staff news
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Variety Is the Spice...

An Interview with Joan Powers on the Diverse Work of an "In-House" Lawyer

We could have interviewed Joan Powers about the films she loves or the daily run she takes to work or the wicked squash game she plays. Instead we queried her about the formidable range of issues she wrestles with in the course of her work.

She is the Fund's "in-house" lawyer—the one Administration consults with on many of the major administrative issues and the one who also steps in on the lower profile, but no less lively, technical matters. She talks here about the nature of that work.

What drew you to law?

Law is a field where you can apply analytical, intellectual skills to problem solving. It's a very good outlet for people with an interest in policy or government, and it's also a good field for women. You really are judged on your ability to contribute.

And law affects every aspect of modern life. It can be as mundane as the contract you make in renting a video or as daunting as trying to delineate freedom of expression. On the most basic level, law defines the role of the state and the limits of its authority.

I studied history at Brown University and then got my law degree from the University of Pennsylvania. I came to Washington to work for a large law firm, Wilmer, Cutler & Pickering, where I had experience in litigation, corporate work, and some regulatory issues. Later, after spending a year in the firm's London office, I returned to Washington and started thinking about redirecting my career.

I applied to the International Monetary Fund and several months later got a phone call from Jim Evans [former Deputy General Counsel] saying 'you know that application you sent us, well, finally someone is retiring. Are you still interested?' I have been here now about six years.

How does your job differ from that of your colleagues in the Legal Department?

Within the Department I am thought of as a specialist in administrative matters, but I consider myself the true generalist, since many different areas of law fall within my domain. Typically most of my colleagues deal with the legal aspects of the Fund's financial operations and its relationship with member countries, while I deal with issues arising from the Fund's role as employer, procurer of goods and services, publisher, and so forth.

I see a wide variety of issues here, and because the Fund is an international organization, they all have a peculiar bent to them. We're not like IBM; we're not like the State Department. We have privileges and immunities. We are immune from judicial process; we aren't subject to the regulatory jurisdiction of the U.S. agencies. That gives us a certain flexibility, yet also creates a greater burden to develop internal rules and regulations that satisfy the objectives of those external policies. For example, when an issue like workers' compensation or maternity leave becomes regulated by state and federal governments here, the Fund may want to adapt its policies in light of what it feels is appropriate and fair as the times change.

Looking primarily at the laws of the United States?

It depends on the context. In commercial contracts with local vendors, it makes sense to use local law as the governing reference. In other areas, mainly personnel matters, we may want to examine a variety of sources. In some instances the staff rules of other international organizations can give us guidance. There is a great deal of informal contact with my counterparts in the Bank and with the IDB and the OAS. We meet periodically to compare ideas, share problems, and talk about solutions. That serves as a very useful forum.

Do you get involved in staff members' personal legal problems?

Before Joyce Reback was hired as Legal Services Consultant, I did fill in on an ad hoc basis. This could involve anything from reviewing a lease to advice on tax matters. For example, the 1984 change in the definition of "resident" for income tax purposes generated a lot of questions. Joyce and I still collaborate closely on a range of issues, including Fund-related tax and immigration questions. Right now we're working together on updating the *Guide to Staff Legal Problems*.

Have you also been involved with the estate tax issue?

Oh yes. It hit us cold over a year ago, and we quickly had to analyze not only the changes in the law but also the general framework of U.S. estate and gift tax to understand its impact. This formed the basis for the seminar and the staff bulletin that we did on the subject.

The most significant aspect of the changes is that a non-U.S. surviving spouse can no longer claim the unlimited marital deduction available to U.S. citizens. It's the first time I'm aware of that a U.S. tax law has overtly differentiated on the basis of citizenship rather than residence.

The legislative history of the bill indicates that the U.S. Congress was concerned about granting a marital deduction to a surviving spouse whose assets did not necessarily remain taxable. The worldwide assets of a surviving spouse who is a U.S. citizen do remain subject to tax at the time of his or her death. This includes assets covered by the marital deduction at the death of the first spouse, so the deduction is in a sense a deferral.

In the past, though, there was nothing to prevent surviving spouses who were not citizens from leaving the United States and taking their assets, thus depriving the United States of any opportunity to tax these assets. Congress intended to close the loophole by denying the unlimited marital deduction except where the non-U.S. surviving spouse's assets were placed in a trust, which basically retains the jurisdictional nexus to the United States.

What people find rather onerous is that if a staff member were to die in service, the spouse may not be able to remain in the United States. If the spouse wants to go home, he or she would need to sell the family house here and re-invest it in a house in the home country. The new legislation may well prevent the spouse from doing this without paying a substantial estate tax.

As a recent Staff Bulletin explained, we hope to put out a handbook on estate planning explaining this in detail. The difficult thing is that while the marital deduction is important, it is by no means the decisive element. Once you start thinking about wills and trusts and whether you will leave your estate to your spouse or kids, you run into questions about financial planning and a wide range of personal issues. Although many people are uncomfortable dealing with the subject, you really should get expert advice about putting your affairs in order.

You also deal with copyright issues...

Copyright law is interesting because it is always trying to keep up with technology. In the Fund, copyright questions largely come up in connection with publishing. When I joined the Fund, its publications did not have copyright protection. There's much more awareness now of trying to market these and, in part, that prompted a reexamination of the copyright policy.

Clearly the most important goal of our publishing activities is disseminating information about the Fund, but copyrighting is consistent with that, since it ensures adequate protection for the Fund's proprietary interests. Now, all the Fund's statistical publications are copyrighted, while those publications called for by the Articles of Agreement—the *Annual Report* and the *Annual Report on Exchange Arrangements*—are not. There is a working rule for other publications.

Once you hold copyright, of course, you get requests to use your work and you have to develop guidelines for that. The Fund is extremely liberal; so long as the Fund receives credit for the information, we are delighted that people pick up Fund material. What we wanted to avoid is having another publisher or commercial entity slapping its own cover around a publication like *IFS* and then selling it for twice the price.

Which issues take up the greatest part of your time?

My work is divided into two principal areas: contractual and personnel. Within each, there are a number of much more specific issues. On the contractual side, the main project right now, of course, is the acquisition of the Western Presbyterian Church. That takes up perhaps a quarter of my time and will remain a steady factor over the next year.

The project began as a feasibility study. We were looking at a number of legal and practical issues, the primary one being the need to find a new location for the church in the neighborhood since we assumed the church would want to continue its work in the community.

But finding a new location wasn't easy. We didn't want to displace people from their homes or apartment houses, so our options were limited to commercial sites. There were many, many meetings in what Jim Kaiser calls the "boom-boom room"—the windowless 1-300 conference room—looking at maps of Foggy Bottom. Then, in the nick of time, the AAUW [American Association of University Women] property at 2401 Virginia Avenue came on the market and formal negotiations began.

