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IMPLEMENTATION OF ORGANISATIONAL CHANGES WITHIN THE SECRETARIAT

Note by the Director

Summary:

A report is given on the implementation of the Assemblies' decision on a new structure of the Secretariat and new working methods. Various points raised by a consultant in his report (documents 92FUND/A.4/14 and 71FUND/A.22/14) are discussed, in particular the IT requirements and translations services.

Action to be taken:

Decide on the Director's proposal to create posts of Senior French Translator and IT Officer. Other information to be noted.

1 Introduction

1.1 At its 19th session, the Assembly of the 1971 Fund instructed the Director to review the working methods within the Secretariat, possibly with the help of an external consultant, in order to obtain the most efficient and cost effective way of managing the 1971 Fund and the 1992 Fund. The review was carried out by two external consulting firms, ER Consultants of Manchester (United Kingdom) and Gestion Publique Conseil of Paris (France).

1.2 In April 1998 the Assemblies considered the consultants' report (document 71FUND/A/ES.4/3) and the Director's proposals (documents 92FUND/A/ES.3/7 and 71FUND/A/ES.4/3/1) regarding the Secretariat working methods, which included a new structure for the Secretariat.

1.3 The Assemblies' consideration of the issue is summarised in the Record of Decisions of those sessions (documents 92FUND/A/ES.3/21, paragraphs 8.1 - 8.31 and 71FUND/A/ES.4/16, paragraphs 4.1 - 4.31). The 1971 Fund Assembly approved the Director's proposals for a new structure of the Secretariat, as

set out in the table in paragraph 3.35 of document 71FUND/A/ES.4/3/1 and in the Annex to that document, and noted that this would result in the Secretariat having 24 staff members or, if Spanish were to be introduced as a working language of the 1992 Fund, 25 staff members. These decisions were endorsed by the 1992 Fund Assembly.

1.4 At their sessions held in October 1998, February 1999 and April 1999 the governing bodies of the 1971 Fund and 1992 Fund were informed of the implementation of the decisions on the organisational changes within the Secretariat and new working methods (documents 92FUND/A.3/12, 71FUND/A.21/13, 92FUND/EXC.2/8, 71FUND/EXC.60/14, 92FUND/EXC.3/5 and 71FUND/EXC.61/11).

1.5 Although only a year had passed since the 1998 review, the Director considered that it was appropriate to study how the implementation of the Assemblies' decisions was progressing, in order for the Funds to derive maximum benefits from the changes. In June 1999 he therefore instructed one of the consultants^{<1>} who carried out the original review to make a review of the implementation of the decisions taken by the Assemblies on the new working methods and organisational changes within the Secretariat. The consultant was given the following mandate:

- ▶ To assess to what extent the original recommendations had been implemented
- ▶ To evaluate the impact and effectiveness of these changes in practice
- ▶ To review the translation services as a result of the termination of the French Translation Agreement with International Maritime Organization (IMO) as of 30 June 1999
- ▶ To review the information technology (IT) infrastructure in the light of the recent IT needs analysis study.

1.6 The consultant submitted his report in August 1999. The report is contained in documents 92FUND/A.4/14 and 71FUND/A.22/14.

1.7 This document deals with the implementation of the Assemblies' decisions in respect of the new structure of the Secretariat, the developments regarding the introduction of new working methods and the strengthening of Fund activities in certain fields as requested by the Assemblies, in the light of the findings of the consultant in his new review.

2 Current structure

2.1 Under the current structure the Secretariat is organised in three departments: a Claims Department, a Finance and Administration Department and an External Relations and Conference Department. There is a Management Team, composed of the Director, the Legal Counsel and the Heads of the three Departments. The Head of the Claims Department, Mr Joe Nichols, took up his position on 28 September 1998. Mr Satoru Osanai holds the post of Legal Counsel, Mr Ranjit Pillai is the Head of the Finance and Administration Department and Ms Hilary Warson is the Head of the External Relations and Conference Department.

2.2 The present staffing of the Secretariat is set out in the table opposite.

<1> Mr David Wilks, at the time of the 1998 review of ER Consultants of Manchester, now of Whitmuir Management Consultants of Altrincham, Cheshire (United Kingdom).

