staff news
International Monetary Fund
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Interests and Arbitration

An interview with the Chairman of the Grievance Committee, Nicholas Zumas, on how the process works in the Fund

Grievance procedures are a relatively recent addition to the administrative processes of the Fund. The Grievance Committee was created in 1980; the office of Ombudsman was established in 1979.

Nicholas Zumas is only the second person to chair the Committee in its 11-year history, and he has been doing so since 1983. He discusses the grievance process here and, drawing on his own broad experience with both private industry and public sector arbitration, compares the Fund's experience with that of other organizations.

Many people may not be completely familiar with the Grievance Committee or the way in which it works. What does the grievance process involve?

The Ombudsman and the Grievance Committee, while they are totally separate, both have a role to play in the Fund. The Ombudsman's office is a confidential, off-the-record attempt to resolve grievances and complaints. If staff members feel they haven't had their problems resolved, they may elect to go to a more formal procedure and file a grievance with the Grievance Committee.

I might add that it's not necessary to go to the Ombudsman first. After the basic administrative procedures have been exhausted under GAO 31—including having the matter reviewed by the Director of Administration—grievances may be brought directly to the Grievance Committee. Staff members normally do see the Ombudsman first, however.

The Grievance Committee is a three-person panel composed of an outside Chairman and two staff members (one appointed by the Managing Director, the other designated by the Staff Association Committee). Each staff appointee has two alternates, since staff members are frequently away on mission. When a grievance is filed, copies are sent to the principal management and SAC appointees. They may elect to take the case or have an alternate assume it.

Once the panel members are selected, we schedule a pre-hearing conference, and use this opportunity to meet with the grievant, his or her representative, and the Administration representative.

We meet informally. The procedures are laid out; witness lists are drawn up; and what the witnesses are expected to testify to is summarized. If the grievant needs other documentation, we make certain it is provided. A hearing date is set.

The procedures of the hearing vary according to the nature of the case. If it's a disciplinary matter, the Department of Administration comes forward with its proof, and both sides have an opportunity to examine and cross-examine witnesses. If it's a benefits claim, for example, then it is the grievant's burden to show how the Fund misapplied its rules and regulations.

The length of the hearing normally depends on the number of witnesses. Where it's only a question of rules interpretation and there are no witnesses, we have no hearing. The matter is submitted on the written record.

Once the hearing is concluded, copies of the transcripts are provided to both sides, and each has the opportunity to submit post-hearing statements. Then, after the record is closed, I meet with the other panel members and outline how we should proceed. If a decision is agreed upon, I then draft a recommendation and a report to the Managing Director.

Then we meet again, discuss any changes in the draft, and come up with a final document. We try to do all of this within 30 days after the record is closed. Our recommendation and report are then submitted to the Managing Director, to the grievant, and to the Administration Department. Both the grievant and the Department of Administration have an opportunity to comment on our findings before the Managing Director makes his decision.

The matter then rests with the Managing Director, who approves or disapproves our recommendations. It's interesting, and some indication of how well the process is working, that the Managing Director has never rejected any recommendation of the Grievance Committee. And all of the Committee's recommendations have been made unanimously. There have been no dissents.

Is that because the Chairman of the Grievance Committee makes an effort to discuss the matter until a consensus has been reached?

There is some of that. Obviously, it's a benefit to have the input of staff members. In many instances their knowledge is special, and they make terrific contributions to the process by helping sort out the intricacies of Fund regulations.

There are limitations, of course, to the Committee's jurisdiction. Our primary mandate is to interpret and apply the rules and regulations of the Fund. The Grievance Committee cannot handle cases that challenge a decision of the Executive Board or contest the validity of the GAOs. We are also not empowered to consider decisions involving termination of fixed-term or temporary employees or the appointment to regular staff of a staff member on probation.

Any decisions relating to pensions are also not within our mandate. With respect to questions of promotions, performance ratings, and so on, the Grievance Committee has jurisdiction only where it is alleged, and shown, that the supervisor's decision was arbitrary, capricious, or discriminatory.

Administration seems concerned that some grievances might be unduly vague. Presumably, though, someone who is not a lawyer and is, in addition, emotionally involved in an issue, would not necessarily make the clearest presentation of a case. Do you as Chairman try to focus a grievance?

One function of prehearing conferences is to clarify issues. If there is a vague or uncertain allegation, we try to have the grievant or the grievant's representative focus on the issues, and be more specific on the facts and the circumstances that gave rise to the grievance. The Committee takes an active role in clarifying the issues.

Can it rule that a matter lacks substance ?

That's rare. The Grievance Committee wants to give a grievant every opportunity to present a case. There are, of course, time limits. A grievance must be filed within one year of the date the problem was, or could have been, discovered. Failure to do that divests the Grievance Committee of any jurisdiction.

The Administration Department might feel that some nuisance cases have been brought, but it takes grievances quite seriously, and feels the process is important. It's important to give staff members access to an expeditious process. The whole concept of the grievance process in private industry, for example, is intended to provide an alternative to court procedures, which are lengthy and very expensive. The grievance process in private industry has been in effect for years and works quite well.

There have been questions recently about whether lawyers should be used in these procedures, and whether the Fund should reimburse for legal costs.

That's a serious matter. Under our terms of reference, the Committee may permit a staff member to seek outside legal assistance in exceptional circumstances—termination, for example. Depending on the case's complexity, the Committee may also recommend that the Fund reimburse the staff member only for what we determine to be reasonable legal costs. Most cases, however, do not require outside assistance; assistance from other staff members is generally quite adequate.

Now that the Administrative Tribunal is going to be established, I am hoping that we will have guidelines on outside legal assistance and reimbursement that will be similarly applicable to the Administrative Tribunal and the Grievance Committee.

Are there certain guiding principles in your work?

I believe strongly that the Fund's grievance process is terribly important and that every effort should be made for it to work to the satisfaction of everyone concerned. Obviously, there are winners and there are losers. What is important, I think, is that the results are as objective and balanced as possible. I would like for us to be able to take decisions that the losing party would read and say, you know, I can understand why I lost.

That is important. Our reports and recommendations to the Managing Director are not summary reports. We try to develop and present the facts and our conclusions in as clear and complete a way as we feel necessary to advise both parties of the reasons why the Committee recommended what it did.

Do you ever get feedback from the Managing Director? Is there any discussion?

Not very often. We have had a couple of instances of comment.

Last year the Ombudsman reported seeing some 150 people. The Grievance Committee typically hears three to five cases. Is that a common ratio? Why are so many people seeing the Ombudsman and so few cases reaching the Grievance Committee?

I don't think I'm qualified to answer that. There is no Ombudsman in areas where I do private industry arbitrating. They have, however, set up elaborate grievance processes, and the grievances are often settled at various steps within the process before they go to arbitration. But there the grievance process is the first resort for those with a problem.

There may be a number of possible explanations for the figures here. One is that the Ombudsman is effective, and problems have been resolved without recourse to the Grievance Committee. Another possibility is that, unlike employees in private industry, international civil servants may be less litigious and more reluctant to go through an open, formal process where you have witnesses, examination and cross-examination, and a written record. They might prefer, for any number of reasons, to have problems resolved in a more confidential way.

It's an intriguing question. