRD. Survey of operation of travel service, and review of administrative policies with budgetary implications.	(8) Not applicable. (9) While assistance of outside experts since beginning of Agency's operations has not been utilized, it is contemplated such experts will be called upon from time to time to undertake studies of particularly specialized functions. In this event it is anticipated that they will work in collaboration with internal management service. (10) (a) Only one such survey has been undertaken and completed by the Management Unit, and that has been a study of Agency procurement procedures. (b) None have been undertaken by outside experts.

ORGANIZATION AND FUNCTIONS OF MANAGEMENT SERVICES IN INTERNATIONAL AGENCIES

PART A - (continued)

October 1962

Page 5

QUESTIONS	UNITED NATIONS	WHO	FAO	UNESCO
(11) If your answer to (1) is no, please indicate the specific organizational units, if any, which have been assigned or would be assigned the various functions and problems listed above under para. 8 of the transmittal memorandum of this questionnaire. If possible, include a detailed organizational and staffing chart which shows the scope and inter-relationship of these units. It would also be useful to have an evaluation of the advantages and disadvantages of such a distribution of management service functions. (12) <u>Value of Management Services in International Agencies</u> In the light of the actual experience of your agency or in terms of current requirements, in what fields would you consider a management of organization and methods service being of particular value in international agencies? (13) <u>Future Plans</u> What are your own future plans in the field of management services?	(11) Not applicable. (12) Those listed under reply to question (10) above. While many of the tasks undertaken by the AMS could be done under other auspices, there would appear to be a particular value in having a separate organization for this work so as to assure that it will be carried forward systematically. Otherwise operational requirements tend too often to divert attention from management work. (13) To continue along present lines.	(11) Not applicable. (12) Management service should be properly staffed, not only to undertake ad hoc surveys in restricted areas where the needs are particularly pressing, but also to be given time and opportunity for general and basic studies of structural matters as well as important administrative functions, thereby giving direct assistance to top management in their long-term planning. In an international agency, where staff to a large extent are of highly qualified technical calibre, usefulness of a management service can be greatly increased by extending its field of activity to embrace not only what is normally called administrative services but also managerial aspects of technical activities. (13) No changes of Administrative Management Unit activities as described above are contemplated. Aim is to continue towards the fullest possible implementation of what is expressed in paragraph 12.	(11) Not applicable. (12) There is ample scope in international organizations for utilization of special staff concerned with helping top management deal with the particular characteristics, intricacies, and problems of international administration and global operations. Such management advisory services should be utilized so that in terms of staff and programming it is possible to deal with long-term management and administrative planning, as well as with immediate tasks of a relatively urgent nature. Similarly a clear-cut distinction should be made in assigning responsibility between matters requiring study and recommendations of a general advisory nature, and administrative cases or situations requiring individual judgment and determinations. The specific fields to be encompassed within the "management services" concept in each agency must depend on nature of organization and status of, and functions carried out by, various related services. Further extension of management approach to operations of so-called technical aspects of international agency programs should be carefully explored. (13) The immediate objectives for further development are (i) the extension of the activities of the FAO management services in behalf of the technical divisions and in regional and field operations, and (ii) the improved rationalization and usefulness of policy and procedural materials.	(11) Not applicable. (12) In the fields covered by the agenda items of the first, and of the next, meeting of inter-agency management officers (CCAQ document CD-ORD/CC.23/8), in the field of structure and staffing of organizational units, and in the simplification and improvement of procedures. (13) Plans will be developed, within the framework of decisions of UNESCO's governing bodies, as the need arises. Two major surveys are being undertaken, with the aid of outside experts: (i) on policy and procedures for testing, recruitment, assignment, training and supervision of secretarial and clerical staff, and (ii) on information processing, aimed at improving UNESCO's methods for handling documentation and statistical data. This study will extend over several years.
ILO	ICAO	BANK	FUND	IAEA
(11) <u>Advisory Services:</u> (i) Organization analysis - Administrative and General Services Div. (ii) Work simplification, measurement and improvement " (iii) Use of machines and equipment " (iv) Space and layout analysis " (v) Form analysis and control " (vi) Standardisation of records, reports, and communications " (vii) Effective utilisation of resources " (viii) Field operations - Field Services Division and Adm. + G.S. Div. (ix) Administrative research - Adm. + G.S. Div. (x) Policy and Procedure Manuals - Adm. + G.S. Division and Personnel Office (xi) Staffing authorizations and manning tables " (xii) Classification and grading of posts " (xiii) General remuneration standards " (12) See No. 13 below (13) In the budget estimates for 1960 the Director-General has proposed that outside experts should be asked to investigate the procedures and methods whereby ILO edits, translates, reproduces and distributes its publications and other papers and to make recommendations for improvement of these procedures and methods.	(11) See detailed answer to questions in Part B. Advantages of existing arrangement lie in charging with the relevant management problems officers familiar with them through day-to-day operations, i.e. officers who are specialists in various fields while a management officer, though a specialist in management, could not be also a specialist in each of these fields; disadvantages - lack of time for management research (though a considerable amount of time would also have to be spent by line officers with a management specialist) lack of perspective and proper coordination of the various management research solutions. (12) Primarily in the field of staff requirements and utilization in view of proportion of total financial resources of international organizations spent on staff. Secondly in areas bearing upon staff requirements and utilization, i.e. procedures, methods of work, office equipment, office space, requirements and standards. (13) No current plans for expansion of management services.	(11) Not applicable. (12) Review of operational procedures. (13) No definite plans.	(11) Not applicable. (12) In the Fund, we have found the management services of value in the development and review of internal management policies and administrative procedures. (13) No plans for any changes.	(11) Not Applicable. (12) Insofar as it is impossible to offer comments in the light of our own experience, any statement as to our views concerning the usefulness of a management service would be quite academic in nature and of only theoretical value. (13) Not applicable.