Posts	Staffing Approved by Assembly	Current Staffing (1 August 1999)
Professional Staff Group		
Director	1	1
Legal Counsel	1	1
Head, Claims Department	1	1
Claims Officers	3	2
Head, Finance & Administration Department	1	1
Finance Officer	1	1
Head, External Relations & Conference Department	1	1
<i>Sub-total</i>	9	8
General Service Staff Group		
Personal Assistant to the Director	1	1
<i>Claims Department:</i>		
Secretary to Legal Counsel/Head of Claims Department	1	1
Claims Clerk	3	2
Clerk-Secretary	1	2
<i>Finance & Administration Department:</i>		
Administrative Assistant (Personnel) (<i>part-time</i>)	1	1
Accounts Assistant	1	1
Accounts Assistant/Secretary	1	1
Procurement Assistant/Archivist	1	1
Clerk/Messenger	1	1
Telephonist/Receptionist	1	1
<i>External Relations & Conference Department:</i>		
Administrative Assistant (Translation)	1	0*
Administrative Clerk	1	1
Clerk-Secretary	1	1
Secretary	1	0
<i>Sub-total</i>	16	14
Total Staffing	25	22

* Vacant: incumbent resigned in March 1999

3 General observations

3.1 The Assemblies' decisions on the new structure of the Secretariat and new working methods were taken in April 1998. The implementation started during the summer of 1998. However, only after recruitment of some of the additional staff had taken place and the Head of the Claims Department had taken up his post was it possible to implement the more important changes. As the Director stated during the April 1998 Assembly sessions, the changes will have to be carried out gradually and over a period of time.

3.2 The Director is pleased to note that, in the consultant's view, in general the implementation of the changes as regards both structure and working methods has worked well. This is due to the positive and constructive way in which all staff members have taken part in the implementation. The Director considers that the Secretariat is now in a better position to operate the 1971 and 1992 Funds in an efficient manner. The Director agrees with the consultant that further improvements can be made in several areas. In the following paragraphs the Director makes comments on some issues which he considers should be brought to the attention of the governing bodies of the 1971 and 1992 Funds.

3.3 In their 1998 review the consultants attached great importance to the Director being given the possibility to delegate authority, so as to enable him to concentrate on major issues. In accordance with the Assemblies' decision and pursuant to the revised versions of the Internal and Financial Regulations, the Director has given considerable authority to the Head of the Claims Department and has also delegated authority to other Officers. These delegations were reported to the Executive Committees at their February 1999 sessions (paragraph 5 of documents 92FUND/EXC.2/8 and 71FUND/EXC.60/14). In the Director's view, these delegations make it possible for the Funds to operate smoothly when the Director is absent from

the office and have in general contributed to a more efficient operation of the Organisations. The delegations have also enabled the Director to concentrate on important strategic and political issues, such as the winding up of the 1971 Fund.

3.4 In their 1998 report the consultants stressed the need for the Secretariat to strengthen its monitoring of external experts and local claims offices. As intended, the Head of the Claims Department and the Legal Counsel have taken a very active role in this regard. The Director considers that considerable progress has been made in this field, but he believes that further efforts should be made to improve this monitoring.

3.5 It is likely that, due to the comparatively short time which has passed since the new structure was set in place, the Management Team and the Departments have not yet found the optimal working methods, but these methods will have to be developed in the future with the input of all staff members

3.6 As the consultant has pointed out in his recent report, the increased size of the Secretariat and the departmental structure will inevitably lead to a somewhat more formal way of working than when the Secretariat was very small. The Director considers that it is very important that the new structure does not lead to an unnecessarily formal structure and that there is an efficient flow of information between all staff members. However, it is also necessary to strike a balance between ensuring that the individual staff members obtain the necessary information to give them a general picture of the activities of the Funds and the particular information that they need to be able to carry out their specific tasks in an efficient way, without at the same time flooding them with excessive information.

3.7 The consultant suggests that meetings should be held with staff members at various levels to ensure that staff are properly informed of the IOPC Funds' activities. The Director agrees that such meetings can be useful for the dissemination of information and for the co-ordination of work. However, there is a risk that there would be a proliferation of meetings taking considerable time.

3.8 The Director agrees that the Secretariat needs to develop its staff training policy, and this is an important task for the Management Team. In this context it is important to endeavour to give staff the opportunity for individual development. However, it is important that training is focused and relevant to the needs of both staff and the Funds, and that there is a balance between the long-term benefits of training and the short-term disruption of work.

3.9 The consultant's report contains a number of specific recommendations on various issues relating to the management of the IOPC Funds not specifically dealt with below which will be considered by the Director in due course.

4 Information technology

4.1 Background

The Director informed the Executive Committees at their April 1999 sessions that a consultant^{<>} had been engaged to carry out an IT needs analysis for the Secretariat. The needs analysis has now been completed, and a number of the consultant's recommendations are summarised in section 4.2 below.

4.2 Key results of the needs analysis

4.2.1 The consultant mentions that the IOPC Funds have invested steadily in IT systems over recent years, but without having possessed a clear IT strategy or specialist IT staff. She notes that there is considerable scope for developing systems to support and enhance the work of the Funds, thereby simplifying the execution of existing tasks and making it possible to carry out new tasks.

<> Ms Catherine Grey, formerly of the International Tanker Owners Pollution Federation Ltd.

IT strategy

4.2.2 The consultant recommends that the Management Team should provide sufficient guidance to the existing IT Group (which includes two Management Team members) so as to ensure that the IT strategy which the Group develops supports the objectives of the Management Team. She also recommends that the IT Group should concentrate its efforts at the strategic level rather than becoming too involved in day-to-day questions.

4.2.3 The selection of equipment by Funds' staff on the advice of their present supplier (a small systems house) has worked well, in the consultant's view, for straightforward purchases, such as personal computers and printers. However, the consultant recommends that consideration should be given to using a supplier who could provide a wider range of equipment, services and expertise, and that on occasions it might be appropriate to seek other external advice.

4.2.4 The consultant stresses the need for a structured training programme to ensure that staff are able to make maximum use of IT.

Basic office systems

4.2.5 Although the hardware in use is relatively new and of very good quality, the consultant recommends that an overall purchasing policy is developed. She notes that a number of different versions of software are in use and recommends that operating systems and applications software are standardised and that developments in translation software should be monitored.

4.2.6 Whilst not being required at present, the consultant recommends that the introduction of a document management system to replace manual filing is kept under review. Of more immediate benefit, in the consultant's view, would be investigating the digital printing of documents and developing the use of modern visual aids for use by Funds' staff making public presentations.

Databases

4.2.7 The consultant recommends that data analysis skills of staff members are developed and that a comprehensive data modelling exercise is carried out so that maximum use of existing data can be achieved and to ensure that the development of both new and existing databases is carried out in a coherent fashion.

4.2.8 With regard to existing databases, the consultant recommends in particular that the separate claims databases should be restructured to provide an integrated claims database^{<3>} which would allow a standard approach to handling data within local claims offices and which would make it possible to generate comprehensive statistical information on incidents.

4.2.9 The consultant recommends developing several new databases^{<4>}, so as to facilitate day-to-day administration of the IOPC Funds.

External communications

4.2.10 The consultant recommends that expert advice is sought to design and install an integrated communications system in order to provide the Funds with appropriate facilities. She also considers that e-mail communication should be encouraged where possible, for example in the distribution of documents for meetings.

<3> Initial consideration on this project had already commenced within the Secretariat.

<4> Plans for such databases had been drawn up by various Departments.

4.2.11 It is recommended that the Funds' website should be developed as a matter of priority, initially in a relatively simple form based on existing documents, and that it should later be developed to provide a comprehensive source of information on the IOPC Funds^{<5>}.

Systems management

4.2.12 The consultant makes a number of recommendations with regard to systems management. In particular, she recommends that a formal Year 2000 compliance project should be completed^{<6>}, although in her view no significant problems are expected.

The future

4.2.13 The consultant concludes that a considerable amount of work would be needed to implement the recommendations of the IT needs analysis and that the work will be complicated by a number of factors, including the planned move to new premises. She recommends that the priorities for the remainder of 1999 should include Year 2000 compliance and development of the website, while development of databases and external communications should be undertaken in 2000 and 2001.

4.2.14 With regard to the specific expertise required in a number of areas, the consultant considers that much of this could be obtained either by training existing staff or by out-sourcing. However, given the volume of work involved, she takes the view that at least one extra permanent member of staff would be needed, the level of the post to be determined in the light of the degree of guidance that the Management Team can provide.

4.3 Director's analysis

4.3.1 Following the 1998 review, the Director proposed that a consultant should be engaged for a reasonable period of time to make a general review of the Secretariat's IT requirements. The Assembly generally considered that it would be appropriate, as proposed by the Director, to engage a consultant for a period of time to make a general review of the Secretariat requirements in the field of IT and to assist in the implementation of any changes in this field (documents 71FUND/A/ES.4/16, paragraph 4.15 and 92FUND/A/ES.3/21, paragraph 8.15). A general needs analysis has now been carried out.