I now work with the project team on the legal and business aspects of the plan, including the purchase of the new site and the negotiations with the church's representatives over the cost of the new structure. We have signed a contract, but the deal is an intricate one, given the various conditions and contingencies that we've included as protection. The next step is the zoning process, which in itself can take a year.

There will also be elements of preservation, since the church would like to use parts of the existing building in the new one. We will re-install the church's stained glass windows and much of its interior furnishings, including its pews. It will be a lengthy and complex process.

What specialized knowledge do you need to review highly technical documents?

Fortunately, we have very good people with extensive procurement and professional experience. In reviewing modifications to the standard architect's contract, for instance, I'll work very closely with Peter Gerridge, who is a registered architect. He wants advice on the legal aspects and I have a lot of questions on the architectural aspects. We're able to educate each other.

But you are not involved in every contract....

My involvement is usually triggered by the size and unusualness of the project. One former arrangement with Comnet, where they operated Fund equipment at their headquarters on MacArthur Boulevard, combined elements of timesharing and facilities management in a way that no standard form could cover. I sat in as part of the procurement team to understand the structure of the deal and then I prepared a contract that met those objectives. Many deals have a special wrinkle that needs careful drafting, but since I've joined the Fund, many procedures and forms have become more standardized.

You also get involved in contested contracts—where there are charges of nonperformance....

Fortunately that doesn't occur very often. The question may arise in software development, for instance, where there is a lot of initial optimism. Time goes by, and more time goes by, and then you realize you haven't gotten what you were expecting and there is very little reason to believe that you ever will.

The question then is, well, is it time to get out? It's a question of strategy. Do you want to work with the vendor or recoup as much as you can? My views are sought on what is legally supportable, but in my experience these matters are typically resolved through negotiated settlements. We sit around a table,with each side pointing the finger at the other. These sessions can be emotional, but there is also a lot of gamesmanship involved. Everyone knows exactly what their bottom line is going to be, so it's a matter of offer and counter offer. When the business sides finally agree, then it's up to the legal advisors to put it in writing.

The Fund is making a much greater effort to write sharper standards and then ensure that performance conforms to these. In that respect, I have to compliment Frank Harrison. He has really beefed up the quality of contract drafting and administration.

Has the Fund ever sued?

No, but that has to be a credible alternative. The concern is usually the opposite. Vendors are concerned that they will have no recourse against the Fund. I've had numerous conversations with companies and their lawyers trying to explain why the Fund can't be sued.

Do personnel matters tend to be more difficult than contractual ones?

They're different. They are not more difficult from a legal standpoint, but there is the personal side involved. In personnel matters you would always want to ask yourself—are we acting in a fair and reasonable way? Has the policy or rule been clearly stated? There are a lot of questions about the interpretation or application of a GAO, and to that extent Administration normally consults me before a case even goes to the Grievance Committee. If a grievance is filed and the grievant is represented by a lawyer, I will also be present.

Do individual cases consume more of your time than general issues?

The day-to-day work takes up a lot more time. The big policy questions are obviously the more important ones, but they don't arise as frequently. A major exercise tends to create fixed rules for a certain period. At that point you turn your attention to what happens under those rules.

Previously the Fund had considerable discretion on personnel matters, but we have moved to a much more codified system based on rights and obligations—something that seems almost inevitable as the organization grows. The establishment of an administrative tribunal would obviously contribute to that because there will need to be more clarity on exactly what a staff member is entitled to. We can no longer rely on ad hoc policy formulation.

Where is the administrative tribunal?

I am preparing what will be the fifth paper to go to the Board on the subject. We have made a lot of progress, although it has taken a long time. Most Executive Directors have made it clear they feel the Fund should have its own tribunal and they would prefer a system in which there is both a tribunal and a grievance committee to funnel individual cases to the tribunal. The major remaining issue, and unfortunately the most difficult one, is the scope of the tribunal's authority to review what we've called "regulatory decisions," that is, the basic administrative rules and regulations that are outside the jurisdiction of the Grievance Committee.

But an administrative tribunal whose jurisdiction would be no broader than the Grievance Committee's seems pointless....

Well, you could strengthen the Grievance Committee by making its decisions binding instead of advisory, and you could have it composed entirely of outside members, but this would not be an administrative tribunal. It would not perform all the functions of a tribunal.

What do you most enjoy about your job?

The variety, the variety. The profession of law is increasingly specialized, but as someone once said, "an expert is someone who knows more and more about less and less." In the course of a day anything from D.C. zoning regulations to copyright to the U.N. Convention on Privileges and Immunities can come across my desk. It's very diverse and there is the added satisfaction of working very closely with your client. You can see directly how your advice is being implemented.

And, as perverse as it may sound, I do enjoy giving advice on grievances. This is as close as I generally come to litigation and I enjoy the craftsmanship of legal drafting. The one thing that was very exciting in private practice, but which I didn't want to do full time, was to present witnesses and prepare briefs that pull together the law and facts of a case. It produces emotional highs and lows that you simply don't have in typical in-house counsel work.

Does it complicate matters that your client is also your employer?

[laughing] Only in matters relating to the U.S. tax allowance. No, the main problem is making sure that you remain impartial and independent from the specific recipient of the advice that you are giving. The role of a legal department in any organization is to give sound legal advice. Ultimately, too, it is in the best interests of the organization because it contributes to consistent and principled decision making.

One problem in being an in-house counsel is that you often play a role at various stages in the administrative process. It is sometimes hard if you have been involved early in a matter to look at it later with a fresh eye. If a question arises about a GAO I have helped draft, it may be difficult for me to give an independent view. It's sometimes better to step back a bit or let someone else have a look at it.

What makes this job fun, though, is that I get to go back to basics quite a bit. A lawyer for a corporation, for example, must deal with external governmental laws and regulations affecting the company; but the Fund is a lawmaker as well. This means we must go back and look at the principles underlying our rules. Why, for instance, should courts or tribunals review actions of administrative and legislative bodies? What safeguards are really important? To be able to go back to basics like that is fascinating and challenging.

Working at the Fund combines the best of several worlds, in the sense that you have a governmental purpose to the organization and an interesting international character. The legal questions are extremely diverse and unusual, and I feel I have a good working relationship with my "clients"—they realize that lawyers can help them as administrators. All in all, I think I'm lucky to be here.

Of course, if I won a lottery, I might be tempted to buy and restore the Biograph Theater, and reshape its programming to my own liking....

Close Encounters of the Friendly Kind

Linda Kamel, and Friendship Force, Host a Soviet Group

Linda Kamel, of the Bureau of Statistics, felt a moment of real panic when she opened the door and found 16 husky Soviets standing on her doorstep. "I worried immediately," she says.

What she worried about was whether she had cooked enough food, for on this frigid December evening she was having the Soviets over to dinner. But guests or not, the first glance at the group, all wearing big fur hats, did give her pause. "I thought I was in Moscow for a minute," she recalls.