SUMMARY COMPILATION SHOWING ORGANIZATIONAL UNITS IN EACH AGENCY RESPONSIBLE FOR GENERAL FIELDS OF MANAGEMENT SERVICES

(Unit, if any, with major responsibility is listed first and underlined)*

(TABLE 2)

October 1962

Page 6

FUNCTION OR SERVICE	UN (Office of Controller includes Budget Division and Accounts Division)	WHO (Division of Personnel and Management includes Adm. Mgt., Personnel, and Conference and Office Services)	FAO (Administrative Planning Branch of Division of Personnel and Management, Department of Administration and Finance includes O + M, E, P + P, and Registry + Archives Sections)	UNESCO (Bureau of Programme and Budget includes Management and Budget Divisions)	ILO	ICAO (Organization Section is part of Organization and Personnel Branch)	IAEA
I. Organization Analysis	<u>Administrative Management Service</u> Budget Division	<u>Adm. Mgt. Unit</u> Line Staff	<u>Org. + Methods Section</u> Policy + Procedures Section Program + Budgetary Service	<u>Management Division</u>	<u>Directorate</u> Administrative and General Services Division	<u>Organization Section</u> Field operations officers	<u>Office of Budget + Management</u>
II. Work Simplification, Measurement, and Improvement	<u>Offices and Departments concerned</u> Administrative Management Service	<u>Adm. Mgt. Unit</u> Line Staff	<u>Org. + Methods Section</u>	<u>Management Division</u>	<u>Adm. + G.S. Div.</u>	Organization Section and Executive Officers concerned	<u>OEM</u>
III. Use of Machines and Equipment	<u>Office of General Services</u> Administrative Management Service Budget Division	<u>Adm. Mgt. Unit</u> Conference + Office Services	<u>Org. + Methods Section</u> Internal Services Branch Line Staff	<u>Management Division</u> Bureau of Conference Planning + General Services	<u>Adm. + G.S. Div.</u>	Organization Section and Executive Officers concerned Services concerned	<u>OEM</u>
IV. Space and Layout Analysis	<u>Office of General Services</u> Administrative Management Service	<u>Conference + Office Services</u> Administrative Management	<u>Org. + Methods Section</u> Internal Services Branch	<u>Bureau of Conference</u> <u>Planning + Gen. Services</u>	<u>Adm. + G.S. Div.</u>	Organization Section and Executive Officers concerned Services concerned	<u>Division of Conferences and General Services</u> <u>OEM</u>
V. Forms Analysis and Control	<u>Administrative Management Service</u>	<u>Conference + Office Services</u> Adm. Mgt. Unit	<u>Org. + Methods Section</u>	<u>Management Division</u> Bureau of Conf. Planning + General Services Documents and Publications Service	<u>Adm. + G.S. Div.</u>	Organization + Personnel Branch Language and Services Branch Publications Section	<u>OEM</u>
VI. Standardization of Records, Reports, and Communications	<u>Statistical Office, Office of General Services and Communications and Records Division</u> Offices and Departments concerned	<u>Adm. Mgt. Unit</u> Conf. + Office Services Office of External Relations	<u>Org. + Methods Section</u> Internal Services Statistics Division Registry + Archives Section	<u>Management Division</u> Statistical Division Registry Division Archives Section	<u>Adm. + G.S. Div.</u> Field Services Div. Official Relations Div.	Organization Section and Executive Officers concerned Statistical Section Planning + Services Section Registry and distribution	<u>OEM</u> Div. of Conferences and General Services
VII. Effective Utilization of Resources	<u>Budget Division</u> Administrative Management Service	<u>Div. of Budget + Finance</u> Conf. + Office Services Adm. Mgt. Unit	<u>Org. + Methods Section</u> Budget Branch Internal Audit Finance Branch	<u>Management Division</u> Budget Division Bureau of Comptroller	<u>Adm. + G.S. Div.</u> Budget + Control Service Finance + Accounts Service	Organization Section and Executive Officers concerned Finance Branch Director, Bureau of Administration and Services	<u>OEM</u>
VIII. Field Operations	<u>Office of General Services</u> Budget Division Offices of the Secretary-General	<u>Adm. Mgt. Unit</u> Conf. + Office Services Line Staff Budget Unit	<u>Org. + Methods Section</u> Internal Audit + Inspection Internal Services Branch	<u>Technical Departments</u> Bureau of Relations with Member States Management Division	----	Organization + Personnel Branch Language and Services Branch	----
IX. Administrative Research	<u>Offices of Controller and Conference Services</u> Office of Personnel	<u>Conf. + Office Services</u> Adm. Mgt. Unit External Relations	<u>Org. + Methods Section</u> Policy + Procedures Section Conference Operations Program Evaluation Branch Publications Service	<u>Management Division</u> Bureau of Conference, Planning + General Services Bureau of Personnel	<u>Adm. + G.S. Div.</u> Official Relations Div. Special Research + Reports Div. Personnel Office	Organization Section Language and Services Branch Organization + Personnel Branch Executive Officers concerned	<u>OEM</u>
X. Development of Policy and Procedural Manuals and Related Materials	<u>Services Concerned</u> Office of Personnel Budget Division Administrative Management Service	<u>Adm. Mgt. Unit</u> Line staff Personnel Section	<u>Policy + Procedures Section</u>	<u>Management Division</u> <u>Bureau of Personnel</u>	<u>Adm. + G.S. Div.</u> Personnel Office Budget Service Finance Service	Executive Officers concerned Language and Services Branch Organization + Personnel Br. Finance Branch	<u>OEM</u>
XI. Staffing Authorizations and Manning Tables	<u>Budget Division</u>	<u>Budget Unit</u> Adm. Mgt. Unit	<u>Establishments Section</u>	<u>Bureau of Personnel</u> Budget Division Management Division	<u>Adm. + G.S. Div.</u> Personnel Office	<u>Organization Section</u>	<u>OEM</u>
XII. Classification and Grading of Posts	<u>Office of Personnel</u> Budget Division Executive Officers concerned	<u>Personnel Unit</u>	<u>Establishments Section</u>	<u>Bureau of Personnel</u>	<u>Personnel Office</u> Adm. + G.S. Div.	<u>Organization Section</u>	<u>Division of Personnel</u>
XIII. Establishment of General Remuneration Standards	<u>Office of Personnel and Budget Division</u>	<u>Personnel Unit</u>	<u>Establishments Section</u>	<u>Bureau of Personnel</u>	<u>Personnel Office</u> Adm. + G.S. Div.	<u>Organization Section</u>	<u>Division of Personnel</u>