4.3.2 The Director generally agrees with the recommendations of the IT consultant. As indicated in footnotes <3> to <6>, some of the recommendations relate to activities previously envisaged by the Secretariat, and others are being implemented.

4.3.3 As mentioned in section 2.3.1 of the management consultant's report (documents 92FUND/A.4/14 and 71FUND/A.22/14), the key question left unresolved by the IT needs analysis is the type and level of internal staffing required to support the implementation of the IT consultant's recommendations. The Director shares the management consultant's view that, whilst acknowledging the enthusiasm and potential capability of present staff, it will be necessary to recruit a specialised IT staff member in view of the volume and nature of the work to be undertaken.

4.3.4 A comparison with other organisations of a similar size has shown that it is common for such organisations to have one or two IT specialists amongst the staff.

4.3.5 The Director shares the management consultant's view that the IOPC Funds should appoint an experienced IT co-ordinator at a relatively senior level, with the skills needed to enable the person to assist in implementing the IT strategy and developing the Funds' IT activities. The Director therefore proposes that a post of IT Officer should be created at grade P1/P2, the exact grade to be determined by the

<5> This work is being carried out.

<6> Such a project has been developed.

qualifications and experience of the successful applicant. He also proposes that the IT Officer should fall outside the departmental structure, and that he or she should instead report to the Director.

4.3.6 It is proposed that the post of IT Officer should be created for a fixed period of two to three years, and that the future need for such a post should be reviewed by the Assemblies at a later session in the light of the experience gained.

5 Translation services

5.1 Background

5.1.1 Since the establishment of the 1971 Fund, the Secretariat has largely depended on the services of IMO for translations between English and French.

5.1.2 In July 1993 an agreement was signed by the Secretary-General of IMO and the Director on the translation of Fund documents into French by IMO. Under the agreement the Fund financed a newly created post of translator within IMO, while IMO undertook to provide translation into French of Fund documents up to 220 000 words per annum, additional words to be translated against payment by the Fund at rates to be agreed from time to time (document FUND/A.16/9, paragraphs 9 and 10). The agreement, which originally was for a duration of five years, was extended twice, most recently to 30 June 1999.

5.1.3 In recent years IMO was at times unable to provide timely French translations of documents as a result of a very heavy workload arising from IMO's own internal translation requirements, resulting in a considerable backlog. The role of Administrative Assistant (Translation) was developed within the Fund Secretariat during that time, with the incumbent (of French mother tongue) spending the greater part of her time on the translation of documents into French.

5.2 Developments March 1998 - April 1999

5.2.1 In the March 1998 report of the management consultants, it was proposed that the IOPC Funds should consider radically changing the agreement with IMO on French translation services (document 71FUND/A/ES.4/3, Annex, section 5.3). At that stage, however, the Director did not believe that there was a need for radical changes in this respect and considered that it was in the best interests of the 1971 Fund and the 1992 Fund to continue to rely on IMO for the translation of a significant part of their documentation. The Director mentioned that he would nevertheless discuss with IMO what measures could be taken to facilitate the translation of Fund documents. He stated that meanwhile the Funds would continue to develop their use of freelance translators, as required (document 71FUND/A/ES.4/3/1, paragraph 5.14).

5.2.2 In April 1998 the 1992 Fund Assembly decided to introduce Spanish as an official language and working language of the 1992 Fund with effect from 1 January 1999. It was also decided that, as regards the translation of documents, this decision would be implemented gradually (document 92FUND/A/ES.3/21, paragraph 10.6).

5.2.3 The Director was subsequently informed by IMO that its Spanish Translation Section was not able to assist in preparing any Spanish translations (except the draft Record of Decisions) for the 2nd session of the 1992 Fund Executive Committee (held in February 1999) because of the workload within that Section (paragraph 7.3 of documents 92FUND/EXC.2/8 and 71FUND/EXC.60/14).

5.2.4 The Director informed the Executive Committees of the 1971 and 1992 Funds at their February 1999 sessions that he was considering various options for the translation of documents in the medium and long term, including continued reliance on IMO, the inclusion in the Secretariat of posts of translators into French and Spanish, the increased use of freelance translators or a combination of these options. The Director mentioned that he intended to submit a document on the question of translation services to the October 1999 sessions of the Assemblies (paragraph 8.3 of documents 92FUND/EXC.2/8 and 71FUND/EXC.60/14).