It had all come about simply enough. Linda, who works in the Bureau of Statistics, had accompanied her colleague Dee Holl-Kasten to a recent meeting of Friendship Force, an organization committed to promoting greater understanding and friendships through international homestay exchanges. The group was looking for someone to host a dinner for a visiting Soviet group, and Linda, well, ended up volunteering.

"My husband, Mokhtar [who is with the Bureau of Language Services] and I like to entertain," she smiles, "and we thought this would be a unique experience." Her guest list ultimately reached 27, including 14 men and 2 women in the Soviet group, plus friends and fellow members of Friendship Force.

What Friendship Force asks of its members is an interest in other peoples and other cultures, and a willingness to share time with guests. It is geared to helping its homestay guests get a real feel for the country they are visiting. Linda Kamel, for instance, was encouraged to prepare an American meal for her Soviet visitors. "I'm half French—I was born in France—so I was going to cook something French and serve French wine, which is what I'm used to doing. The people with Friendship Force suggested I try something American. Don't serve French wine, they said, serve American beer.

"Well, I cheated a little. I made chicken cordon bleu, with rice, salad, and hors d'oeuvres. Dee brought a vegetable casserole and a fruit salad and we finished with a chocolate cake. And I did serve American beer and wine."

The hosts and visitors relied on interpreters for much of the evening's communication. Linda was able to converse with one of the Soviet visitors in French, but only one of the Soviets spoke fairly good English, so the interpreters were busy. In fact the only cramp on the evening's activities was that there were too few interpreters to go round.

The Soviets were all visiting the United States for the first time. They had just flown in that day and were about to leave for Iowa for a two-week stay. "They talked about where they had come from—the Caucasus Mountains—and what they did at home," Linda Kamel recalls. "One doctor was the director of a sanatorium and an expert in mineral treatments; another specialized in therapeutic massages. Another man, a police chief, was interested in crime control; he asked us whether there was a lot of unemployment and crime in this country. We also had two mayors in the group and one of them had a video camera. He was recording everything. He seemed particularly fascinated by our kitchen and spent a lot of time following me around videotaping."

Would she do it again? "Well," Linda Kamel says, "I regretted not having more time to spend with them. If I did it again, I'd do it as a cold buffet and I'd have a smaller group, with more English-Russian speakers. That's when you really exchange ideas. It was a lot of work, but it was very exciting. The strongest impression I had was one of great friendliness. The Soviets exuded warmth; they were very personable."

Dee Holl-Kasten has been involved with Friendship Force since she first heard of the group in 1988, when a small item in a local paper about an exchange trip to Japan

At the close of the evening, *Linda Kamel and her husband, Mokhtar, received gifts from their Soviet dinner guests. The event was duly recorded, as was much of the evening, on videotape by one of the Soviets (with his back to the camera) who had brought along a video camera.*

caught her eye. The idea of visiting Japan and experiencing the country through local eyes intrigued her. She and her husband Phil signed up. "We got into it, I guess, because we both love to travel and we have friends all over the world. We were intrigued with the prospect of getting to know people on an everyday basis."

The trip featured a one-week stay in Shizuoka (a large, cosmopolitan city between Tokyo and Kyoto) and another week in Muramatsu (a small rural town in Niigata prefecture by the Sea of Japan). The Kastens were fascinated with the opportunity they had to view everyday life and were moved by what Dee says was the overwhelming kindness of their hosts. She was most struck, though, by how quickly bonds were formed between the host families and the guests.


***At the dinner, Linda Kamel** (left) with Dr. Valentina Pronkina, Dee Holl-Kasten, and Carol Wolter, Linda Kamel's sister.*

Immediately upon their return home, the Kastens decided to become a host family. "My husband, who is self-employed, is able to take time off and I can take some leave, too," Dee Holl-Kasten says, noting the importance of sharing time with their guests. Their first experience was with a Colombian couple and their two daughters, aged 7 and 10. "The girls thoroughly enjoyed themselves and adapted very quickly to their first encounter with our Halloween customs," Dee says. "We continue to receive drawings and a few attempts at 'English notes' from them. Dictionaries always get quite a work out between host families and ambassadors."

With the invaluable help of colleague Mariko Conkey from the Bureau of Statistics, who translated for them and facilitated arrangements, the Kastens also invited the daughter of their host family in Muramatsu to live with them for a year. Their "daughter" is currently learning English, while enrolled in regular classes at Eleanor Roosevelt High School in Greenbelt. In October the Kastens also served as the host family for a group from Muramatsu.

Dee Holl-Kasten and Linda Kamel are interested in doing more work with Friendship Force. "I lived in Panama for three years," Dee Holl-Kasten says, "and it opened my eyes to the differences and the similarities among people. There's so much to learn." What most surprised her, though, was the intensity of the bonds that were formed. "It becomes a very emotional, but very rewarding experience," she says. "The friendships are very powerful."

Both Dee and Linda have wish lists: countries they would like to visit, dinners and families they would like to host. Linda Kamel would like to catch up one day with her Soviet dinner guests. She is amused at the thought of a video of her and her kitchen playing somewhere in the Caucasus Mountains. "One day," she laughs, "I'll be a star in a little town in the Soviet Union." True glasnost.

Friendship Force

Friendship Force was founded about twelve years ago by associates of then-President Jimmy Carter, with his blessing and with his belief that friends do not make war on one another.

The organization handles the overall logistics of its exchanges. The International Office in Atlanta arranges the actual exchange and transportation, while local chapters match ambassadors with host families and make special preparations for their arrival, which generally includes sightseeing, and welcome and farewell gatherings with members of the local chapters.

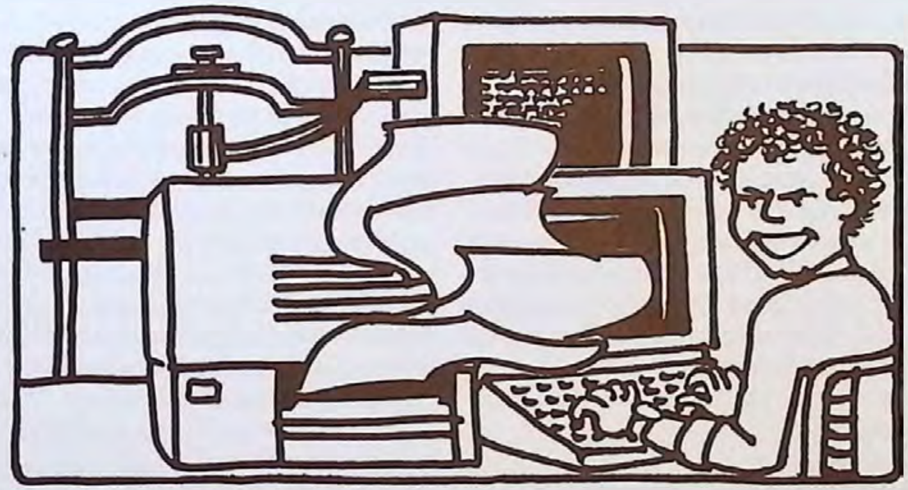
The next Friendship Force-sponsored exchange trip will be in April to the Soviet Union with stops in Frankfort, Moscow, and Leningrad, and a week's home hosting in Alma-Ata, Kazakstan. There may still be space available. Prospective ambassadors and hosts are always welcome.