* The Bank and the Fund have not been included in this detailed tabulation because of general nature of available information on their management staffs. In the Bank the Administrative Planning Section of the Administrative Planning and Expense Division deals with management matters. In the Fund the Budget and Planning Staff carries out this work.

ORGANIZATION AND FUNCTIONS OF MANAGEMENT SERVICES IN INTERNATIONAL AGENCIES
PART B - TYPES OF MANAGEMENT FUNCTIONS OR SERVICES PERFORMED AND ORGANIZATIONAL UNITS RESPONSIBLE
(TABLE 3)

October 1962

Page 7

FUNCTION OR SERVICE	UNITED NATIONS	WHO	FAO	UNESCO	ILO	ICAO	IAEA
I. ORGANIZATION ANALYSIS	I. Organization Analysis	I. Organization Analysis	I. Organization Analysis	I. Organization Analysis	I. Organization Analysis	I. Organization Analysis	I. Organization Analysis
(1) General surveys of organizational structure (determining appropriate organization by function, purpose, process, clientele, area, time, or combination of factors).	(1) <u>ADMINISTRATIVE MANAGEMENT SERVICE</u> Ad hoc (a) (Integrated Administration in the Offices of the Secretary General under a Single executive Officer) (b) (The Organization, Staffing and Functions of the Offices of the Controller and Personnel) (c) (Report on the Machine Records Unit) (d) (Office of Conference Services: Report on Functions, Organization, Staffing Methods and Work Statistics, with Particular Reference to Language and Meeting Services)	(1) <u>DG and ADGs; Sometimes ADMINISTRATIVE MANAGEMENT UNIT</u> Ad hoc (Abolishing Departments to meet present need for organizational flexibility).	(1) <u>DG; DDG; or AD HOC COMMITTEES</u> Reorganization of FAO departmental or divisional organization. <u>ORGANIZATION + METHODS SECTION</u> Ad hoc (a) Agriculture Div. (b) Fisheries Div. (c) Statistics Div. (operational organization)	(1) <u>MANAGEMENT DIVISION</u> Systematically and ad hoc	(1) <u>DDG (with assistance of ADMINISTRATIVE + GENERAL SERVICES DIVISION)</u> Ad hoc (Reorganization of the I.L. Office 58/59)	(1) <u>ORGANIZATION AND PERSONNEL BRANCH</u> Ad hoc (Overall management survey of 1953-56 executed by outside experts)	(1) <u>OFFICE OF BUDGET AND MANAGEMENT</u> Ad hoc
(2) Review of specific problems in organizational relationships and channels of command (relationships between units; staff versus line relationships; lines of authority and delegation).	(2) <u>ADMINISTRATIVE MANAGEMENT SERVICE</u> Ad hoc (a) (Department of Economic & Social Affairs: Organizational Changes and Review of Internal Procedures Relating to Technical Assistance Activities and Operations of the Technical Assistance Recruitment Services) (c) (Review of Organization and Functions of the Training and Fellowship Section, Bureau of Technical Assistance Operations) (d) (Top Management of the UN Office in Geneva)	(2) <u>ADM. MGT. UNIT (in Cooperation with Line Staff assigned)</u> Ad hoc, but high frequency (Delegation of authority for Tuberculosis Research Office, Copenhagen).	(2) <u>ADMINISTRATIVE PLANNING BRANCH and PROGRAM AND BUDGETARY SERVICE</u> Ad hoc	(2) <u>MANAGEMENT DIVISION</u> Ad hoc	(2) <u>DIRECTORATE for organizational questions above divisional level</u> Ad hoc (Reorganization of I.L. Office 58/59)	(2) <u>ORG. + PERSONNEL BRANCH</u> Ad hoc (Surveys: relationship between Bureau of Administration + Services and Technical Assistance Bureau; authority in staff administration matters; organization of financial function)	(2) <u>OEM</u> Ad hoc
(3) Problems of headquarters/field relationships; centralization versus decentralization; location of field offices.	(3) <u>ADMINISTRATIVE MANAGEMENT SERVICES</u> Ad hoc (a) (Assumption by Field Operations Service of Administrative Servicing Responsibilities for Information Centres) (b) (The Sale of UN Publications) (c) (Establishment of a Management Unit in ONUC)	(3) (a) <u>Staff Assigned or</u> (b) <u>ADM. MGT. UNIT with Line Staff assigned</u> Ad hoc, but high frequency (a) Decentralized accounting - Div. of Budget and Finance (b) Inter-office supply procedures.	(3) <u>DG; PBS; and APB</u> Ad hoc	(3) <u>MANAGEMENT DIVISION</u> (Establishment of policies and procedures). Bureau of Relations with Member States & other Organizational Units concerned (execution). Ad hoc	(3) <u>DIRECTORATE with assistance of Adm. + G.S. Div.</u> Ad hoc	(3) <u>CHIEF, GROUND BRANCH; CHIEF, REGIONAL ORGANIZATION SECTION DIRECTOR OF TECHNICAL ASSISTANCE BUREAU</u> Ad hoc (Study of location of Far East and Pacific and North American and Caribbean Office. Executed by Chief, Regional Organization Section).	(3) Not applicable
(4) Formulation of functional statements, clearly assigning functions and responsibilities to individual units.	(4) <u>ADMINISTRATIVE MANAGEMENT SERVICE</u> Systematically - (Offices, Departments and Chief Editor participation) (Revised Organization Manual for Secretariat) Ad hoc (a) (Review of Staffing Arrangements in the Correspondence Unit - Office of Personnel) (b) (Review of the Functions of the Registry Unit in the Statistical Office)	(4) (a) <u>Staff Assigned</u> (b) <u>ADM. MGT. UNIT with Line Staff assigned</u> Ad hoc (Survey of Personnel Sect.). Very frequent, essential part of normal surveys. Adm. Mgt. regards this as major field of assistance.	(4) <u>POLICY + PROCEDURES SECTION</u> Systematically.	(4) <u>MANAGEMENT DIVISION</u> Part as maintenance of Administrative Manual, and part ad hoc as a result of surveys of structure, staffing + procedures.	(4) <u>DIRECTORATE and organization unit concerned</u> Ad hoc ("A Brief Outline of Work and Responsibilities of Divisions and Services of ILO.")	(4) <u>ORGANIZATION SECTION</u> Systematically (Manual of distribution of duties prepared, in 1956 by outside experts)	(4) <u>OEM</u> Systematically
(5) Construction of charts (organizational, functional, establishment, other).	(5) <u>ADMINISTRATIVE MANAGEMENT SERVICE</u> Ad hoc - (In connexion with specific organizational studies and reports).	(5) <u>Normally ADM. MGT. UNIT; sometimes others</u> Partly systematically, partly ad hoc.	(5) <u>P + P or O + M</u> (a) P + P - systematically (Organization Charts) (b) O + M - ad hoc (related to O + M Surveys)	(5) <u>MANAGEMENT DIVISION</u> Made as part of surveys.	(5) <u>ADM. + G.S. DIV.</u> Systematically (ILO Organizational chart)	(5) <u>ORGANIZATION SECTION</u> Systematically	(5) <u>OEM</u> Systematically
(6) Maintenance of organizational reference materials and charts on up-to-date basis.	(6) See (4) above	(6) <u>ADM. MGT. UNIT and others, e.g. Regional Offices</u> Systematically (The Manual-Adm. Mgt.)	(6) <u>P + P</u> Systematically	(6) <u>MANAGEMENT DIVISION</u> Part of maintenance of Administrative Manual	(6) <u>ADM. + G.S. DIV.</u> Systematically (ILO Organizational chart)	(6) <u>ORGANIZATION SECTION</u> Systematically	(6) <u>OEM</u> Systematically
II. WORK SIMPLIFICATION, MEASUREMENT AND IMPROVEMENT	II. Work Simplification, Measurement and Improvement	II. Work Simplification, Measurement and Improvement	II. Work Simplification, Measurement and Improvement	II. Work Simplification, Measurement and Improvement	II. Work Simplification, Measurement and Improvement	II. Work Simplification, Measurement and Improvement	II. Work Simplification, Measurement and Improvement
(1) Analysis of division of labour; flow, volume, and distribution of work.	(1) No intensive work yet undertaken this heading other than as relates to specific reviews. es	(1) <u>Normally ADM. MGT. UNIT</u> Ad hoc (Surveys of Editorial Sections)	(1) <u>O + M</u> Ad hoc (Related to O + M Surveys)	(1) <u>MANAGEMENT DIVISION</u> Work measurement systematically for certain units; other as part of surveys.	(1) <u>ADM. + G.S. DIV.</u> Ad hoc	(1) <u>Executive Officers Concerned and Organization Section</u> Continuing functions (Quantitative analyses of output in translations, printing, typing, etc.)	(1) <u>OEM</u> Systematically
(2) Developing techniques for assessing quantity, and quality of work performed and results obtained for effort and resources applied.	(2) <u>ADMINISTRATIVE MANAGEMENT SERVICE</u> Study underway for the establishment of work measurement techniques.	(2) (a) <u>Assigned Line Staff</u> (b) <u>ADM. MGT. UNIT</u> a) Systematically (Typing pool productivity - Conference + Office Services) b) Ad hoc (Survey of Translation Section)	(2) <u>O + M</u> Not yet	(2) <u>MANAGEMENT DIVISION</u> Systematically (in the units where such techniques can be applied).	(2) <u>ADM. + G.S. DIV.</u> Ad hoc	(2) <u>Executive Officers Concerned and Organization Section</u> Ad hoc	(2) <u>OEM</u> Systematically
(3) Analyzing systems of Planning, scheduling, and reporting work.	(3) See (1) above	(3) (a) <u>Normally Line Staff</u> (b) <u>Sometimes ADM. MGT. UNIT</u>	(3) <u>O + M</u> Ad hoc (Publications Service)	(3) <u>MANAGEMENT DIVISION</u> Systematically	(3) <u>ADM. + G.S. DIV.</u> Ad hoc	(3) <u>Executive Officers Concerned and Organization Section</u> Ad hoc	(3) <u>OEM</u> Systematically
(4) Time and motion studies.	(4) Only as part of a survey	(4) <u>ADM. MGT. UNIT</u> Only as part of a survey	(4) <u>O + M</u> Ad hoc (Laundry Survey. Simplified mailing procedures)	(4) None planned	(4) Never	(4) Not applicable	(4) <u>OEM</u> Ad hoc

