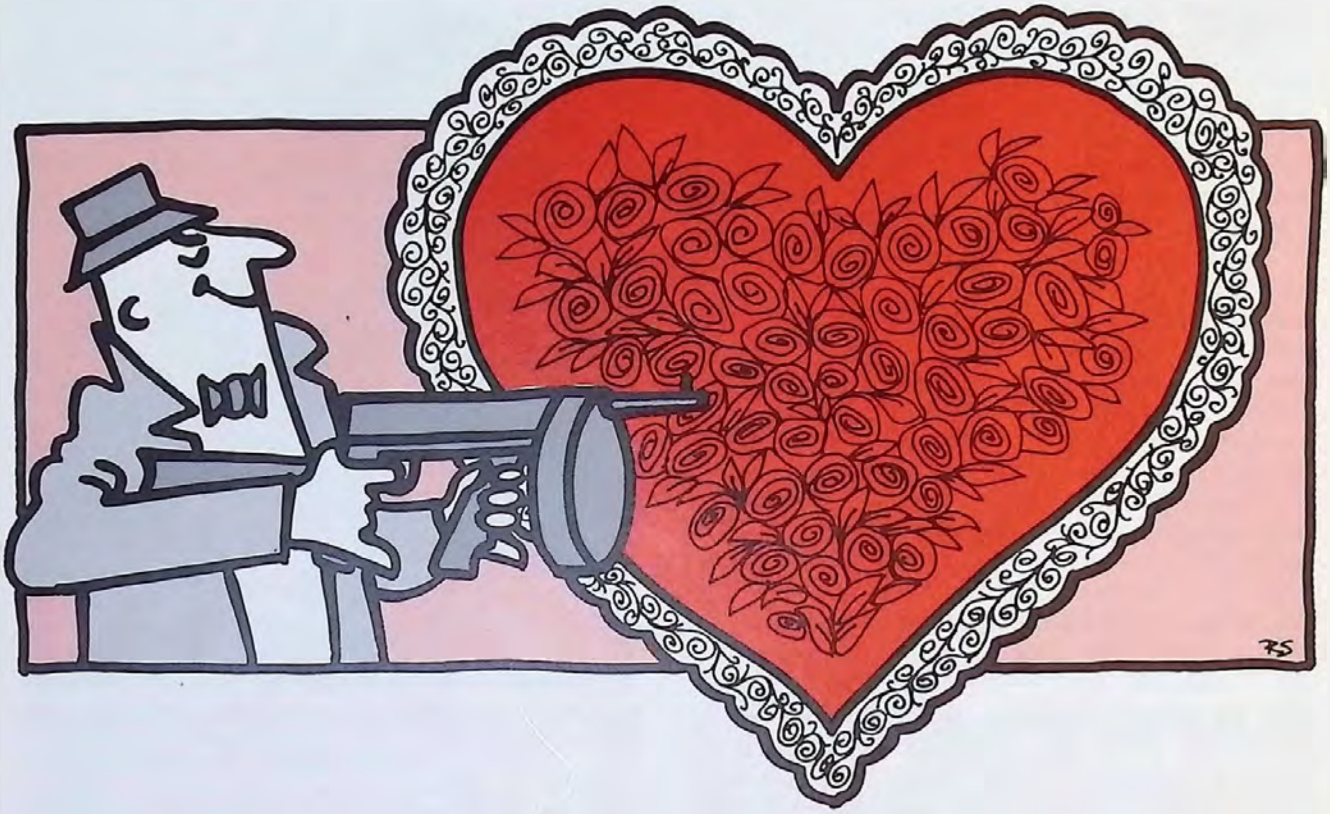
staff news
JANUARY — FEBRUARY 1986
INTERNATIONAL MONETARY FUND



WAS IT A VALENTINE'S DAY GIFT or a symbolic replay of the infamous Valentine's Day Massacre of the Prohibition era? The answer obviously depends on whether you belonged to the 27 percent of the staff that was upgraded or to the 17 percent that was downgraded as part of the just-unveiled job grading results. But one thing seems certain: every Fund staff member has been touched to some extent by the new grading system. Even many of those whose jobs have remained at their previous levels have expressed fears that their future career prospects may now be more limited than ever before.

On the other hand, the new salary structure, with 19 levels instead of 13, should permit somewhat greater differentiation of jobs than has been the case in the past and may thus prove beneficial from the point of view of staff development. And, as pointed out in the new booklet *Introduction to Job Grading*, "the identification of criteria for differentiating between jobs and for promotion...will provide both the organization and individual staff members with considerably more complete and relevant information than before on which to base decisions on training and mobility."

Staff members who believe their jobs were misgraded can appeal the decision through the channels that have been set up for this purpose. At the same time, the "grandfathering" arrangements agreed to by the Executive Board will ensure that no staff member whose position has been downgraded will suffer "particular hardship" because of the new grading procedures. Provisions have been made to provide financial assistance to downgraded staff whose salaries continue to be above their new salary ceilings after an initial two-year period (when grandfathering arrangements will apply). In addition, the Fund will try to give these staff members greater training opportunities and assistance in transferring within the Fund or in seeking outside employment.

FRANÇOIS GIANVITI of France is the new Director of the Legal Department, succeeding George Nicoletopoulos of Greece, who retired at the end of 1985. Mr. Gianviti studied at the Sorbonne, where he received the Licence in Literature, and at the Paris Law School, from which he graduated with a Doctorate in Law.

For most of his career, Mr. Gianviti was in academia, first as a Lecturer at the Nancy Law School and subsequently at the Law School of Caen. In 1969 he became Professor at the Besançon Law School, from which he was seconded to the Fund's Legal Department in 1970. Mr. Gianviti returned to France in 1974 to become Professor at the Saint-Maur School of Law and Political Science of

François Gianviti

the University of Paris. Five years later, he became Dean of the School, a post he retained until his appointment as Director of the Legal Department.

THE RELATIONS BETWEEN THE FUND AND SPAIN from the time the country became a member in 1958 until 1982 have been meticulously documented in a new book by former Executive Director Joaquín Muns. The book, which is in Spanish, is entitled *Historia de Las Relaciones Entre España y el Fondo Monetario Internacional, 1958-1982: Veinticinco años de economía española* ("History of the Relations Between Spain and the IMF, 1958-1982: Twenty-five Years in Spain's Economy")

According to the author, this historical work is the culmination of a project that began in 1982 as a vague idea in the minds of Mr. Muns and some senior officials in the Banco de España. They thought, why not write something about Mr. Muns's experiences during his term as Executive Director, focusing especially on Spain's relations with the Fund during that period? But the more they talked, the more they realized that the seeds were there for what could become a major work: an authoritative and comprehensive historical account of the relations between the Fund and Spain since the country became a member.

After two and a half years, countless short visits to the United States, and extended stays in Washington during the summers when Mr. Muns read and analyzed every Fund document even remotely connected with Spain, the first draft of the book was finished and the lengthy process of getting it into print began. The first run is just now hitting bookstores in Spain and Latin America.

Mr. Muns attributes the relatively swift completion of the book to his considerable prior knowledge of the subject matter. "A person who did not know the Fund well would have taken about 10 years to write it," he maintains.

The same might apply to someone who had not written books before. But Mr. Muns has authored several, and plans to continue writing after taking a well-deserved rest. In fact, he is already thinking about his next project: compiling several studies on the international monetary system into a book of readings, and adding recent articles to bring the material up to date. "There are many current policy issues that students need to know about," Mr. Muns says, "and such a book would provide them with the material needed to understand these issues." Another idea of his is to use some parts of his current book to put together a different type of reference work. Since

Mr. Muns (center) autographing copies of his book. He is flanked by (from left to right) Margaret G. de Vries, Sir Joseph Gold, the Managing Director, and Azizali F. Mohammed.

each chapter begins with an introduction about Fund policies, procedures, and operations, Mr. Muns explains, it might be possible to turn this material--after updating it and expanding it a bit--into a treatise on the Fund. "There is nothing like this in the Spanish language, at least nothing of the magnitude I´m planning," Mr. Muns points out. "And there is a distinct need for a book of this sort."