5.2.5 At their April 1999 sessions the Director informed the Executive Committees that in March 1999 the holder of the post of Administrative Assistant (Translation) had resigned in order to take up employment abroad and that prior to this, she had taken a six-month period of unpaid leave to study Spanish, during which time a senior French translator was employed on a short-term contract. The Director mentioned that, in view of the extremely satisfactory results of this arrangement, the senior translator had been employed for a further short-term contract from June 1999 until the end of January 2000 (paragraph 6 of documents 92FUND/EXC.3/5 and 71/FUND/EXC.61/11). The Committees noted that the Director was inclined not to extend the Agreement between the IOPC Funds and IMO on French translation services beyond 30 June 1999, thereby saving funds which could be used for obtaining translations through other channels. The Director informed the Committees that he intended to discuss with the Secretary-General of IMO what assistance IMO could provide for the Funds in the future, for example during meeting weeks (paragraph 6.3 of documents 92FUND/EXC.3/5 and 71FUND/EXC.61/11).

5.3 Developments since April 1999

5.3.1 In June 1999 it was agreed between the Secretary-General of IMO and the Director that the French Translation Agreement between IMO and the IOPC Funds referred to in paragraph 5.1.2 above should cease on 30 June 1999.

5.3.2 The Director informed the Secretary-General that the IOPC Funds would be building up its own translation services. The Secretary-General agreed that during this building-up period the IMO translation services would provide some assistance to the IOPC Funds, in particular by making available translators and the necessary support staff for one night shift for the translation of draft reports into French during the October 1999 Assembly and Executive Committee sessions, but that no assistance in respect of Spanish translations would be available.

5.3.3 It should be noted that after 1 January 2000 the IOPC Funds will have to make their own arrangements for all translations.

5.4 Volume of translations

5.4.1 Prior to 1998, data on the volume of text translated into French or Spanish was recorded in the Secretariat only in respect of work carried out by IMO. From August 1998, following the creation of the External Relations and Conference Department which has responsibility for translation services, however, the volume of translations carried out in-house by the Administrative Assistant (Translation), by freelance translators and subsequently by the temporary Senior Translator was noted.

5.4.2 In the first seven months of 1999, some 237 000 words have been translated into French for the IOPC Funds, 75 000 words into Spanish and 20 000 words into English. On the basis of known volumes translated during the autumn of 1998, it is expected that the annual translation throughput in 1999 will be between 400 000 and 450 000 words for French and between 150 000 and 200 000 words for Spanish.

5.4.3 There appears to be no generally recognised volume of work which can be expected of a translator, as the quantity translated will depend upon the complexity of the text, the skill and experience of the translator, and the degree of meticulousness applied by the individual translator. However, it might be useful to note that in the translation agreement with IMO, the IOPC Funds paid the salary of a translator and paid in addition for translations in excess of 220 000 words per annum. Thus 220 000 words per annum could be used as a guide figure of a junior translator's capacity, whereas the Fund's experience in the last 12 months would indicate that 300 000 words per annum would be an appropriate guide figure for a more experienced translator's capacity.

5.5 Translation costs

5.5.1 As mentioned in the explanatory notes to the draft budget for 2000 (paragraph 7 of the Annex to documents 92FUND/A.3/21 and 71FUND/A.21/20), an appropriation of just over £70 000 was included in the 1999 budget to finance the French translator post within IMO, as part of the French Translation

Agreement between IMO and the IOPC Funds. French translations carried out by IMO under the Agreement over and above the 220 000 word threshold were charged by IMO at a rate of £76.50 per page which, on the basis of an average of 330 words per page, is equivalent to £231.82 per 1 000 words.

5.5.2 The rate paid by the IOPC Funds to freelance French and Spanish translators is generally £80.00 per 1 000 words, with exceptions made for particularly difficult texts. This rate appears to be lower than that offered to freelance translators working for United Nations agencies outside the United Kingdom, but appears to compare reasonably with rates applied within the United Kingdom. It is likely, however, that a standard rate of £100 per 1 000 words will have to be offered in the not too distant future.

5.5.3 If a junior translator were appointed within the Secretariat at grade P3, the overall cost to the IOPC Funds would be in the region of £70 000 for 220 000 words. If a senior translator were appointed at grade P4, the overall cost would be in the region of £90 000 for 300 000 words.

5.5.4 A cost analysis of the different approaches to translation, based on an annual throughput of 400 000 words, is set out below.

Option		Word capacity	Payment method	Total cost
A	1	Total freelance	400 000 Rate/1000 words: £80	£32 000 £32 000
	2	Total freelance	400 000 Rate/1000 words: £100	£40 000 £40 000
A	1	Translator (P3)	220 000 Salaried	£70 000
		Freelance extra (lower rate)	180 000 Rate/1000 words: £80	£14 400 £84 400
A	2	Translator (P3)	220 000 Salaried	£70 000
		Freelance extra (higher rate)	180 000 Rate/1000 words: £100	£18 000 £88 000
B	1	Senior Translator (P4)	300 000 Salaried	£90 000
		Freelance extra (lower rate)	100 000 Rate/1000 words: £80	£8 000 £98 000
B	2	Senior Translator (P4)	300 000 Salaried	£90 000
		Freelance extra (higher rate)	100 000 Rate/1000 words: £100	£10 000 £100 000

5.6 Relative merits of in-house and freelance translators

5.6.1 Although the cost analysis set out above may be valuable, it has to be considered in conjunction with a comparative assessment of the benefits of in-house versus freelance translators.

5.6.2 The availability of an in-house translator would make it easier to obtain a translation when it is needed urgently, and simple texts drafted by other staff members in French or Spanish could be quickly and easily checked and revised. This is particularly important with regard to the translation of correspondence relating to incidents and contributions. In-house translators would have a greater involvement in the work of the IOPC Funds and therefore probably greater commitment and motivation vis-à-vis the translation of Fund texts. They would have the advantage of direct communication with the authors of the texts to be translated, when clarifications are required. As in-house translators, they would have access to the Funds' computer network and could access related source documents and previous translated texts. It would be easier to ensure consistency of terminology with one or two in-house translators, as opposed to several freelance translators.

5.6.3 The use of freelance translators would allow greater flexibility to cope with periods of the year when the workload is heavier. By using e-mail communication, it would be possible to use freelance translators from anywhere in the world. If necessary very specialised translators could be used for certain documents. Freelance translators would require greater administrative work on the part of the Secretariat, in terms of managing their work and in providing the necessary reference materials. In addition, there would be a risk of inconsistency of terminology unless texts translated by freelance translators were revised in-house.

5.7 Director's analysis of French translation requirements

5.7.1 The temporary appointment of a senior in-house French translator has resulted in a considerable improvement in the number of documents translated into French in time for recent Assembly and Executive Committee sessions. In addition, it has shown that there are distinct advantages in having a senior rather than a junior translator on the staff.

5.7.2 The management consultant has proposed that the IOPC Funds should appoint an experienced senior level French translator on a permanent basis. He has expressed the view that the Funds should review its translation requirements in a year's time and then consider the benefits of a second in-house French translator.

5.7.3 In the light of the volume of French translation work that is foreseen for the future, it would clearly be justified for the IOPC Funds to create a post of French Translator within the Secretariat. In view of the fluctuating levels of work through the year, however, the Director considers that it would not be appropriate, at least for the time being, to create a second post. He considers that it would be preferable to use freelance translators for the additional volume of work during the year and to hire conference translators in connection with meeting weeks.

5.7.4 The Director therefore proposes that a post of Senior French Translator should be created at grade P4. He also proposes that the need for a further French translator post should be reviewed at a later date, when experience has been gained from the new translation arrangements.

5.8 Director's analysis of Spanish translation requirements

5.8.1 The Director recognises that there would be considerable benefits in appointing an in-house Spanish translator, as analysed in paragraph 5.6.2 above.

5.8.2 Nevertheless, as mentioned in paragraph 5.2.2 above, the 1992 Fund Assembly has decided that, as regards the translation of documents, the decision to introduce Spanish as a working language of the 1992 Fund should be implemented gradually (document 92FUND/A/ES.3/21, paragraph 10.6). In the light of the volume of Spanish translation work that is foreseen for 2000, the Director considers that the creation of a post of Spanish Translator would not be justified at present, and that it would therefore be appropriate to use freelance and conference translators to meet the 1992 Fund's requirements. The Director proposes, however, that the need for a Spanish translator post should be reviewed in a year's time in the light of developments.