ORGANIZATION AND FUNCTIONS OF MANAGEMENT SERVICES IN INTERNATIONAL AGENCIES

PART B (continued)

October 1962

Page 8

FUNCTION OR SERVICE	UNITED NATIONS	WHO	FAO	UNESCO	ILO	ICAO	IAEA
(5) Preparation of process, flow, and work distribution charts	(5) See (4) above	(5) See answers to (1) and (2)	(5) O + M Ad hoc (in O + M Surveys)	(5) <u>MANAGEMENT DIVISION</u> As part of surveys	(5) <u>ADM. + G.S. DIV.</u> Ad hoc	(5) <u>Executive Officers Concerned and Organization Section</u> Ad hoc	(5) <u>OEM</u> Systematically
(6) Clerical operations measurement	(6) See (4) above	(6) <u>ADM. MGT. UNIT</u> Ad hoc (Supply Services Survey)	(6) O + M Not yet	(6) <u>MANAGEMENT DIVISION</u> Systematically (in the units where such techniques can be applied)	(6) Never	(6) <u>Executive Officers Concerned and Organization Section</u> Ad hoc	(6) <u>OEM</u> Systematically
(7) Training programs for supervisors and other staff in application of work simplification approach to everyday administration	(7) Not yet	(7) Normally Line Supervisors Ad hoc (Communications and Records, new system - Supervisor, in co-operation with an outside consultant)	(7) O + M and <u>PERSONNEL BRANCH</u> Not yet	(7) <u>BUREAU OF PERSONNEL & MANAGEMENT DIVISION</u> Envisaged for 1963-64	(7) <u>PERSONNEL OFFICE</u> Ad hoc	(7) <u>Executive Officers Concerned</u> Ad hoc	(7) <u>DIVISION OF PERSONNEL</u> (Currently limited to language training programs)
III. <u>USE OF MACHINES AND EQUIPMENT</u>	III. <u>Use of Machines and Equipment</u>	III. <u>Use of Machines and Equipment</u>	III. <u>Use of Machines and Equipment</u>	III. <u>Use of Machines and Equipment</u>	III. <u>Use of Machines and Equipment</u>	III. <u>Use of Machines and Equipment</u>	III. <u>Use of Machines and Equipment</u>
(1) Surveys on advisability of mechanization in terms of labour cost, safety, and accuracy of work process, and space requirements.	(1) <u>ADMINISTRATIVE MANAGEMENT SERVICE, BUDGET DIVISION and affected Departments</u> Ad hoc (a) Installation of additional reproduction equipment in Geneva Office (b) Dictating Equipment (c) Microfilming	(1) (a) <u>Normally ADM. MGT. UNIT</u> (often with other staff) (b) <u>CONFERENCE + OFFICE SERVICES</u> a) Ad hoc (Health Statistics and Adm. services on punched cards) b) Systematically (Annual estimates of needs for equipment etc.)	(1) O + M (in collaboration with <u>GENERAL SERVICES BRANCH</u> and user Divisions) Ad hoc (Surveys of: Treasury Section, Payroll, New Building Publications Service etc.)	(1) <u>MANAGEMENT DIVISION</u> Ad hoc; see also para. 13 under Table 1.	(1) <u>ADM. + G.S. DIV.</u> Ad hoc	(1) <u>Executive Officers Concerned and Organization Section</u> Ad hoc (Justifications for financial means reviewed by legislative bodies in budgeting process)	(1) <u>OEM</u> Ad hoc
(2) Ensuring most effective use of existing equipment	(2) <u>OFFICE OF GENERAL SERVICES, BUDGET DIVISION and ADMINISTRATIVE MANAGEMENT SERVICE</u> Continuous (Surveys of allocations and usages of typewriters; photocopy and calculating equipment also).	(2) <u>CONF. + OFFICE SERVICES</u> (Sometimes assisted by <u>ADM. MGT. UNIT</u>) Survey of all calculating equipment.	(2) O + M (in collaboration with <u>GENERAL SERVICES BRANCH</u> and Publications user Divisions) Ad hoc (offset printing operations; Recording machines; Photographic equipment)	(2) <u>MANAGEMENT DIVISION</u> <u>Organizational Units Concerned</u> Ad hoc	(2) <u>ADM. + G.S. DIV.</u> Ad hoc	(2) See (1) above	(2) <u>OEM</u> Ad hoc
(3) Centralization v. decentralization of equipment	(3) <u>OFFICE OF GENERAL SERVICES and PUBLISHING DIVISION</u>	(3) Ad hoc (See III. (2))	(3) O + M Not yet	(3) <u>MANAGEMENT DIVISION</u> Ad hoc	(3) <u>ADM. + G.S. DIV.</u> Ad hoc	(3) <u>Executive Officers Concerned</u> Ad hoc	(3) <u>OEM</u> Ad hoc
(4) Introduction of punched-card, automatic data processing, and computer systems (a) Analysis of need (b) Adoption to current requirements (c) Related training programs (d) Continuing supervision of operations	(4) <u>ACCOUNTS DIVISION and ADMINISTRATIVE MANAGEMENT SERVICE</u> Ad hoc (a) (Report on the Machine Records Unit) (b) Review of the Work and Procedures to Assess the Scope for Using Electronic Data Processing Equipment - Joint Staff Pension Fund (c) (Report of the UN Payroll System) (d) (Feasibility and Desirability of Using Automatic Data Processing Equipment for Accounting Work)	(4) 1) Preliminary consultation on general applications to administrative processes are in progress between AM and other units 2) ad hoc - AM with the units concerned (e.g. health insurance - already implemented; Personnel Statistics - under consideration).	(4) O + M Ad hoc (Punched Cards: Org's Accounts; Payroll; Trade Statistics; Specialized Statistics; Fats and Oils; Animal Disease; Italian Land Reform; World Census (Agr)) Continuing supervision of operations	(4) <u>MANAGEMENT DIVISION</u> In collaboration with organizational units concerned. See para. (13) under Table 1.	(4) <u>ADM. + G.S. DIV. (in collaboration with relevant divisions)</u> Ad hoc	(4) In view of size of ICAO Secretariat, problems of decentralization equipment and of automatic data processing scarcely arise	(4) <u>OEM</u> Ad hoc
(5) Research in and development of special machinery or equipment	(5) <u>OFFICES OF GENERAL and CONFERENCE SERVICES</u> Primarily in relation to Publishing activities.	(5) <u>Normally ADM. MGT. UNIT with CONF. + OFFICE SERVICES</u> Ad hoc (May form part of surveys mentioned under II)	(5) Never	(5) <u>MANAGEMENT DIVISION</u> Ad hoc	(5) <u>ADM. + G.S. DIV.</u> Systematically	(5) <u>Executive Officers Concerned e.g. General Services Officer, Chief, Planning + Services Section; Chief, Language + Services Branch; Director, Bureau of Administration + Services</u> Continuing functions	(5) <u>OEM</u> Ad hoc
(6) Review of requests for special furniture and equipment	(6) <u>PURCHASE + TRANSPORTATION SERVICE (OGS) and BUDGET DIVISION</u> Continuous, (Requisitions in this category subject to special screening and investigation by P + T Service).	(6) <u>CONF. + OFFICE SERVICES</u> (sometimes assisted by <u>ADM. MGT. UNIT</u>) Ad hoc	(6) O + M a) Systematically (Collating problems survey, Inventory of Office Machines and Equipment) b) Introduction of new standard furniture	(6) <u>BUREAU OF CONFERENCE PLANNING AND GENERAL SERVICES</u> MANAGEMENT DIV. Ad hoc	(6) <u>ADV. + G.S. DIV.</u> Systematically	(6) See (5) above	(6) <u>OEM</u> Ad hoc
(7) Analysis of operating procedures and equipment available to transportation personnel engaged in shipping, warehousing, receiving and traffic management, etc.	(7) Has not arisen	(7) <u>ADM. MGT. UNIT and/or CONF. + OFFICE SERVICES</u> Ad hoc (Survey of WHO Cars. Might also form part of fundamental survey on "Adm. aspects of Field Programs")	(7) O + M Ad hoc (Chauffeurs Operations; Shipping Instructions; Hq. Car Pool)	(7) Not envisaged	(7) Never	(7) See (5) above	(7) <u>OEM</u> Ad hoc
IV. <u>SPACE AND LAY-OUT ANALYSIS</u>	IV. <u>Space and lay-out analysis</u>	IV. <u>Space and lay-out analysis</u>	IV. <u>Space and lay-out analysis</u>	IV. <u>Space and lay-out analysis</u>	IV. <u>Space and lay-out analysis</u>	IV. <u>Space and lay-out analysis</u>	IV. <u>Space and lay-out analysis</u>
(1) Surveys to determine spatial requirements and physical arrangements	(1) Activities under this heading under continuous scrutiny and control by Office of General Services. Special surveys undertaken by outside consultants with the assistance of the Administrative Management Service.	(1) <u>DIV. OF ADM. MANAGEMENT and PERSONNEL (particularly CONF. + OFFICE SERVICES)</u> Ad hoc (Study need for a separate building for WHO/Hq)	(1) O + M a) Ad hoc in relation to surveys b) advising in connection with new wing of the office building	(1) <u>BUREAU OF CONF. PLANNING AND GENERAL SERVICES</u> Ad hoc	(1) <u>ADM. + G.S. DIV.</u> Systematically	(1) <u>Executive Officers Concerned e.g. General Services Officer; Chief, Planning + Services Section; Chief, Language + Services Branch; Director, Bureau of Administration + Services</u> Ad hoc	(1) <u>DIVISION OF CONFERENCE AND GENERAL SERVICES</u> Ad hoc
(2) Development of space allocation programs	(2) See (1) above	(2) <u>CONF. + OFFICE SERVICES</u> Systematically and ad hoc	(2) O + M and <u>GENERAL SERVICES BRANCH</u> Ad hoc (New Building Planning Committee)	(2) None	(2) <u>ADM. + G.S. DIV.</u> Systematically	(2) See (1) above	(2) <u>DIVISION OF CONF. + GENERAL SERVICES</u> Ad hoc
(3) Revisions of space allocations	(3) See (1) above	(3) <u>DIV. OF ADM. MANAGEMENT and PERSONNEL (particularly CONF. + OFFICE SERVICES)</u> Ad hoc	(3) O + M and <u>GENERAL SERVICES BRANCH</u> Ad hoc	(3) <u>BUREAU OF CONF. PLANNING AND GENERAL SERVICES</u> Ad hoc	(3) <u>ADM. + G.S. DIV.</u> Systematically	(3) See (1) above	(3) <u>DIVISION OF CONF. + GENERAL SERVICES</u> Ad hoc

ORGANIZATION AND FUNCTIONS OF MANAGEMENT SERVICES IN INTERNATIONAL AGENCIES

PART B (continued)

October 1962

Page 9

FUNCTION OR SERVICE	UNITED NATIONS	WHO	FAO	UNESCO	ILO	ICAO	IAEA
(4) Revision of space/lay-out arrangements in line with improved working procedures, flow of work, essential safety or security practices, and comfort and convenience of staff.	(4) OFFICE OF GENERAL SERVICES and ADMINISTRATIVE MANAGEMENT SERVICE Ad hoc - (Survey of Accommodation for Re-locating Accounting Units)	(4) ADM. MGT. UNIT (in consultation with CONF. + OFFICE SERVICES) Ad hoc (Library Survey)	(4) O + M Ad hoc (In Surveys, e.g. Personnel Branch operations)	(4) INDIVIDUAL ORGANIZATIONAL UNITS Ad hoc	(4) ADM. + G.S. DIV. Ad hoc	(4) See (1) above	(4) OEM Ad hoc
(5) Charting floor plans, including arrangement of equipment, machinery and utilities	(5) OFFICE OF GENERAL SERVICES and DEPARTMENTS CONCERNED Ad hoc	(5) ADM. MGT. UNIT (in consultation with CONF. + OFFICE SERVICES) Ad hoc (Library Survey)	(5) O + M Ad hoc (In Surveys, e.g. Commissary Self Service)	(5) INDIVIDUAL ORGANIZATIONAL UNITS Ad hoc	(5) ADM. + G.S. DIV. Ad hoc	(5) See (1) above	(5) OEM Ad hoc
V. FORM ANALYSIS AND CONTROL	V. Form Analysis and Control	V. Form Analysis and Control	V. Form Analysis and Control	V. Form Analysis and Control	V. Form Analysis and Control	V. Form Analysis and Control	V. Form Analysis and Control
(1) Surveys to ensure that forms facilitate logical flow of work, and procedural routine, and that paper work is reduced to actual needs, eliminating non-essential forms and data.	(1) ADMINISTRATIVE MANAGEMENT SERVICE Continuous (Full-time clerk processes all requests for forms, advises - with professional help as required - on formats, paper, reproduction, size of runs, consolidations.)	(1) Normally ADM. MGT. UNIT (also CONF. + OFFICE SERVICES) Ad hoc (Often part of normal survey)	(1) O + M Ad hoc (In surveys e.g. Library & Commissary Self Service)	(1) MANAGEMENT DIVISION Systematically	(1) ADM. + G.S. DIV. Ad hoc	(1) ORG. + PERSONNEL BRANCH and LANGUAGE + SERVICE BRANCH (in consultation with units most directly concerned) Ad hoc	(1) OEM Systematically
(2) Reviewing, consolidating, simplifying, and controlling new or redesigned forms.	(2) As (1) above.	(2) CONF. + OFFICE SERVICES and ADM. MGT. UNIT Ad hoc (Adm. Mgt. particularly in connexion with surveys)	(2) O + M Systematically (Continuing forms management)	(2) See (1) above	(2) ADM. + G.S. DIV. Ad hoc	(2) See (1) above	(2) OEM Systematically
(3) Systematic research into possible standardization of sizes, lay-out patterns, quality and weight of paper, etc.	(3) As (1) above in consultation with Publishing Service (OCS)	(3) CONF. + OFFICE SERVICES and Administrative Management Systematic forms program executed by AM 1951-55; WHO forms are largely standardized	(3) Standards developed for layout patterns, quality, colour, weight of paper, sizes under review	(3) See (1) above	(3) ADM. + G.S. DIV. Ad hoc	(3) See (1) above	(3) OEM Systematically
(4) Determining appropriate paper, format, and method of reproduction for individual forms	(4) As (3) above	(4) CONF. + OFFICE SERVICES (sometimes ADM. MGT. UNIT) Ad hoc (All WHO forms)	(4) O + M Systematically (Continuing forms management)	(4) DOCUMENTS + PUBLICATIONS SERVICE + MANAGEMENT DIV. Ad hoc	(4) ADM. + G.S. DIV. Ad hoc	(4) LANGUAGE + SERVICE BRANCH and PUBLICATIONS SECTION Ad hoc	(4) OEM Systematically
(5) Continuing inventory of existing forms and their distribution	(5) ADMINISTRATIVE MANAGEMENT SERVICE Continuous (Forms catalogue issued and distributed; sample files maintained and constantly reviewed).	(5) CONF. + OFFICE SERVICES and REGIONAL OFFICES Systematically (All WHO forms; "Distribution" is presumed to include storekeeping)	(5) O + M Systematically (Continuing forms management)	(5) BUREAU OF CONF. PLANNING + GENERAL SERVICES Systematically	(5) ADM. + G.S. DIV. Ad hoc	(5) DISTRIBUTION OFFICER Ad hoc	(5) OEM Ad hoc
VI. STANDARDIZATION OF RECORDS, REPORTS, AND COMMUNICATIONS	VI. Standardization of Records, Reports, and Communications	VI. Standardization of Records, Reports, and Communications	VI. Standardization of Records, Reports, and Communications	VI. Standardization of Records, Reports, and Communications	VI. Standardization of Records, Reports, and Communications	VI. Standardization of Records, Reports, and Communications	VI. Standardization of Records, Reports, and Communications
(1) Surveys of reporting systems (a) from staff to supervisors (b) from field to headquarters (c) from supervisors to top management (d) from top management to legislative bodies (e) from top management to staff as a whole	(1) STATISTICAL OFFICE, COMMUNICATIONS and RECORDS DIVISION and FIELD OPERATIONS in their respective areas. On occasion assisted by ADMINISTRATIVE MANAGEMENT SERVICE.	(1)(a)-(c) Assigned Staff (sometimes with ADM. MGT. UNIT assistance) (d) DG, Assigned Staff, and AD HOC Committees (e) ADM. MGT. UNIT (a)-(c) Ad hoc (Comprehensive reporting system: special consultant with Adm. Mgt.) (d) Continuously (Special directives in DG's annual report) (e) Ad hoc (Manual and Information Circulars)	(1) O + M or P + P Ad hoc (Reporting of technical assistance experts)	(1) MANAGEMENT DIVISION Ad hoc	(1) ADM. + G.S. DIV. with FIELD SERVICES DIVISION (Offices away from Headquarters) and OFFICIAL RELATIONS DIVISION (Legislative Bodies) Ad hoc	(1) Executive Officers Concerned Ad hoc	(1) OEM Ad hoc
(2) Standardization of statistical and other questionnaires	(2) STATISTICAL OFFICE is centralized issuance point for statistical questionnaires and standardizes them	(2)(a) ADM. MGT. UNIT (Internal) Ad hoc (b) OFFICE OF EXTERNAL RELATIONS (External) Ad hoc	(2) STATISTICS DIVISION Systematically	(2) STATISTICS DIVISION Ad hoc	(2) RESPECTIVE ORGANIZATIONAL UNITS Ad hoc	(2) STATISTICS SECTION Ad hoc	(2) OEM Ad hoc
(3) Review and control of the issuance and handling of questionnaires	(3) (2) above applies: where governments are to respond, questionnaires are generally regulated by governmental organs.	(3) See (2) above	(3) STATISTICS DIVISION Systematically	(3) STATISTICS DIVISION (technical concerning UNESCO Programme) MANAGEMENT DIVISION (Administrative questionnaires) Ad hoc	(3) See (2) above	(3) Executive Officer concerned Ad hoc	(3) OEM Ad hoc
(4) Surveys of internal office communications system	(4) OFFICE OF GENERAL SERVICES and ADMINISTRATIVE MANAGEMENT SERVICE Ad hoc - (a) (Control of Remittances Received by Mail) (b) (Review of Telephone Services)	(4)(a) CONF. + OFFICE SERVICES (b) ADM. MGT. UNIT and CONF. + OFFICE SERVICES (a) Systematically (Records and communications program C+OS, assisted by Adm. Mgt.) (b) Ad hoc (Various Registry surveys; also as part of other surveys, e.g. in Regional Office for S.E. Asia and Personnel Section)	(4) O + M and GENERAL SERVICES BRANCH Not yet but for Messenger Service	(4) See (1) above	(4) ADM. + G.S. DIV. Ad hoc	(4) GENERAL SERVICES OFFICER Ad hoc	(4) OEM Ad hoc
(5) Surveys of files and records systems	(5) ADMINISTRATIVE MANAGEMENT SERVICE Ad hoc - (Cooperates with Registry (OCS) in working parties on specific studies).	(5) See (4) above	(5)(a) O + M (Survey of Registry operations) (b) REGISTRY + ARCHIVES SECTION (Implementation and continuing review)	(5) REGISTRY DIVISION and MANAGEMENT DIVISION (policy + procedures) Systematically & ad hoc	(5) ADM. + G.S. DIV. Ad hoc	(5) SUPERVISOR REGISTRY UNIT Ad hoc	(5) DIVISION OF CONFERENCE + GENERAL SERVICES Systematically (Staff for this activity not yet employed)
(6) Establishment and operation of archives and records disposal programs	(6) ADMINISTRATIVE MANAGEMENT SERVICE and OFFICE OF GENERAL SERVICES Ad hoc - (Microfilming of Accounting Records).	(6) CONF. + OFFICE SERVICES Systematically (WHO archives and disposal program)	(6) REGISTRY + ARCHIVES SECTION Systematically	(6) REGISTRY DIVISION ARCHIVES SECTION MANAGEMENT DIVISION (policy + procedures) Systematically	(6) ADM. + G.S. DIV. Systematically	(6) LANGUAGE + SERVICE BRANCH (chiefly LIBRARY and REGISTRY UNIT) Ad hoc	(6) See (5) above

ORGANIZATION AND FUNCTIONS OF MANAGEMENT SERVICES IN INTERNATIONAL AGENCIES

PART B (continued)

October 1962

Page 10

FUNCTION OR SERVICE	UNITED NATIONS	WHO	FAO	UNESCO	ILO	ICAO	IAEA
VII. EFFECTIVE UTILIZATION OF RESOURCES	VII. Effective Utilization of Resources	VII. Effective Utilization of Resources	VII. Effective Utilization of Resources	VII. Effective Utilization of Resources	VII. Effective Utilization of Resources	VII. Effective Utilization of Resources	VII. Effective Utilization of Resources
(1) Review of comparable budgetary resources for stipulated programs in terms of prescribed objectives (for example, adequacy of provision for building maintenance, internal communications, of fellowships administration)	(1) <u>BUDGET DIVISION</u> and, on occasion, <u>ADMINISTRATIVE MANAGEMENT SERVICE</u> participation Systematically (in relation to budget estimates)	(1) <u>DIV. OF BUDGET + FINANCE</u> (with those responsible for the programs) Systematically	(1)(a) <u>O + M</u> (b) <u>SERVICE HEAD</u> (a) Ad hoc	(1) <u>BUDGET DIVISION</u> (generally) <u>MANAGEMENT DIVISION</u> (specific surveys) Systematically and Ad hoc	(1) <u>Respective Units Responsible for Administration of funds</u> Before proposals are submitted to Director-General, program and cost are discussed at Budget Hearings, before Committee composed of Deputy Director-General, Treasurer, Chief of Admin., Chief of Control, and Chief of respective divisions	(1) <u>DIRECTOR, BUREAU OF ADMINISTRATION + SERVICES</u> (in connection with budget compilation and presentation and with the issue of budgetary allotments) Ad hoc	(1) <u>OBM</u> Systematically
(2) Comparative analyses of costs to determine whether a service can be more economically and effectively rendered by the agency or by use of commercial facilities; or on a contractual rather than personnel services basis	(2) <u>ADMINISTRATIVE MANAGEMENT SERVICE</u> and <u>OFFICE OF GENERAL SERVICES</u> Ad hoc (Surveys of electrical maintenance and telecommunications contract; landscaping contract; cleaning and elevator operation contract; telephone services)	(2) <u>ADM. MGT. UNIT</u> and <u>CONF. + OFFICE SERVICES</u> Ad hoc (Micro-filming of Exec. Board and Assembly documents)	(2) <u>O + M</u> Ad hoc (Surveys of Travel Section; Office Machine Servicing)	(2) <u>MANAGEMENT DIVISION</u> Ad hoc	(2) <u>ADM. + G.S. DIV.</u> (with <u>BUDGET + CONTROL SERVICE</u> and with Divisions concerned) Ad hoc	(2) <u>Executive Officer Concerned</u> Ad hoc	(2) <u>OBM</u> Ad hoc
(3) Determining that general accounting and cost accounting procedures are compatible with organization structure, operating procedures, and statutory requirements.	(3) <u>INTERNAL AUDIT SERVICE</u> Systematically.	(3) <u>DIV. OF BUDGET + FINANCE</u> Systematically (Continuous review of procedures. Adm. Mgt. may sometimes come in ad hoc on special points or as part and/or result of a normal survey)	(3) <u>INTERNAL AUDIT + INSPECTION OFFICE</u> Ad hoc	(3) <u>BUREAU OF COMPTROLLER MANAGEMENT DIVISION</u> Systematically	(3) <u>BUDGET + CONTROL: FINANCE + ACCOUNTS SERVICE</u> Systematically	(3) <u>DIRECTOR, BUREAU OF ADMINISTRATION + SERVICES; CHIEFS OF FINANCE BRANCH, BUDGET SECTION and ACCOUNTS SECTION</u> Ad hoc	(3) <u>OBM</u> Ad hoc
(4) Appraising efficacy of various types of budgetary controls in current use (allotment, system, reports on receipts of expenditure, administrative audits of expenditures and work programs, etc.)	(4) <u>BUDGET DIVISION</u> (Continuous adaptation by Budget Division particularly in connexion with new form of budget)	(4) <u>DIV. OF BUDGET + FINANCE</u> Systematically	(4) <u>BUDGET BRANCH, PBS, INTERNAL AUDIT, and DIVISION OF FINANCE</u> Ad hoc	(4) <u>MANAGEMENT and BUDGET DIVISIONS</u> Ad hoc	(4) See (3) above	(4) See (3) above	(4) <u>OBM</u> Ad hoc
(5) Comparative cost studies on various types of operation among different agencies	(5) Not done	(5) Usually <u>ADM. MGT. UNIT</u> (in cooperation with Line Staff) Ad hoc (Installation of Telex)	(5) <u>O + M</u> Not yet	(5) <u>MANAGEMENT and BUDGET DIVISIONS</u> Ad hoc	(5) <u>ADM. + G.S. DIV. and BUDGET CONTROL</u> Ad hoc	(5) <u>DIRECTOR, BUREAU OF ADMINISTRATION + SERVICES, and Executive Officers Concerned</u> Ad hoc	(5) <u>OBM</u> Systematically
(6) Determination of criteria for charging items against various funds (for example, allocation of operating costs between Regular Program and ETAP).	(6) <u>BUDGET DIVISION</u> Ad hoc (Arrangements by Deputy Controller and Budget Division for UNEF and ONUC separate financing and administration)	(6)(a) <u>ADMINISTRATIVE SERVICES</u> , (b) Sometimes <u>ADM. MGT. UNIT</u> Survey of the charging criteria for Reg. Office for the Americas	(6) <u>O + M</u> Ad hoc (Distribution of headquarters and regional costs between RP and EPTA UNSF etc.)	(6) <u>BUDGET DIVISION</u> Ad hoc	(6) <u>BUDGET + CONTROL with ADM. + G.S. DIV.</u> Ad hoc	(6) See (5) above	(6) <u>OBM</u> Systematically
(7) Audits of work programs	(7) <u>INTERNAL AUDIT SERVICE</u> Ad hoc	(7) <u>ADG's Responsibility with assistance, e.g. by PROGRAM EVALUATION</u> Systematically (Presumed as technical program; review of work program of any unit is part of supervisor's normal duties)	(7) Never	(7) <u>BUREAU OF THE COMPTROLLER</u> Systematically	(7) <u>Each Division within own field of activities</u> Ad hoc/systematically	(7) <u>Executive Officer Concerned</u> Ad hoc	(7) <u>OBM</u> Ad hoc
(8) Operations research	(8) Ad hoc (as part of the normal survey)	(8) Part of normal survey	(8) Never	(8) <u>MANAGEMENT DIVISION</u> Ad hoc	(8) Never	(8) <u>Executive Officer Concerned</u> Ad hoc	(8) <u>OBM</u> Ad hoc
VIII. FIELD OPERATIONS	VIII. Field Operations	VIII. Field Operations	VIII. Field Operations	VIII. Field Operations	VIII. Field Operations	VIII. Field Operations	VIII. Field Operations
(1) Conducting on-the-spot operations and administrative audits in field offices and missions	(1) <u>INTERNAL AUDIT SERVICE</u> and <u>OFFICE OF GENERAL SERVICES</u> Systematically. (Regular world-wide administrative inspection visits to Information Centres and Missions).	(1) <u>ADM. MGT. UNIT</u> (with Staff from related Services at Hq. or HQ Staff) Ad hoc and systematically (Owing to the "three tier" structure, WHO is not strictly comparable with other agencies)	(1) <u>O + M; INTERNAL AUDIT</u> Initiating systematic reviews (Near East Regional Office)	(1) <u>TECHNICAL DEPARTMENTS BUREAU of RELATIONS with MEMBER STATES</u> <u>MANAGEMENT DIVISION</u> (establishment of policy + procedures) Ad hoc	(1) Ad hoc arrangements	(1) <u>ORG. + PERSONNEL BRANCH</u> (Ad hoc) O + M survey of European and African office, Paris and North American and Caribbean Office, Mexico executed in 1961 by Organization Officer	(1) Not applicable
(2) Establishing standards of equipment, space, facilities and staffing for field offices	(2) <u>OFFICE OF GENERAL SERVICES</u> with occasional participation by <u>ADMINISTRATIVE MANAGEMENT SERVICE</u> Systematically. (Continuing studies for the development and consolidation of common services in field offices).	(2) <u>CONF. + OFFICE SERVICES, ADM. MGT. UNIT and BUDGET SECTION</u> , in conjunction with responsible HQ unit Ad hoc	(2) <u>O + M; GENERAL SERVICES BRANCH</u> Ad hoc as required	(2) <u>BUREAU OF PERSONNEL</u> Except for staffing not immediately envisaged	(2) <u>ADM. + G.S. DIV.</u> Systematically	(2) <u>ORGANIZATION SECTION AND LANGUAGE + SERVICES BRANCH</u> Ad hoc	(2) Not applicable
IX. ADMINISTRATIVE RESEARCH	IX. Administrative Research	IX. Administrative Research	IX. Administrative Research	IX. Administrative Research	IX. Administrative Research	IX. Administrative Research	IX. Administrative Research
(1) Review and development of improved standards and procedures for conferences, meetings, and training centers	(1) <u>OFFICE OF CONFERENCE SERVICES and PERSONNEL with ADMINISTRATIVE MANAGEMENT SERVICE</u> participation Ad hoc - (Training and recruitment of Russian Language Staff).	(1)(a) <u>CONF. + OFFICE SERVICES</u> (b) Often <u>ADM. MGT. UNIT</u> (a) Systematically (b) Ad hoc (Survey in Regional Office for Europe)	(1) <u>O + M</u> Ad hoc (Training Centers Survey) <u>CONFERENCE OFFICER (CONFERENCE OPERATIONS BRANCH)</u> Ad hoc	(1) <u>MANAGEMENT DIVISION and BUREAU OF CONF. PLANNING and GENERAL SERVICES</u> Ad hoc	(1) <u>ADM. + G.S. DIV.</u> Ad hoc	(1) <u>LANGUAGE + SERV. BRANCH</u> Ad hoc	(1) <u>OBM</u> Ad hoc
(2) Review of adequacy of procedures followed at sessions of legislative bodies	(2) Not applicable	(2)(a) <u>EXTERNAL RELATIONS; CONF. + OFFICE SERVICES; and LEGAL OFFICE</u> (b) <u>ADM. MGT. UNIT</u> (a) Systematically (b) Ad hoc (Survey of "Assembly Procedures")	(2)(a) <u>CONFERENCE "AD HOC COMMITTEE"</u> (b) <u>CONFERENCE OFFICER</u> Ad hoc	(2) <u>BUREAU OF CONF. PLANNING + GENERAL SERVICES</u> Ad hoc	(2) <u>ADM. + G.S. DIV. and OFFICIAL RELATIONS DIV.</u> Ad hoc	(2) <u>LANGUAGE + SERVICE BRANCH and Council and Assembly Secretariat</u> Ad hoc	(2) <u>OBM</u> Ad hoc

ORGANIZATION AND FUNCTIONS OF MANAGEMENT SERVICES IN INTERNATIONAL AGENCIES

PART B (continued)

October 1962

Page 11

FUNCTIONS OR SERVICE	UNITED NATIONS	WHO	FAO	UNESCO	ILO	ICAO	IAEA
(3) Review of inter-departmental mechanisms for program planning and coordination	(3) Not presently being done	(3) AD HOC Inter-Departmental Committees (May e.g. be necessary when TAB makes changes in procedures)	(3) PROGRAM FORMULATION AND BUDGET DIVISION Systematically	(3) MANAGEMENT DIVISION Systematically	(3) SPECIAL RESEARCH + REPORTS DIVISION; PROGRAMS BOARD Systematically	(3) DIRECTORS concerned Ad hoc	(3) Committee Composed of Deputies Director-General Systematically
(4) Study of flexibility in use of secretarial staff	(4) OFFICE OF PERSONNEL Continuous	(4) Normally ADM. MGT. UNIT Ad hoc (Survey of Various Regional offices)	(4) O + M Ad hoc (In Surveys, e.g. Statistics Division)	(4) MANAGEMENT DIVISION and BUREAU OF PERSONNEL See para. 13 under Table I	(4) ADM. + G.S. DIV. and PERSONNEL OFFICE Ad hoc	(4) ORG. + PERSONNEL BRANCH Ad hoc	(4) OBM Ad hoc
(5) Standardization of reports and papers prepared by the Secretariat for legislative bodies	(5) CHIEF EDITOR OF UN and OFFICE OF CONFERENCE SERVICES Continuous	(5) ADM. MGT. UNIT and EXTERNAL RELATIONS DIVISION Ad hoc	(5) PUBLICATIONS SERVICE, or PUBLICATIONS BOARD Ad hoc	(5) MANAGEMENT DIVISION Ad hoc	(5) ADM. + G.S. DIV. and OFFICIAL RELATIONS DIVISION Ad hoc	(5) DIRECTORS concerned Ad hoc	(5) OBM Systematically
X. DEVELOPMENT OF POLICY AND PROCEDURES MANUALS AND RELATED MATERIALS	X. Development of Policy and Procedures Manuals and Related Materials	X. Development of Policy and Procedures Manuals and Related Materials	X. Development of Policy and Procedures Manuals and Related Materials	X. Development of Policy and Procedures Manuals and Related Materials	X. Development of Policy and Procedures Manuals and Related Materials	X. Development of Policy and Procedures Manuals and Related Materials	X. Development of Policy and Procedures Manuals and Related Materials
(1) Developing Manuals co-ordinating and defining the various policies, functions and activities of the organization	(1) ADMINISTRATIVE MANAGEMENT SERVICE assisted by other Departments Continuous (Organization, personnel, finance and mission manuals as well as administrative issues related thereto).	(1) ADM. MGT. UNIT (in conjunction with Line Staff) Systematically (The Manual; development stage largely over now)	(1) P + P Continuously	(1) MANAGEMENT DIVISION BUREAU OF PERSONNEL and certain Organizational Units Systematically	(1) ADM. + G.S. DIV. Systematically	(1) Executive Officers Concerned Ad hoc	(1) OBM Systematically
(2) Developing written procedures for achievement of standardized working practices, including correspondence manuals	(2) Specifically affected offices and Departments with ADMINISTRATIVE MANAGEMENT SERVICE participation when required Ad hoc - (Correspondence and Registry Manuals).	(2) ADM. MGT. UNIT (in cooperation with Line Staff) Systematically (The Manual and the Secretaries' Handbook)	(2) P + P Continuously	(2) MANAGEMENT DIVISION in collaboration with units concerned Systematically	(2) ADM. + G.S. DIV. Ad hoc (Coordination)	(2) LANGUAGE + SERVICE BRANCH Ad hoc	(2) OBM Systematically
(3) Compiling training or orientation manuals and handbooks	(3) OFFICE OF PERSONNEL Continuous	(3) Units Responsible for Subject Matter Systematically (Part of the technical activities)	(3) P + P Ad hoc	(3) BUREAU OF PERSONNEL and MANAGEMENT DIVISION Systematically	(3) PERSONNEL OFFICE Ad hoc	(3) ORG. + PERSONNEL BRANCH Ad hoc	(3) OBM Ad hoc
(4) Development of new administrative, personnel and financial regulations, rules and directives	(4) OFFICE OF PERSONNEL and the CONTROLLER Continuous (Representatives of Staff also participate through joint machinery)	(4) SERVICE CONCERNED, assisted by ADM. MGT. UNIT Systematically (Revised Staff Rules - Personnel Section)	(4) P + P (in collaboration with DIVISION OF FINANCE, PERSONNEL BRANCH, and other interested Units)	(4) MANAGEMENT DIVISION and BUREAU OF PERSONNEL in collaboration with units concerned	(4) ADM. + G.S. DIV.; PERSONNEL OFFICE; BUDGET + CONTROL; FINANCE + ACCOUNTS SERVICE Ad hoc	(4) CHIEF, ORG. + PERSONNEL; FINANCE and LANGUAGE + SERVICE BRANCH Ad hoc	(4) OBM Ad hoc
(5) Control of issuance and distribution of administrative manuals and directives	(5) ADMINISTRATIVE MANAGEMENT SERVICES Continuous (Central clearance point established)	(5) ADM. MGT. UNIT Systematically (The Manual)	(5) P + P Continuously	(5) MANAGEMENT DIVISION Systematically	(5) ADM. + G.S. DIV. Systematically	(5) See (4) above	(5) OBM Systematically
(6) Comparative analyses of administrative, personnel, financial and operating policies and practices of other agencies	(6) Not as research but for use in respect of specific problems (by unit concerned)	(6) SERVICE concerned (sometimes assisted by ADM. MGT.) Ad hoc (Study, resulting in Executive Board document on program approval procedures and practices in specialized agencies - Adm. Mgt. for Budget + Finance Division)	(6) P + P Ad hoc	(6) MANAGEMENT DIVISION BUREAU OF PERSONNEL Ad hoc Other units as may be concerned	(6) ADM. + G.S. DIV.; PERSONNEL; BUDGET + CONTROL; FINANCE + ACCOUNTS Ad hoc	(6) See (4) above	(6) OBM Systematically
(7) Compilation and issuance of organization directories.	(7) Not undertaken, except for telephone directory, annual staff list, and organization manual	(7) PERSONNEL UNIT: ADM. MGT. and CONF. + OFFICE SERVICES	(7) P + P Ad hoc	(7) BUREAU OF CONF. PLANNING + GENERAL SERVICES (tel. directory) BUREAU OF PERSONNEL (staff list) Systematically	(7) ADM. + G.S. DIV. Systematically	(7) ORG. + PERSONNEL BRANCH Ad hoc	(7) OBM Systematically
(8) Development of special personnel procedures (for example training programs, merit-rating systems and procedures, general terms of employment for special categories of workers, etc.)	(8) OFFICE OF PERSONNEL Continuous (Language training; drafting courses)	(8) PERSONNEL UNIT Systematically	(8) P + P (in collaboration with PERSONNEL BRANCH and Ad Hoc Working Parties) Ad hoc	(8) BUREAU OF PERSONNEL Systematically	(8) PERSONNEL OFFICE Systematically	(8) ORG. + PERSONNEL BRANCH Ad hoc	(8) DIVISION OF PERSONNEL Ad hoc
NOTE: In reviewing these functions, distinguish, if possible, between responsibility for (a) development and compilation, (b) review and coordination, and (c) editing and reproduction.		NOTE: Difficult, as e.g. Adm. Mgt. may do all three, or only (b) and (c) (not usually (c) only). Adm. Mgt. also stimulates (a), which is a 4th point.					NOTE: It is planned that data to be compiled and Manual, or directive, be developed by OBM. Review (including editing) will then be made by Staff Committee (composed of DG, and DDG's)
XI. STAFFING AUTHORIZATIONS AND MANNING TABLES	XI. Staffing Authorizations and Manning Tables	XI. Staffing Authorizations and Manning Tables	XI. Staffing Authorizations and Manning Tables	XI. Staffing Authorizations and Manning Tables	XI. Staffing Authorizations and Manning Tables	XI. Staffing Authorizations and Manning Tables	XI. Staffing Authorizations and Manning Tables
(1) Determining establishment (personnel) required for organization-wide or individual-unit operations in terms of type, number and level of staff	(1) BUDGET DIVISION with Departments concerned Systematically	(1)(a) DG (Advised by Subordinate Staff, Inter Alia Service concerned) (b) Frequently ADM. MGT. UNIT (a) Systematically (Establishment for Malaya Eradication program; also Annual Budget) (b) Ad hoc (Fellowships; often part of, or even reason for, survey)	(1) ESTABLISHMENT Periodically (2) O + M Recommendations in relation to surveys	(1) BUREAU OF PERSONNEL and MANAGEMENT and BUDGET DIVISIONS Systematically	(1) ADM. + G.S. DIV. and PERSONNEL OFFICE Systematically	(1) ORGANIZATION SECTION Systematically	(1) OBM Systematically
(2) Reviewing requests for additional personnel or for change in type in staff, to determine minimum or most suitable working force necessary to carry out authorized functions of the organization - on a continuing or temporary basis	(2) BUDGET DIVISION Systematically	(2) DG (advised by Service concerned, ADM. MGT. UNIT, and BUDGET SECTION) Systematically (Requests for additional staff for the Malaria Eradication program) Adm. Mgt. Program includes study to systematize procedures more thoroughly	(2) ESTABLISHMENT Ad hoc	(2) BUREAU OF PERSONNEL and MANAGEMENT and BUDGET DIVISIONS Systematically	(2) ADM. + G.S. DIV. Systematically	(2) ORGANIZATION SECTION Systematically	(2) OBM Systematically

ORGANIZATION AND FUNCTIONS OF MANAGEMENT SERVICES IN INTERNATIONAL AGENCIES

TABLE B (continued)

October 1962

Page 12

FUNCTION OR SERVICE	UNITED NATIONS	WHO	FAO	UNESCO	ILO	ICAO	IAEA
(3) Spot studies to review utilization of existing manpower	(3) ADMINISTRATIVE MANAGEMENT SERVICES and BUDGET DIVISION Ad hoc	(3) Ad hoc (No time so far for systematic program of spot or sample checks)	(3) ESTABLISHMENT Ad hoc	(3) MANAGEMENT DIVISION BUREAU OF PERSONNEL Ad hoc	(3) ADM. + G.S. DIV. Ad hoc	(3) ORGANIZATION SECTION Ad hoc	(3) OBM Ad hoc
(4) Determination of post coding and numbering	(4) BUDGET DIVISION Systematically	(4) BUDGET UNIT and REGIONAL OFFICES Systematically (This is to some extent part of (1) and (2) above)	(4) ESTABLISHMENTS Continuously	(4) BUDGET DIVISION Systematically	(4) ADM. + G.S. DIV. Systematically	(4) ORGANIZATION SECTION Systematically	(4) OBM Systematically
(5) Issuing manning tables and staffing authorizations, controlling revisions, and maintaining them on up-to-date basis	(5) BUDGET DIVISION Systematically <i>NOTE: Budget Division examiners scrutinize proposals in order to determine actual needs; recommendations are forwarded to Establishment Control Officer (who maintains full records on post allocations, expenditure trends, etc.) for review in light of Secretariat-wide resources available. Establishment Control Officer issues manning tables and authorizations and controls revisions. Administrative Management Service has been called upon to comment on gradings of posts as an element of an overall review of a function.</i>	(5) BUDGET UNIT Systematically (See comment under (2) above)	(5) ESTABLISHMENTS Continuously	(5) BUREAU OF PERSONNEL Systematically	(5) ADM. + G.S. DIV. and PERSONNEL OFFICE Systematically	(5) ORGANIZATION SECTION Systematically	(5) OBM Systematically
XII. CLASSIFICATION AND GRADING OF POSTS	XII. Classification and Grading of Posts	XII. Classification and Grading of Posts	XII. Classification and Grading of Posts	XII. Classification and Grading of Posts	XII. Classification and Grading of Posts	XII. Classification and Grading of Posts	XII. Classification and Grading of Posts
(1) Development of appropriate classification standards and class specifications as basis for allocation of professional and general service posts	(1) No specially constituted machinery for job analysis as such now exists in UN. An early separate unit engaged in such work was eliminated. For new functions, work as required is done by Budget Division in consultation with Departments. For existing functions, ample opportunity for reviewing level of current assignments in working parties reviewing promotions, etc.	(1) PERSONNEL UNIT Systematically (Originally done by special consultant; since then continuously by Personnel Section)	(1) ESTABLISHMENTS Ad hoc	(1) BUREAU OF PERSONNEL Systematically	(1) PERSONNEL OFFICE Ad hoc	(1) ORGANIZATION SECTION Ad hoc (A study of this kind was included in the overall management survey of 1953-56 executed by outside experts)	(1) OBM Ad hoc
(2) Allocation (classification and grading) of new posts	(2) BUDGET DIVISION in consultation with Departments concerned	(2) PERSONNEL UNIT (Regional Offices for local posts) Systematically	(2) ESTABLISHMENTS Continuously	(2) BUREAU OF PERSONNEL Systematically	(2) PERSONNEL OFFICE and ADM. + G.S. DIV. Systematically	(2) See (1) above	(2) OBM Ad hoc
(3) Review of classification of existing posts through desk audits, interviews, etc.	(3) Not generally done except in special cases. Responsibility for operation would rest with BUDGET DIVISION and/or ADMINISTRATIVE MANAGEMENT SERVICE.	(3) PERSONNEL UNIT Ad hoc	(3) ESTABLISHMENTS Continuously	(3) BUREAU OF PERSONNEL Systematically	(3) PERSONNEL OFFICE and ADM. + G.S. DIV. Ad hoc	(3) See (1) above	(3) DIVISION OF PERSONNEL Ad hoc
(4) Development of improved usefulness of individual job descriptions	(4) OFFICE OF PERSONNEL and DEPARTMENTS Ad hoc	(4) PERSONNEL UNIT Ad hoc	(4) ESTABLISHMENTS Ad hoc	(4) BUREAU OF PERSONNEL Systematically	(4) Never	(4) ORGANIZATION SECTION Ad hoc	(4) DIVISION OF PERSONNEL Ad hoc
(5) Study of classification standards in other agencies	(5) BUDGET DIVISION No formal studies undertaken although frequent reference made to Agencies' practices.	(5) PERSONNEL UNIT (assisted by Line Staff if necessary) Ad hoc (Translators' classification)	(5) ESTABLISHMENTS Ad hoc	(5) BUREAU OF PERSONNEL Systematically	(5) PERSONNEL OFFICE and ADM. + G.S. DIV. Ad hoc	(5) ORGANIZATION SECTION Ad hoc	(5) OBM Ad hoc (NOTE: Current procedure of the Division of Personnel is to follow the practices of the United Nations and other international organizations to extent feasible. Ultimately it is planned by this Division that all of these functions will come under systematic review)
XIII. ESTABLISHMENT OF GENERAL REMUNERATION STANDARDS	XIII. Establishment of General Remuneration Standards	XIII. Establishment of General Remuneration Standards	XIII. Establishment of General Remuneration Standards	XIII. Establishment of General Remuneration Standards	XIII. Establishment of General Remuneration Standards	XIII. Establishment of General Remuneration Standards	XIII. Establishment of General Remuneration Standards
(1) Development of standards for surveys of salaries, wages and related elements.	(1) Continuous functions of the Budget Division and Office of Personnel assisted by the Statistical Office, and are not treated as "O and M" services in UN.	(1) PERSONNEL UNIT and ADMINISTRATIVE MANAGEMENT Systematically	(1) ESTABLISHMENTS Ad hoc	(1) BUREAU OF PERSONNEL Systematically as required	(1) PERSONNEL OFFICE Ad hoc	(1) ORGANIZATION SECTION Ad hoc (Study of conditions of service of General Service category staff at Hq., executed by Chief, Org. + Personnel with help of outside experts in 1958)	(1) OBM Ad hoc
(2) Surveys of salaries, wages and related practices in particular areas to ascertain community levels and practices.	(2)	(2) PERSONNEL UNIT Systematically	(2) ESTABLISHMENTS (Working Parties) Ad hoc	(2) BUREAU OF PERSONNEL Systematically as required	(2) PERSONNEL OFFICE Ad hoc	(2) ORGANIZATION SECTION From time to time (See (1) above)	(2) OBM Ad hoc
(3) Surveys of cost-of-living	(3) See (1) above	(3) PERSONNEL UNIT Systematically	(3) ESTABLISHMENTS (in collaboration with Working Parties and STATISTICS DIVISION)	(3) BUREAU OF PERSONNEL Systematically as required	(3) PERSONNEL OFFICE and STATISTICAL DIVISION Systematically	(3) ORGANIZATION SECTION From time to time (Montreal-Geneva cost-of-living survey executed by UN Statistical Office, 1957)	(3) OBM Ad hoc
(4) Establishment of schedule of salary ranges to allow proper pay differences between classes of posts.	(4) OFFICES OF THE CONTROLLER AND PERSONNEL Continuous.	(4) PERSONNEL UNIT Systematically	(4) ESTABLISHMENTS Ad hoc	(4) BUREAU OF PERSONNEL Systematically as required	(4) PERSONNEL OFFICE Ad hoc	(4) ORGANIZATION SECTION From time to time	(4) OBM Ad hoc

ORGANIZATION AND FUNCTIONS OF MANAGEMENT SERVICES IN INTERNATIONAL AGENCIES

PART B (continued)

October 1962

Page 13

FUNCTION OF SERVICE	UNITED NATIONS	WHO	FAO	UNESCO	ILO	ICAO	IAEA
(5) Review of other elements in the remuneration pattern such as travel subsistence, field allowances, fellowships, stipends, hospitality rates, deductions for lodging, etc.	(5) <u>BUDGET DIVISION</u> and <u>Departments concerned</u> (the latter in matters relating to fellowships, stipends, etc.)	(5) <u>PERSONNEL, FINANCE + ACCOUNTS, and FELLOWSHIPS UNIT</u> ; also in conjunction with inter-agency bodies (TAB, ACC) Ad hoc/systematically	(5) <u>ESTABLISHMENTS and Working Parties</u> Ad hoc	(5) <u>BUREAU OF PERSONNEL</u> Systematically as required	(5) <u>ADM. + G.S. DIV. and PERSONNEL OFFICE</u> Systematically	(5) <u>ORGANIZATION SECTION</u> From time to time	(5) <u>OEM</u> Ad hoc
(6) Analysis of fees and contractual services arrangements for translation work, graphics services, maintenance work, etc.	(6) <u>BUDGET DIVISION, OFFICE OF CONFERENCE SERVICES and OFFICE OF GENERAL SERVICES</u> Systematically. (Approval of Contracts Committee required contracts of \$ 10,000 or more).	(6) <u>DIV. of EDITORIAL + REFERENCE SERVICES; or CONF. + OFFICE SERVICES</u> Ad hoc but continuously	(6) <u>ESTABLISHMENTS</u> Ad hoc	(6) <u>BUREAU OF PERSONNEL</u> (in consultation with interested Organizational Units) Ad hoc	(6) <u>ADM. + G.S. DIV. and PERSONNEL OFFICE</u> Ad hoc	(6) <u>LANGUAGE + SERV. BR.</u> Ad hoc	(6) <u>OEM</u> Ad hoc
XIV. <u>TRAINING</u> (See also II-7) (1) Administrative Organization (2) Work instructions	XIV. <u>Training</u> (1) Administrative Organization (2) Work instructions No formal programme other than for Language Staff. Responsibility generally rests with Office or Department concerned.	XIV. <u>Training</u> (1) <u>PERSONNEL UNIT</u> Systematically (2) <u>Line Supervisors</u> Systematically	XIV. <u>Training</u> (1) and (2) APB Ad hoc (Development of principles and general content for Round Table discussions with Programming and Administrative Officers)	XIV. <u>Training</u> (1) and (2) <u>BUREAU OF PERSONNEL and MANAGEMENT DIVISION</u> together, for (2) with heads of organizational units and other officials concerned. Systematically and ad hoc	XIV. <u>Training</u>	XIV. <u>Training</u>	XIV. <u>Training</u>



Record Removal Notice



File Title Liaison - Food and Agriculture Organization - Inter Agency Meetings on Management Problems - 1962 - Correspondence - Volume 1		Barcode No. 30151579		
Document Date [10/1962]	Document Type Chart / Table / Diagram			
Correspondents / Participants				
Subject / Title Data-Plate for Staffmember				
Exception(s) Personal Information				
Additional Comments		The item(s) identified above has/have been removed in accordance with The World Bank Policy on Access to Information or other disclosure policies of the World Bank Group. <table border="1"><tr><td>Withdrawn by Salma Berrada El Azizi</td><td>Date August 28, 2025</td></tr></table>	Withdrawn by Salma Berrada El Azizi	Date August 28, 2025
Withdrawn by Salma Berrada El Azizi	Date August 28, 2025			

THIRD CATEGORY

Identity Card No. and Name of Dependents			
Id.C.No.	Date*	Rome Address	Family
Dipl. class			Status

*date entry on duty in Rome-

[illegible]



Director-General
Deputy Director-General