Mr. Muns seems to be well-suited to write such a book. He identifies with the Fund strongly, not only because of its basic economic philosophy but also because he spent part of his career here. Mr. Muns first came to the Fund as an economist in 1965, but left in 1968 to return to the the University of Barcelona--where he holds the Chair for International Economic Organization. He returned to the Fund in 1978, however, this time as Executive Director for Costa Rica, El Salvador, Guatemala, Honduras, Mexico, Nicaragua, Spain, and Venezuela.

Like most of those who know the Fund well, Mr. Muns finds many things to praise about this institution, but also has a few criticisms. What he considers to be one of the most positive developments taking place in the Fund is its changing attitude toward international economic problems. "I think that ever since the financial crisis of 1982, the Fund has taken on a much more active role in helping solve the problems facing the international economy," Mr. Muns says. "The Fund is no longer just dealing with existing problems," he explains, "but is now actually looking ahead to prevent the emergence of new crises." He considers this to be a positive development, and is pleased that "the Fund seems to have realized that sometimes it is not enough to have the ´right´ economic philosophy and points of view. You also have to know how to sell your ideas to the international community and you have to be able to look ahead and anticipate developments before they happen," he maintains.

On the other hand, Mr. Muns believes that for the past several years the Fund has been a bit too passive toward the operation of the international monetary system. "I think we should be worried about the way the system is functioning at present--about how it is developing," he says. In this respect, he adds, "the Fund has perhaps been a little too complacent--although it seems to me that things are now beginning to change." Mr. Muns stresses, nonetheless, that the Fund has played and continues to play a very important role as supervisor of the international monetary system. "It´s an important job," he says, "as evidenced by how much better the system has operated since the Second World War."

One thing that has struck Mr. Muns about the Fund is the quality of its staff. "I think that the staff of this institution is not only of very high caliber but that its dedication is unsurpassed," Mr. Muns exclaims, noting that "this has permitted the institution to take on additional work without a concomitant increase in personnel."

Many staff members were present at a luncheon for Mr. Muns on February 12, co-hosted by the Managing Director and by Executive Director Pedro Pérez. Attending were a large number of senior Fund officials, each of whom received a copy of Mr. Muns's book (which he autographed upon request).

Staff members who wish to obtain a copy of the book should write to Hispania Book Distributors Inc., Box 11441, Washington D.C. 20008, or telephone them at 265-2325. The price is $28.00.

WANT TO IMPROVE YOUR MEMORY, stop procrastinating, become a faster reader, sharpen your typing or shorthand skills, or improve your writing or speaking abilities? Or do you want to learn a new language, update your knowledge of international banking, learn word processing or other computer programs, or master any of a number of invaluable technical skills? If you are a Fund staff member, you're in luck. Training activities in the Fund have expanded over the past few years, and now focus on a myriad of subjects covering many aspects of professional and human resource development.

The expansion of training activities is the result of the Fund's new attitude toward training, according to Personnel Officer Marlene Thorn. This new attitude is outlined by the Director of Administration in the foreword to the soon-to-be-released *Training Catalogue*, where he states that "the success of the International Monetary Fund in carrying out its functions and meeting its goals depends to a large extent on the quality and training of its staff members...and the Fund is committed to staff development at all levels of the institution."

And this is not just talk. The Fund is committing significant financial resources to ensure that the training program is well funded: the training budget has grown significantly in the past two years, particularly in the areas of management training and high technology. And the Training Unit recently inaugurated its new training facilities on the 5th floor of the International Square Building (entrance at 1875 I St.). This is a big change from even just a few years ago, when the training budget was minimal and the only in-service training available was for languages, RAL (Research Analysis Language), applied econometrics, management, and a handful of other professional courses.

Marlene Thorn (right) discussing training matters with (from right to left) Jo Longnecker and Consultant Dinah Nieburg.

The change in the Fund's attitude toward training has also led to an increase in the responsibilities of the Training Unit, which is part of the Staff Development Division of the Administration Department. For the past two years, the Unit has been headed by Ms. Thorn, whose educational background is in psychology, with an emphasis on human development and organizational management. She is assisted in her work by Bjørg Tveitan, who has been with the Unit since its inception 16 years ago, and by Jo Longnecker and Beatriz Kollins.

The primary focus of the Unit is to ensure that the training needs of the staff are met. But the Unit's work also includes career counseling--especially as it relates to training needs. Because of their expertise in training matters, Ms. Thorn and her staff can often be of help in counseling staff members regarding career options at the Fund and in discussing steps that can be taken to improve these options.

An office automation course at the new training facilities in the International Square Building. From left to right (standing) are Beatriz Kollins, instructor Tia Clarke, and Bjørg Tveitan.

Types of Training Available

In-Service Training Courses. The Training Unit often encourages staff members to take a particular in-service course as a means of improving current job performance or of increasing the chances of being assigned added responsibilities.

The Fund currently provides in-service training courses on communications skills, management and organizational development, computer technology, different aspects of economics and finance, library research skills, and languages. With all of the changes continually taking place in fields of concern to the Fund, staff members need to be kept up-to-date if they are going to perform adequately in their current jobs, says Ms. Thorn.

In the recent past the Unit has expanded training in several fields, including the operation of computers. With the introduction of automation technology in the Fund, Ms. Thorn explains, staff members need to learn to operate computers in order to do their jobs more efficiently. As a result, computer courses and seminars--running the gamut from word processing to Lotus 1.2.3--make up more than three quarters of the 151 courses offered in 1985 under the in-service training program.

The Learning Center. The newest training facility developed by the Training Unit is the Learning Center, which is expected to open in late March. Located in Room 6-308, the Center will feature six carrels--two with IBM PCs, two with video players and desk-top monitors, and two for the use of audio tapes and study guides.

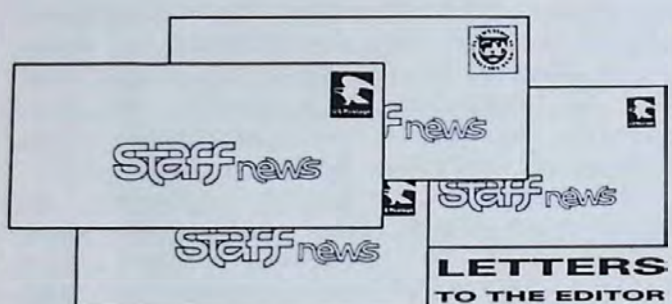
The courses available at the Center will be in the form of audio- or videocassettes or computer diskettes. Unlike other training methods, these courses will permit staff members to study at their own pace, spending as much or as little time on each unit as needed to master the subject matter. And individuals will have the opportunity to work at the Center or (if they own their own VCRs or computers) to check out the learning materials and study in the privacy of their own homes.

The range of subjects available at the Center (and the copies of each course) will be somewhat limited initially. Some of the courses in the Center's collection currently include: stress management; managing conflict; the Evelyn Wood Dynamic Reader; the art of negotiating; quantitative aids to decision making; evolution of the History of the Fund (by Margaret G. de Vries); time management; and many others, including a significant number in the computer field. And this is only the beginning. As Ms. Thorn explains, the Training staff wants to receive feedback from those taking the courses before ordering additional instructional material. But if the Center is received with as much enthusiasm--and is as popular--as expected, there will soon be a variety of courses to fill many of the needs of the staff.

External Training. In addition to the in-service training program, the Fund offers external training opportunities to the staff. The Individual Study Programs permit staff members to work toward undergraduate and graduate degrees in fields of interest to the organization. The Fund is currently providing financial assistance to about 125 staff members under the various study programs (which include the part-time study program as well as the leave with full-, half-, or without-pay programs).

The Fund will also pay for what it calls "other external training"--seminars or workshops that can potentially improve the current job performance of a staff member. About 220 staff members participated in this program during 1985. And the accessibility of this external training is about to increase thanks to the introduction of EdVent, a new computerized data base search service that will give the training staff access to exhaustive information about seminars, conferences, and workshops. Up to now, information about when and where courses were being offered was available through brochures sent directly to the Fund or to staff members.

These external training courses, combined with in-service training and the self-paced instructional materials available through the Learning Center, offer greater educational opportunities to staff members than have been available before. "It's really a pretty full plate if we do everything the way we want it done," Ms. Thorn says. And while conceding that these programs "cannot be all things to all people," Ms. Thorn is confident that the training opportunities available through the Fund will have a favorable impact on the organization and its staff.



The following two letters treat the subject of job grading in the Fund in an irreverent manner. Nevertheless, we are publishing both letters since this column was designed as a forum in which staff members can express their opinions about subjects of interest to the staff as a whole.

To the Editor:

The Big Bang

In the beginning there was an efficient institution. Work abounded, the staff performed, salaries were good. And the Fund called this chaos, and the Fund reigned over chaos. And the Fund said: "Let there be committees." And there were committees: Kafka Committee, Advisory Committee, 12 Staff Committees, the Job Evaluation Committee, Senior Staff Committee. And the Fund saw that this was good; and it called the Committees light and the SAC darkness. And that was the end of the first day.

And the Fund said: "Let us divide the secretaries from the economists. Let us put the lawyers aside and the statisticians outside. Let us not confuse interpreters and translators, but let us mix accountants and bookkeepers. Let us use the money set aside so consultants can be fruitful and multiply." And the Fund saw that this was good; and the staff swam down the career stream. And that was the end of the second day.

And the Fund said: "Let the streams dry up. Place job ladders along the way and let benchmarks be the barrier. No one shall go too far too fast but shall creep sideways within his occupational group." And the Fund saw that this mobility was good; and the staff came to a standstill. And that was the end of the third day.

And the Fund said: "Let us make Hay. We shall create a comprehensive job information base. We shall measure the know-how and shall grade the problem solving. We shall take no responsibility but, behold, the staff shall have accountability." And the Fund saw that this was good; and gave itself three Hay points. And that was the end of the fourth day.

And the Fund said: "Let the grades be fruitful and multiply. Thirteen is unlucky, let's go to nineteen. The humble shall be A's, the mighty shall be B's. Some A's shall be B's and some B's shall be A's. The heavy E's and the light F's shall lie together." And the Fund saw that this was good; and all were slotted. And that was the end of the fifth day.

And the Fund said: "Let us notify the staff. Let the support and professional positions know that they shall creep upon the earth, after their kind. The middle managers shall fly below the clouds, and the senior ones within the clouds, after their kind. The staff shall till the ground and go hungry. And there shall be an Appeals Committee. The downgraded shall appeal and the Committee shall repeal." And, behold, the Fund saw that this was good; and created a grandfather. And that was the end of the sixth day.

And on the seventh day, the Fund completed the job evaluation. Job ladders, benchmarks, and Hay points ruled the earth. A stricken staff clung to grandfather and SACked the Appeals Committee. Much had been accomplished and more remained to be done, but in the interim the Fund decided to rest.

Name withheld by request

To the Editor:

A Parable

History will record that back in 1986, a mission from the Intergalactic Market Federation (IMF) visited the Republic of Fundlandia to consider its application for IMF membership. Sealed for decades, the archives have at long last been opened. Among the documents found therein was a confidential back-to-office memorandum of the Chief of Mission to Fundlandia, dated February 1986. Excerpts appear below:

Background: ....Fundlandia, a tiny enclave populated by some 1,700 civil servants, rises 13 stories above a single square block located deep in the interior of Beltwayburg, a metropolitan area whose one-product economy is periodically shut down by a series of one-inch snowfalls. Fundlandia shares its square block with a monastery just outside its northeast border, guarded by monks masquerading as panhandlers.... Fundlandia is governed under a 40-year-old charter, whose First Amendment provides for the issuance of its currency, the Super Duper Reserve (SDR), at infrequent intervals in limited quantities. The political system is highly stratified, with a restive populace deterred from rebellion by its fears of an Arbitrary Downgrading Maneuver (ADM).

Report: ....The Mission focused most of its attention on the structural rigidities introduced into the Fundlandian economy in early 1986, when the authorities adopted the recommendation of the infamous Hate Associates to base the rank and pay of employees not on market comparisons but on the number of Hate Points assigned to a position by a small group of Job Devaluators. Thus, an Unbelievable Screwup (Us) was substituted in Fundlandia's labor market for the Time Honored Equivalents of Market (Them). This move was opposed by the loyal opposition, Shouters Against Confusion (SAC), which charged that the authorities were using the technique of Us vs. Them to divide and conquer a subject people. However, the authorities paid no heed, and the opposition came to be regarded as a bunch of Weak and Ineffective Moral Posturers (WIMPs).

During the mission's visit the following dialogue ensued with the authorities:

IMF MISSION CHIEF: How can you justify the replacement of an imprecise but market-related labor system with the arbitrary, pseudo-scientific approach of your Job Devaluation exercise? Surely you must realize that it is better to be imprecisely correct than precisely incorrect; substituting arbitrary Hate Points for market comparisons merely gives the aura of precision to the inherently imprecise. Under the guise of science and objectivity, any predetermined result could be imposed on the structure and justified ex post by Hate Points. In fact, any outcome at all is possible with Hate Points, once the subjective application of arbitrary criteria is substituted for approximations to the relative scarcities signaled--however imprecisely--by supply and demand.

AUTHORITIES: Not so. To be sure, Hate Points are based on the doctrine of Comparable Worth, an intellectually suspect concept espoused mainly by anti-market trade union militants. But we've heard that they are also used by local governments and corporations.

IMF MISSION CHIEF: Local governments like Beltwayburg, I would imagine.... But while a private company might pay lip service to the Hate methodology or some other job-grading system, it has to pay wages and salaries by market criteria if it wants to stay in business. Under the discipline of competition, it could not long afford to overpay or underpay any significant set of jobs, irrespective of its desire to maintain internal "relativities"....Over the years, Fundlandia won't be able to get away with it either. So tell me, what makes you think your own exercise in job grading was so objective and precise?

AUTHORITIES: In applying the doctrine, we awarded points for our personal, subjective view of each job's content, adjusted, of course, for desired outcomes and incumbent status as we saw fit. We then assigned an exact numerical value to the result. What could be more objective or precise than that? After all, it came right out of our computers, which were programmed to apply a quantitative "Knowledge, Accountability and Problem-solving" (KAP) routine to everybody's salary. How can you argue with a scientific KAP on salaries?

* * * * *

Conclusions and Recommendations: It is unfortunate that Fundlandia has so few economists among its opinion leaders. Economists would understand that the Hate Point method is inimical to the efficient allocation of resources. And they would realize that by awarding higher rank and salary on the basis of circumstance (occupying a job that is given lots of points) rather than ability, achievement, and performance, the system destroys the workplace incentives that make for productive labor relations. Over the years, the structural rigidities introduced into Fundlandia's labor market by Hate Points will devastate its economy.

....Our mission therefore recommends that membership of Fundlandia in the IMF be denied until the authorities are willing to live by the market principles that the IMF espouses....As a preliminary step, we suggest that Fundlandia put more economists on its payroll in positions of influence. Surely there is no professional economist in the world who would ever be taken in by such unadulterated KAP as salary determination by the awarding of artificial points.

Or is there?...

Name withheld by request

To the Editor:

Let's go on about dogs at Bretton Woods! Let's not let the Bretton Woods Board of Directors wallow in their insufferable smugness about the "support" they've gotten. Not having reacted before to this issue, I wish it known that my dog Bolke, a Dutch Keeshond of Arctic disposition, used to thoroughly enjoy his winters at Bretton Woods, fur flying as he raced around in a safe environment. I would, therefore, suggest that dogs be allowed in Bretton Woods at least during periods of lesser use, i.e., November 1 to April 30. If any children turn up in that period, they will find in Bolke their greatest friend.

Jan-Maarten Zegers

To Our Readers:

Despite Mr. Zegers' wish to keep the debate going, we have decided--by popular demand--to call a halt to the publication of letters about the dog ban at Bretton Woods (unless there are dramatic new developments in the situation).

If you have any other opinions that you feel may be shared by staff members, or questions that you would like to ask, please send them in to us and we will publish them in this column.

As a matter of editorial policy, we request that all letters be signed, so that we may verify their legitimacy. In those few cases in which the writer asks for anonymity, we will not publish the writer's name without permission. However, if we feel that the opinions expressed in the letter call for a signature, we will advise the writer and give him or her the final word on whether the letter will be published.

Liliana Fidel Hamilton
Editor, Staff News,
Room 10-548, Ext. 8589

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THE INTERNATIONAL CAMERA CLUB *turns 20 this year. To mark this occasion, the 1986 Annual Exhibition, opening on March 3, will feature some of the best photographs taken by members since the club's establishment. The following article about the club's history was written by its current President, Glennys George.*

Much has happened since the club came into being in 1966, when then Director of Administration Phillip Thorson asked Personnel Officer Gladys Mott to organize a camera club to serve the needs of the staff. At the first organizational meeting, held on February 8, 1966, the 50-or-so staff members who attended elected five of their colleagues to be the club's first officers.

"By the end of the first year of operation, the Camera Club was a going concern, with 52 members and a financially sound treasury," recalls the now-retired Gladys Mott. "It was most rewarding for me to realize that my infant project had emerged, taken root, and was well on its way to becoming the success it is today, 20 years later," she adds, noting that "we had even applied for membership in the Greater Washington

One of the first activities of the Camera Club was an outing to Reading, Pennsylvania in June 1966.

Council of Camera Clubs and the Photographic Society of America."

Today the club has 150 members and meets each month for slide presentations, lectures, competitions, and occasional workshops and field trips. The club has great appeal because its subject matter itself has great appeal. Photography is both science and art, and it is intensely personal--a photo is a tangible suspension of time in our race against time. The unparalleled advances in equipment and film challenge us constantly. And since photography tends to be a solitary activity, coming together during the club meetings tends to enhance the feeling of camaraderie, with the more experienced members encouraging and offering helpful advice to the beginners.

Membership in the club is open to all staff members and their families. For additional information, please call any of the following Camera Club officers: Glennys George, President (7695); David McMurray, Vice-President (33880); Mila Tuason, Secretary (4632); Elvira Bagares, Special Courses and Workshops (6890); Sheila Meehan, Editor, "Shutter Release," (8293); Hans Gerhard, Programs (469-8745); Kristi Kruzat, Bank Publicity (32993); Maria Arocena, Contests (32993); Mal Dick, Representative to GWCCC (76624); and Louis Forget, ex officio (72835).

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VAN POOL DIRECTORY

Areas Served	Arrival(a.m.)/Departure (p.m.)	Remarks/Contacts
Bethesda, Md. (Montgomery Mall)	8:25/5:10	Permanent seats available. Call Mr. Rivera Ext. 74689.
Columbia, Md.	8:25/5:15	Now forming. From Owen Brown/Rte. 29 to BW Parkway. Call Mr. Alloy, Ext. 60084.
Falls Church, Va. (Loehman's Plaza)	8:45/5:35	Uses Rts. 50 to 66. Call Ms. Ferreira-Snowden, Ext. 75445
Potomac/Bethesda	8:55/5:45	Spot seats. Bradley Blvd./Seven Locks/River Rd. Call Mr. McMullen, Ext. 75374.
Reston, Va. (Hunter Woods)	8:45/5:35	Spot Seats. Via Dulles Toll Rd. Call Ms. Gormont, Ext. 74598.
Springfield, Va.	8:50/5:40	Permanent seats. From Backlick and Old Keene Mill Rds. Call Mrs. Aguirre, Ext. 76347.
Springfield, Va.	8:45/5:35	Spot seats available. Braddock Rd. to Columbia Pike. Call Ms. Sy, Ext. 78832.
Vienna, Va.	8:55/5:35	Wolf Trap Barn via

		Lewinsville Rd./Rte.7. Call Mr. McFayden, Ext. 60568.
White Oak/ Adelphi, Md.	8:50/5:40	Spot seats available. Call Mr. Weng-Leong, Ext. 72847.

JAYWALKING ON PENNSYLVANIA AVENUE can be costly. We know of at least four instances (there may be more) when pedestrians crossing Pennsylvania Avenue--from the Fund side to the Peoples Drugstore side--have received tickets for crossing against the light. That is, they did what a lot of people do: they started crossing the street before the Walk signal was lit.

The District of Columbia police force seems to have decided to periodically (and relatively surreptitiously) enforce pedestrian traffic rules. If you get caught it will cost you $5.00--and a lot more than that in embarrassment as onlookers stare at you while the policeman is writing out the ticket.

New Members of the Fund Staff


Borka Bogdanovic
OED - Yugoslavia


Filippo Di Mauro
OED - Italy


Katheryn E. Heuring
BUR - U.S.A.


David R. Hutton
TRE - New Zealand


Melrose Nicol
BUR - Sierra Leone


Adebisi Oloyede
AFD - Nigeria


William K. Parmena
OED - Tanzania


Beatrice Milda Quartey
AFD - Ghana


Marie Rose Ricasa
BCS - Philippines


Suzanne N. Sock
OED - Senegal


Nelia P. Valderrama
TRE - Philippines


Huibrecht Van Der Burg
OED – Netherlands


Simone Randrianarivelo
OED – Madagascar

SUSANA B. UGARTE of Argentina died in Washington on February 3. Ms. Ugarte, who was 36, first joined the Fund in July 1973 as a Transcriber in BLS. In 1978 she was promoted to Documentation Assistant and a year later was made Assistant Terminologist. In 1982 she transferred to BUR as Editorial Officer, and remained in this post until 1983, when she resigned from the Fund and returned to Argentina.

Ms. Ugarte rejoined the BLS in September 1985 as a Transcriber, a position she held until her death. Contributions in her memory may be made to the Patronato de la Infancia in care of the Argentine Embassy, 1600 New Hampshire Avenue, N.W., Washington, D.C. 20009.

Susana B. Ugarte

TWENTY-YEAR STAFF. The following staff commemmorated twenty years of service in December: Marion Simpson of AFD, Mai Stuart of EXR, and Jan-Maarten Zegers of OMD.

RESIGNATIONS. The following staff members resigned from the Fund: in December, Ronald Johnson; in January, Ignazio Angeloni, Bo Tao, Helen Jenkins, Pierluigi A. Molajoni, John C. O'Connor, and José Cosentino Tavares.

RETIREES. Kleofa Gonzalez of BCS retired in December.

BIRTHS. A daughter, Isabel Dolores, was born on December 6 to Mr. and Mrs. José P. Delgado; a daughter, Christina Ingrid, was born on December 21 to Claudia and Jeffrey Schlegel; and a son, Kevin Matthew, was born on January 3 to Rosaleen and Michael Gray.

1986 IS THE INTERNATIONAL YEAR OF PEACE, *and a group of staff members has joined forces to discuss ways of strengthening the peace process. The group has asked* Staff News *to publish the following notice.*

It is apparent that as international civil servants we have a world perspective which in itself tends to reinforce peaceful attitudes. Whereas all people, no matter how humble, can contribute to the peace process, it is believed that as international civil servants we have a special position that, if exploited, could be unusually important. We invite all our colleagues to join us in reviewing ideas on what practical actions might be taken individually and collectively. One suggestion is to have a few public talks given by persons who have distinguished themselves in the general field of peace and conflict resolution with a view to raising consciousness of the issue. The process must avoid partisan politics that would cause division and be contrary to Fund rules. To help planning, it would be appreciated if colleagues and spouses who are interested would contact: Johann Schulz (7342), John Huddleston (8238), Augusto Lopez-Claros (8843), or Doris Ross (6510)."

staff news

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