5.9 Translation support requirements

5.9.1 To ensure that in-house and external translators are used efficiently, the translators need support in the form of 'referencing' documents (ie indicating on the text to be translated whether a particular paragraph has been previously translated, and where that translated text can be found). Support is also needed to format translated documents as required, proof read texts and check that documents are ready for printing, and for certain administrative tasks. The support role thus requires a certain level of language and keyboard skills.

5.9.2 The Director shares the view of the management consultant that at least one in-house translation clerk should be recruited. He believes that it would be preferable to appoint one individual who could undertake the role in respect of both French and Spanish. The Director intends to use the vacant post of Administrative Assistant (Translation) in the General Service category for this purpose (but at a lower grade

than that at which an Administrative Assistant would have been recruited), the exact grade to be determined by the qualifications and experience of the successful applicant.

6 Staff resources for the External Relations and Conference Department

6.1 In their decisions on the new structure of the Secretariat, the Assemblies allocated four posts in the General Service category to the External Relations and Conference Department, ie those of Administrative Assistant (Translation), Administrative Clerk, Clerk-Secretary and Secretary (Spanish mother tongue). The post of Administrative Assistant (Translation) became vacant in March 1999 (cf paragraph 5.2.5 above), and the post of Secretary (Spanish mother tongue) has not been recruited, pending experience of the new structure. The management consultant has observed in his report (paragraph 3.1 of documents 92FUND/A.4/14 and 71FUND/A.22/14) that the Department seems to remain under resourced to carry out its work.

6.2 The workload relating to external relations has grown more than expected, due *inter alia* to increased participation by the IOPC Funds' staff in seminars, conferences and workshops, and generally in the field of information and public relations. It will be recalled that when the consultants' 1998 report was considered at the Assemblies' April 1998 sessions, it was generally considered that the IOPC Funds should strengthen their activities in these fields (documents 92FUND/A/ES.3/21, paragraph 8.16 and 71FUND/A/ES.4/16, paragraph 4.16). The Director acknowledges that, as a result of priority being given to conference aspects of the Department's responsibilities (in particular the production of documentation for Assembly and Executive Committee meetings), it has not been possible to develop activities in the field of external relations as had been envisaged. For this reason the Director intends to recruit an additional Clerk-Secretary in the General Service category for the External Relations and Conference Department, instead of a Secretary with Spanish mother tongue as already approved by the Assemblies.

6.3 Taking into account the Director's proposals with regard to translation services (paragraphs 5.7.4 and 5.9.2, the proposed staffing of the External Relations and Conference Department would be as follows: the Head of Department, a Senior French Translator, an Administrative Clerk, two Clerk-Secretaries and a Translation Clerk.

7 Staff resources for the Claims Department

7.1 The Claims Department consists of the Head of Department, two Claims Officers, two Claims Clerks and, until 1 August 1999, one Secretary and one Clerk-Secretary. When approving the new structure of the Secretariat, the Assemblies maintained the post of a third Claims Officer (which had been created by the Assemblies in 1996) and created a post of a third Claims Clerk. No recruitment has been made to these posts. The Head of the Claims Department considers that it is at present not necessary to recruit a third Claims Officer, but that the situation could change if several major incidents were to occur. For this reason, the Director does not intend to make any recruitment to the post for the time being.

7.2 The Head of the Claims Department has also taken the view that there is no need for a third Claims Clerk, however it became clear during the spring of 1999 that the Department needed additional secretarial assistance with Spanish as the incumbent's mother tongue. For this reason the Director made an appointment to the post of Clerk-Secretary in the General Service category at a lower grade than that at which a Claims Clerk would have been recruited.

8 Summary

The structure of the Secretariat, including the new posts proposed by the Director, is set out in the Annex.

9 **Action to be taken by the Assembly**

The Assembly is invited:

- (a) to take note of the information contained in this document; and
- (b) to decide on the proposals in respect of the following two posts:
 - (i) Professional category post: IT Officer
 - (ii) Professional category post: Senior French Translator;
- (c) to note the Director's intention to convert the post of Administrative Assistant (Translation) in the External Relations and Conference Department to a post of Translation Clerk, and to recruit to that post;
- (d) to note the Director's intention to convert the post of Secretary (Spanish mother tongue) in the External Relations and Conference Department to a post of Clerk-Secretary, and to recruit to that post; and
- (e) to note the appointment of a Clerk-Secretary instead of a Claims Clerk in the Claims Department.

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PROPOSED STRUCTURE OF THE SECRETARIAT