If you would like more information about Friendship Force or its activities, please contact Dee Holl-Kasten (at extension 7915 or IS5-205).

Desktop Publishing: Structural Adjustment in Fund Publishing

Everybody even remotely involved with publishing at the Fund is talking about desktop publishing. And almost everybody agrees it is a good thing. I agree too; at least I think so. I found, as I thought more and more about it, however, that I wasn't exactly sure what desktop publishing really meant or why and whether it is a good thing. I set out to find out more.

Desktop publishing is a generic term for the process of taking text and graphics files prepared in electronic form and, using microcomputers, arranging them into finished pages.



The results can be visually impressive, and the prospect of considerable cost savings, too, has tempted many organizations, the Fund among them, to dabble in the technology. Staff in three different Fund departments now use some forty-five desktop programs, and growing interest has sent a number of committees scrambling to grapple with the attendant issues.

The irresistible appeal of desktop publishing lies in its capacity to transform its users into instant publishers, able to produce reasonably professional-looking documents without having advanced degrees in computer science or special skills in graphic arts.

For staff who are familiar with word processing software, it is generally a small leap—mainly a matter of learning the typesetting vocabulary—to begin using many of the newer and simpler packages that are hitting the market.

These simplified software packages allow users to produce galleys (hyphenated and justified columns of text that have a typeset appearance) and to lay out entire publications, electronically flowing text around irregular graphics and tables of varying column widths, all guided by a series of menus that give the user clear design and layout options.

The user who is equipped with a laser printer can then produce fairly high-quality pages that can be photocopied or printed for wider distribution. Put simply, the benefits are greater control for those who originate text, as well as considerable savings of time and money.

Some caveats

On the other hand one gets the feeling that desktop publishing may be overhyped. It may not, in fact, necessarily fulfill all of your expectations. As with any technological change, it's never simply a matter of doing more faster. The very nature of the work changes, as does the job content of those doing the work. Desktop publishing forces staff to take on tasks that previously had been performed by typesetters and graphic artists; production initially demands more time and effort than before, until the learning curve peaks; and even after the new skills are mastered, traditional functions and work patterns remain forever changed. Sensitive issues of departmental jurisdiction are raised, as the traditional tasks of writers, editors, compositors, and graphics artists begin to overlap.

Another concern is that the use of simple desktop software by nonprofessionals often produces examples of how-not-to-design. The conventional wisdom is that while a nonprofessional can certainly produce finished pages, the skills of a graphics artist are usually needed to ensure good overall design, creative and accurate charts, and the skillful execution of complicated layouts.

And unless you buy a reasonably sophisticated system, you may have less control over your output than you might expect. Programs vary in the quality of their typography (type styles, sizes, and spacing between characters); they also cannot reliably deal with color or produce high-quality halftones (photographs or charts with shaded areas).

These considerations all underscore the importance of matching the right software with the right job and having professional assistance in ensuring that the software is used properly and fully and that users adhere to satisfactory design standards and that they maintain editorial guidelines.

While a wide range of packages is on the market, the user friendly, mass-market packages (priced at between $500 and $1,000) are the ones intended for nonprofessionals. In this category, PageMaker is widely used on the Apple Macintosh, and Ventura is a popular choice for the IBM-PC and its clones. For organizations, such as the Fund and the World Bank that have standardized on the IBM-PC for word processing and other functions, Ventura is usually preferred, at least for text and tables. For its flexibility, ease of use, and high-quality graphics, the Macintosh is often used to produce small publications. It has been used in the Fund largely to create graphics, but is also the system used to create *Staff News*.

As with any new high-tech industry, the trend is toward more versatile and lower-cost products. In fact, an easy-to-use, entry-level desktop program, Power-Up Express Publisher, has just been released for the PC and PS/2 at a price of just $150. Even more important, a number of popular word processing programs (notably WordPerfect 5.1) incorporate traditional desktop publishing features—such as page design and previewing; a choice of type fonts, styles, and sizes; and the ability to create and manipulate graphics (WordPerfect 5.1 and Lotus 1-2-3 share a common command structure, making it easy for WordPerfect users to pull data and charts from Lotus 1-2-3 spreadsheets into WordPerfect documents.) With WordPerfect 4.2 already widely used throughout the Fund, a large number of Fund staff will have the opportunity to explore desktop publishing once WordPerfect users are upgraded to 5.1.

Making inroads at the Fund

The mass-market packages distributed in the Fund are being used for tasks ranging from the production of the Visitors' Center Calendar and the BWRC newsletter to Training Unit course announcements.

Omar Albertelli, Chief of the External Training Division of the IMF Institute, began using Ventura to produce Institute training manuals back in 1987. He believed that improving the presentation of the Institute's manuals would enhance their value as teaching tools. He used WordPerfect 4.2 for his text, Lotus 1-2-3 for tables, Harvard Graphics for charts, and Ventura for page makeup. A scanner permitted him to integrate images with text. Albertelli trained himself and his secretary to use the technology and gave careful thought to the elements of good design. The result was professional-looking manuals with attractive design and graphics. At one point, Albertelli's division was even asked to help the Fiscal Affairs Department design and produce a seminar manual. With the appearance of WordPerfect 5.0 in 1988—and a decision by the Institute to implement an office automation project—Albertelli abandoned Ventura in favor of WordPerfect. He was willing to sacrifice certain Ventura features for the advantage that secretaries and trainees would find in having a single integrated software for word processing and desktop publishing.

Dinah Nieburg of the Staff Development Division uses Ventura. She turned to the software to improve the presentation of staff circulars, and developed her own style sheets and formatting rules. Initially, she used Ventura to produce the Training Development Update and the Management and Supervisory Quarterlies, but she now uses it for a full range of training and briefing materials. (Staff members interested in exploring Ventura's capabilities are invited to use one of the Career and Learning Center's PCs, which is loaded with the software. An instructional video on how to use Ventura is also available.)

Among the users of PageMaker in the Fund is the Administration Department's Facilities Section. Its staff are using PageMaker to develop final designs for architectural building signs throughout the Fund. Facilities staff have also used PageMaker to produce a draft brochure on new furniture layout standards and Microsoft Word for an interim Fire Prevention and Emergency Evacuation Manual. The Facilities Section also uses a number of other, more specialized software packages, such as MacProject, to create detailed schedules and organizational charts for its work.

Kevin O'Connor, of the Bureau of Statistics, will be using PageMaker on a Macintosh IIx to experiment with prototypes for the redesign of the Bureau's statistical publications. The prototypes would, for example, incorporate more charts, and possibly a variable format, for *International Financial Statistics*. The Bureau chose the Macintosh system for its "WYSIWYG" (literally "what you see is what you get"—the ability to show fonts, typesizes, and formats on screen as they will appear in print) and for its superior graphics features.

In contrast to the simpler desktop publishing systems, the Graphics Section has acquired a good deal of expertise on professional systems. Several years ago the Fund's role as specialized publisher prompted it to buy relatively expensive ($3,500 per workstation), "high-end" desktop systems. The Graphics Section now operates Magna, a composition and page makeup system. Jane Godfrey, head of the Composition Unit, notes that, in addition to thousands of forms, tables, and other material, the unit now produces some 11,000 text pages annually. This represents virtually a doubling of the unit's productivity since 1984. The Graphics Section now typesets a wide range of external publications, such as the *Annual Report on Exchange Arrangements and Exchange Restrictions*, several *World Economic and Financial Surveys* and *Occasional Papers*, and such books as *Economic Development in Seven Pacific Island Economies*.

The *IMF Survey* and *Finance & Development* are produced on an integrated editorial-production system called SuperPage by Bestinfo. The Magna and Bestinfo systems are complex and require specialized training and the insertion of codes and commands. (Many of the simpler desktop programs, by contrast, avoid codes through the use of pop-down menus.) Magna and SuperPage output their work on the Fund's three professional typesetting machines (two Linotron 202s and a Linotronic 300). The "camera-ready" copy that emerges from these typesetting machines is then sent out to a commercial printer or is printed in-house.

The rapid development of the technology suggests that the mass-market, user friendly programs may ultimately replace the professional-level Magna and SuperPage desktop systems, if they can accomplish some of the more sophisticated tasks with greater simplicity. Use of the simpler desktop systems is already well advanced at the World Bank, where some 27 external publications were produced on Ventura last year, including *Sub-Saharan Africa: From Crisis to Sustainable Growth.*

However the technology proceeds, desktop publishing is shaking up the publications industry and is at the same time giving a needed boost to the microcomputer industry. And it is bound to reshape the way the Fund produces its publications—both external and internal—and the appearance of those publications. Perhaps desktop publishing's greatest strength is that it greatly expands the range of options available for producing text. Some, for example, will use desktop publishing only to produce galleys, leaving page makeup to the Graphics Section or to outside vendors; others may lay out pages—with guidance from Graphics Section staff—and send them to laser or dot matrix printers for camera-ready copy. Those who want the highest-quality output will forward computer files of made-up pages to the Graphics Section for final checking and outputting of camera-ready copy on its typesetting machines.

Management issues

The spread of desktop publishing in the Fund raises important organizational issues, including reconciling simpler systems with the resources—and management—already in place in the Graphics Section. Where can desktop publishing be used productively? What role should the Graphics Section have in supporting it? How should uniform design and editorial standards be set? Who should receive training? And what are the implications for existing staff assignments and responsibilities?

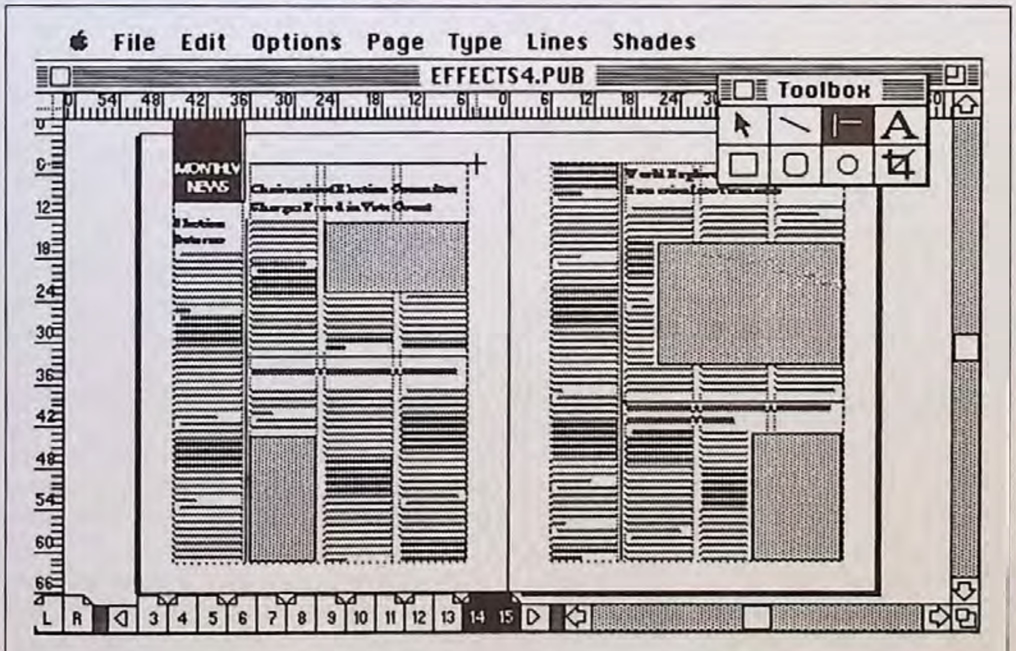
These and other issues are being explored by the individual staff members most directly concerned with publication, and more broadly, by the Graphics Oversight Committee, made up of staff from six departments concerned with publications (Administration, External Relations, Secretary's, and the Bureaus of Computing Services, Language Services, and Statistics).

Bruce Hobbs, Secretary for the Committee, puts the Committee's mandate—and the challenge for the Fund—this way: "In a period of budget austerity and rising work demands, desktop publishing technology, if properly used, can help ease the burden of producing publications for internal and external consumption. Proper use of the emerging technology over the short and medium term requires a Fund-wide perspective of the issue, and the Committee's primary role is to provide that perspective."

I can now say that I'm pretty sure what desktop publishing is. As for whether it is a good thing, well, I suspect that anything that gives the staff new tools to improve written or visual communications while reducing costs is good.

More important, and perhaps inescapable, is the fact that desktop publishing is the wave of the future. The Fund will have to swim with it, if it is to compete with other producers of written documents and publications who are using desktop publishing to enhance the productivity of their staff.

David M. Cheney



Someone working in PageMaker *would have this view of a sample two-page spread when working in the "Fit in Window" option. This overview is only one of five viewing options, including actual size, and 50, 75, and 200 percent. Clicking on File, Edit, or other headings provides pop-down menu options. The toolbox (top right) allows the user to move items and columns; draw lines, boxes, and circles; move text; and size graphics.*

***Members of the Fitness Center Users' Group** are (from left to right) Philip Torsani, Shiela Wright, Aida Brana, Basil Zavoico, Sally Dyson-Simmons, and Peter Tillotson. Missing from the photo are members Charles McCoy, Robert J. Corker, Amr Moustapha, and Luis Tassara.*

Exercising Judgment

The Fitness Center Users' Group Gives Members a Voice

The new year started with a burst of enthusiasm at the Fitness Center—a rash of new year's resolutions and a host of newly eager bodies. There were also new fees, new ID cards, and a new limit to members' access. And while most members were attacking the bicycles or the aerobics floor with renewed vigor, several took to their typewriters with equal zest to protest.

The Fitness Center's Users' Group, whose membership reflects the five major activities at the Center (cardiovascular, aerobics, racquetball, running, and squash), fielded the majority of these complaints. The voluntary group, which represents users' interests in discussions with Staff Relations and the Center's management, has frequently had to address issues where limited resources and space make it necessary to balance disparate interests. This marked the first bit of controversy, though, that it had encountered in its more than two-year history.

The increased fees, which rose from $2 to $5 a month for general membership and from $9 to $10 a month for special membership with squash and racquetball (with two new categories, cardiovascular and special cardiovascular added at $10 and $15, respectively), barely seemed to raise an eyebrow. Staff Relations had been able to guarantee the Users' Group that higher fees would not reduce the institutional subsidy but would instead be used to purchase new equipment. Sally Dyson-Simmons, who represents the aerobics group, points out that Fitness Center membership is still quite a bargain. Staff members tacitly seemed to agree.

What did rouse some to write was the decision to cut back hours. Squash and racquetball courts, which had been left open around the clock, would now be open only during the Fitness Center's official hours of 7:30 a.m. to 7:30 p.m Monday through Friday and 9:00 a.m. to 1:00 p.m. Saturday. The entire facility would be locked at all other times.

Several squash players shot off memos to Charles McCoy, who represents them on the Users' Group. There is fierce demand for the squash courts, in part because the Fund's single court normally accommodates only two players at a time. Charles McCoy estimates that lunchtime reservations are usually snapped up within the first two minutes they are available. "Demand exceeds supply," he says, "for squash more than for any other activity."

But the Users' Group had to weigh what appeared to be occasional weekend and late evening use of the courts against the Fitness Center's growing concern over theft and vandalism during periods the Center was unsupervised and Staff Relations' worries over liability and personal safety factors, unauthorized use by outsiders, and reports of off-hours parties. Staff Relations believed, and most on the Users' Group concurred, that legitimate weekend and after-hours use was insufficient to warrant the hiring of additional staff to supervise extended hours, because they felt users would balk at the higher fees that would be needed.

The flap over the restricted hours reflects a basic issue in many of the Users' Group's deliberations: with a variety of activities, differing needs, and a limited budget, choices have to be made, and the degree of interest in a program or an amenity is often the deciding factor. Sally Dyson-Simmons notes that the issue comes up regularly in class scheduling. "If we add one aerobics class, we have to drop another. The Center has a budget. We have discussed the minimum number needed to hold a class. We've had people drum up participants in order to save their classes.

"If one person complains," she adds, "there's not much we can do about it. We can raise the topic, but there needs to be general interest. I would encourage anyone interested in an issue to start a petition. To be effective, there really has to be a broad, demonstrable measure of support for an idea."

Members of the Users' Group are Fitness Center regulars; they were asked to serve, and volunteered to do so, because they were frequent, interested users. Most of them also know, for example, their fellow runners or fellow racquetball players and are thus keenly aware of the issues that arise.

Peter Tillotson and Aida Brana represent the runners. It is a group, Peter Tillotson says, that knows one another well. "I try to consult with my constituency," he says, "and try to balance their interests with those of the other users. As a group we tend to be most concerned about the general issues: scarcity of lockers and showers and the poor ventilation in the changing rooms."

Given the Center's location, the perennial problems of overcrowding in the locker rooms and poor ventilation have proven virtually intractable. The Center may possibly be able to install half lockers to give more staff an opportunity to store their belongings, but that's unlikely to ease the congestion at peak periods, which has worsened over the years as the Center's membership dramatically increased (from 600 in 1987 to 860 in 1989). The Users' Group has also been asked to consider extending memberships to retirees and spouses, but current space constraints have forced members to recommend turning down that proposal.

Specialized concerns occasionally come up. Phil Torsani, who represents racquetball and walleyball players, has had to mediate between the two factions, assuring them that time is allotted strictly on a first come, first served basis. Access to courts and the reservation system have prompted a number of comments and queries. Requests for new equipment are another common topic.

Basil Zavoico, who represents the cardiovascular section, finds this is what he hears about most. In response to users' requests, the Center changed its rules on the use of cardiovascular equipment, such as the treadmill, to give everyone access to it. Likewise, when a new piece of equipment proves particularly popular, as happened with the Stairmaster, the Center makes the purchase of a second unit a priority. The Center expects to receive its second Stairmaster shortly.

The operation of the Users' Group is, Charles McCoy notes, "very informal." Although there is no set schedule for their meetings, they generally take place every three months. Elena Polyak, a Personnel Officer with Staff Relations, sets the agenda, soliciting views on Administration proposals and raising issues that the Fitness Center's management, individual members, or the Group had suggested. The Group serves, Charles McCoy adds, "as a sounding board for ideas and suggestions." It is also useful, Basil Zavoico points out, to be in a position to inject the user's point of view in discussions between the Center's management and the Administration Department. Peter Tillotson adds, however, that "while we make recommendations, in the final analysis it is the Administration Department's decision to take."

The Fitness Center is small enough, and its management approachable enough, Basil Zavoico believes, so that staff often prefer to approach Ruth-Ann Carey, the director of the Center, when they have a query or a comment. Phil Torsani adds that staff members are also likely to take up issues directly with Elena Polyak.

Christer Ahl, who heads Staff Benefits, would rather see staff channel their comments and suggestions to the Users' Group. He has been impressed, he says, with the Group's willingness to deliberate issues carefully and to

Members of the Users' Group

Cardiovascular	Basil Zavoico (Shiela Wright)
Exercise/ Aerobics	Sally Dyson-Simmons (Amr Moustapha)
Racquetball/ Walleyball	Philip Torsani (Luis Tassara)
Running	Peter Tillotson (Aida Brana)
Squash	Charles McCoy (Robert J. Corker)

offer practical and helpful suggestions. "The Users' Group was very instrumental," he notes, "in having the contract for the Fitness Center shifted from EFA to Corporate Fitness Plus, headed by Ruth-Ann Carey. There was a ground swell of support for this change. We've learned to rely on the Users' Group for strong, specific opinions on topics."

Tim Cole, who is in charge of plans for the new addition to the building, which will include a new Fitness Center, has also been consulting with the Users' Group on what that new facility should contain. The Group has shown a willingness to be both pragmatic and responsible. They appreciate the budget constraints and have concentrated on those types of facilities that will serve the greatest number of staff.

"We've already rejected the idea of an indoor track," Peter Tillotson acknowledges. "It just takes too much space and isn't worth the cost. Most runners will run outside regardless of the weather. We just felt money could be better spent elsewhere." Christer Ahl urges staff who have views on the future center to get in touch with members of the Users' Group. "It is," he says, "the proper channel for this."

The Users' Group commended the job that Ruth-Ann and her staff were doing. They recognized the space and budget constraints but also noted the marked improvement in the Center's facilities in recent years. Phil Torsani cited the Center's responsiveness in opening the cardiovascular equipment to all members.

"I'm very happy with the way it is run," Aida Brana, Peter Tillotson's alternate, says. Shiela Wright, the alternate for the cardiovascular group, is impressed with the progress that has been made. "Those who have been here longer and who exercised in the old area on the Concourse level can appreciate the remarkable transformation that has taken place. We now have full-time, professional staffing for the Fitness Center as well as special programs, nutritional analysis, sports, state-of-the-art equipment, a reliable maintenance schedule, and a helpful, effective approach to exercise."

"The Center really looks very good now," Sally Dyson-Simmons adds. "It's much changed; it's graduated into a full-fledged facility. I think we are getting exceptional value for our money."

What's New at the Fund's Fitness Center

Ruth-Ann Carey reports that the Fitness Center will soon be getting another Stairmaster, an additional Concept II rower, a new treadmill, and a lifecycle bike. "We also," she adds, "are finally getting a stereo system for the exercise room."

If you have not been to the Fitness Center in the past year or two, it might be worth a visit. With the new Cybex exercise equipment and the other improvements to the facility, you might not recognize it.

***Ruth-Ann Carey** (center), Director of the Fitness Center, helped members renew their ID cards before January 26.*

Still Need to Renew Your Membership?

The Fitness Center estimates that more than 100 members still have not picked up their new membership cards. If you were unable to go to the Center by January 26 to have your photo taken and to obtain your new membership card, you can still renew your membership. But it's no longer going to be a one-stop procedure.

To renew your membership now, you must pick up a renewal form at the Fitness Center and have a photograph taken at the Photo Lab (at C-300 on Tuesdays: 9:30 a.m –12:00 p.m. and 2:00–5:00 p.m. or on Thursdays: 9:30 a.m.–12:00 p.m.), and drop these off at Staff Relations (Room 6-320).

The new membership cards can be picked up, signed, and then laminated at Staff Relations between 3:30 and 4:30 p.m.

Work in Progress

Renovation of Vending Area Gets Under Way

The vending machines will remain in operation throughout the renovation of the vending area on the Concourse Level.

If you can look beyond the plastic sheeting and the makeshift fixtures that light the cluster of vending machines, you can already see hints of better things to come at the vending area on the Concourse Level. Rebecca Kudla, a designer with the Facility Design Unit, is excited about the scheduled six-week renovation, which will leave patrons with a dramatically improved vending facility.

Used round the clock and drearily lit, the vending area had been a nightmare to maintain and a less-than-appealing spot to visit. A face-lift for the facility was incorporated into plans to renovate the Concourse Level and it is part, notes Geoffrey Vaughan of the Administrative Services Division, of the broader Fund effort to refurbish its public areas, such as the Concourse corridor, the rest rooms, and the Nineteenth Street visitors' lobby.

The renovation of the vending area is being done in two phases. The first has already been completed, with the installation of all-new vending machines (except for the cigarette machine) and a new coin changer. The second phase, involving the seating area and the overall space, got under way in mid-January.

While the renovation will not expand the space allotted to the vending area or enlarge the seating capacity significantly, the area will be getting a completely new look—one that Mary Beth Hakeem, Chief of the Facility Design Unit, believes will add significantly to its functionality and attractiveness.

The most basic change is that a flip-flop in its layout will leave the seating area to the left of the entrance and the vending area to the right. (The change was necessitated by a doorway to the garage ramp that could not be blocked by vending machines.) The qualitative changes, however, are what Rebecca Kudla and Mary Beth Hakeem are excited about.

The lighting, ventilation, and appearance of the facility will all be improved. There will be considerably more illumination for the area, with improved overhead lighting supplemented by pendant light fixtures over the three center tables. The neo-deco fixtures and the use of rounded edges as a motif are, Rebecca notes, a touch—just a touch—of a more modernistic style in the Fund.

An aesthetic issue of another order will be settled when an additional exhaust is added to improve ventilation. Reduced, Facility Design hopes, will be the scent of microwaved buttered popcorn wafting through the entire corridor.

The vending area's color scheme will complement the new colors introduced throughout the Concourse Level: teal blue and burgundy will be picked up in the carpets, wall coverings, and upholstery. A gray customized polyresin finish will be used for the moldings and some surface areas; butcher block tables will replace the laminated ones.

With the vending area in operation 24 hours a day and traditionally subject to very heavy use, the durability of the materials was of particular concern. The butcher block tables, which can be refinished, Rebecca notes, are "easier to restore than the laminate surfaces we had been using. Also the polyresin surfaces can be buffed to remove food stains, scratches, or burns and the carpets and other fabrics are stain resistant."

The new design conceals trash receptacles in columns, furnishes a counter for lids and utensils, and provides a more defined arrangement for the tables. "We wanted to avoid the dingy, cluttered look the area had before," Rebecca notes, "and that meant keeping the trash cans out of sight and having the tables arranged in a way that is related to the room's overall design."

Comfort had to be considered too. The Facility Design Unit had a round of chair testing before making a selection. "We had people of all shapes and sizes trying them," Rebecca recalls.

The renovation will have the serendipitous effect of virtually doubling the bulletin board space on the Concourse Level. A large regional map of the area will be posted, as will be one of the Metro Rail system. The additional space may also permit Staff Relations to expand the area given to general announcements, such as flyers on cultural events.

Renovation of the vending area is scheduled to be completed in early March.

***Honoring the Library's milestone** are (from left to right) Peter Wickham, Paul Krugman, Jacob A. Frenkel, Michael Gehringer, and Michael Dooley.*

Ceremony Marks Library's 200,000th Book

The Joint Library marked a milestone on January 23, honoring the two hundred thousandth book in its collection, *Analytical Issues in Debt*, edited by Jacob A. Frenkel, Michael P. Dooley, and Peter Wickham and published by the Fund.

In a brief ceremony before a Research Department seminar on Market-Based Debt Reduction for Developing Countries, the head of the Joint Library, Michael Gehringer, cited the role the Library had in supporting excellence in research, which in turn laid the basis for excellence in policy. Jacob Frenkel, Director of the Research Department, commented on the close working relationship between the Department and the Library. Paul Krugman, who was there to present the seminar along with Kenneth Froot, was also one of the contributors to the book.

The UN's "Open Doors"

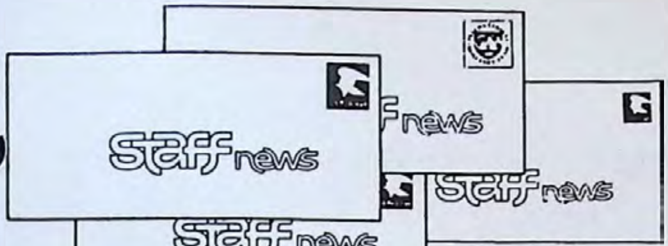
This past year, for the first time, the Fund participated in the UN's "Open Doors" event in Geneva. This activity, held on October 22, opened the United Nations in Geneva to an estimated 12,000 visitors. It featured a series of discussions, films, and displays that highlighted the varied work of the UN family of agencies. Attending from the Fund were Helen Junz, Special Trade Representative and Director; Jack Barnouin and Robert Sheehy, Assistant Directors; and Clemens Boonekamp—all of the Fund's Office in Geneva. Also attending was Yves Gisse, head of the IMF Visitors' Center.

Activities included a screening of *The IMF at Work*, after which Helen Junz and Jack Barnouin fielded questions, particularly on debt and trade issues. The Fund's booth—composed of three large panels that Yves Gisse had commissioned to give an introduction to the Fund's work, and some background on the SAF and ESAF, and the Fund's position on poverty issues—drew a steady crowd.

The Fund representatives, who took turns manning the booth, found themselves besieged by visitors requesting

***At the Fund's booth** (from left to right), Jack Barnouin, Helen Junz, and Yves Gisse.*

copies of the Fund's free publications and asking questions about the Fund. Some of the visitors were critical of the Fund and others were learning about it for the first time. It was busy, Yves Gisse reported, "it was like a subway station. But the Fund was very well pleased with the visitors' interest in our publications and our work. We hope to continue our participation in future years."



LETTERS TO THE EDITOR

A Willing Volunteer

I read with envy Ian McDonald's article [December-January] on the selection of the caterer for the Fund Christmas party. While not wishing to question the abilities of this group of "presumed gourmets," I note that their countries of origin have given the world such culinary delights as pork pies, fermented cabbage, pickled fish, bacon cheeseburgers, and Irish stew (or lamb cooked in many other uninteresting ways). If the Fund intends to continue screening potential caterers in future years—and I believe it should—perhaps it would be worth trying to put together a panel of tasters representing a more varied and interesting culinary heritage. Moreover, if you must have an Englishman, how about one that has at least lived in France for a few years. I should be available!

Richard Hemming

Where There's Smoke...

The Fund needs to adopt an effective and consistent policy on smoking now. At present no official policy on smoking (other than in the cafeteria) exists at headquarters. Problems with secondary smoke have to be dealt with on an individual basis, making a solution of smoking-related problems dependent on the consideration of the smoker(s) toward nonsmoker(s) and the whim of the individual administrator, who may choose to intervene or to pretend the problem does not exist.

Since the Fund recognizes that secondary smoke does pose a real health hazard (Admin Cir 89/23), it should act to alleviate this problem Fund-wide at once. Persons working at headquarters should not be subjected to unhealthy conditions.

It is highly ironic that the Fund provides me with a smoke-free environment for the duration of my lunch break, but will do nothing for me the rest of the day, forcing me to inhale secondary smoke at my workplace.

The Fund needs to adopt an effective and consistent policy on smoking now. Any day that goes by due to "investigating" or "evaluating" or "discussing" the problem means subjecting staff to unhealthy conditions for another workday. This is a health issue and should be dealt with immediately.

Esmail Bonakdarian

Christer Ahl, Chief, Staff Benefits, comments:

A questionnaire soliciting views on smoking restrictions is currently being designed in cooperation with the Bank/Fund Health Services Department, which will coordinate the survey, since smoking in the workplace is primarily a health issue. The questionnaire will be distributed desk-to-desk in February, and all staff members are strongly encouraged to complete it. Questions will be asked regarding smoking restrictions in different types of work settings and public areas, and the results of the survey will be a major factor in the development of a formal smoking policy.

While arrangements accommodating different viewpoints may be very easy in a cafeteria consisting of several separate rooms, the situation is usually more complicated in work areas, and specific suggestions in this regard will be very much appreciated. Finally, we regret that the survey has been delayed since our announcement last summer, but we hope we will be able to make quick progress once the survey results are known.

STAFF NOTES

December 1-31, 1990

TWENTY-FIVE YEAR STAFF
Amparo Masakayan

TWENTY YEAR STAFF
Glennys A. George

RESIGNATIONS
Roni Jeanette Carvalho
Sharon E. Henry
Maria Lucila N. Thomas

RETIREES
Geoffrey Tyler

EXPIRATION OF APPOINTMENT
Philippe P. Moutot

EXPIRATION OF APPOINTMENT (continued)
Adebisi Oloyede

DEATHS OF RETIREES
Emilio Garcia-Ruiz (November 4, 1989)
Walter R. Gardner (January 2, 1990)
John M. Garland (November 9, 1989)
Jean L. Leonard (January 13, 1990)
Elmer Conrad Warren (December 29, 1989)

TRANSFERS

Willem Bier to IMF Institute from the African Department

Catherine Byrne to the Secretary's Department from the European Department

Marcelo R. Figuerola to the Support Group, Resident Representatives and Advisors (Argentina) from Western Hemisphere Department

Patricia Rodriguez to European Department from the Secretary's Department

Carmen A. Sanabia to the Secretary's Department from the Legal Department

NEW STAFF

Derek Asiedu-Akrofi
Ghanaian, is a Counsellor in LEG. Educated at University of British Columbia and Columbia, he was an Instructor, Columbia Law School, and a legal consultant. He enjoys jazz and stamp collecting.

Elisa Diehl
A U.S. national, is an Editorial Assistant (EXR). Previously an ESL instructor in Egypt, and with the IDB, she holds a B.A. in French and a M.S. in Applied Linguistics from Georgetown.

M. Theresa Garrison
Philippine, is a Secretary (FAD). Educated at the Universities of the Philippines and Poitiers, she had been an Operations Assistant, World Bank; an Executive Assistant, ADB; and a freelance editor.

Debra Pyne
a U.S. national, is a Facility Designer (ADM). Formerly Senior Designer, Estomin & Associates, she holds a B.F.A. from Virginia Commonwealth and enjoys collecting dollhouses and miniatures.

Heinz-Juergen Scheid
German, is an Assistant with OED. He holds a Ph.D. in economics from the University of Cologne and previously worked with the German Ministry of Economic Affairs.

Garry J. Schinasi
a U.S. national, is an Economist with EUR. Previously a Senior Economist with the International Finance Division of the U.S. Federal Reserve Board, he holds a Ph.D. from Columbia.

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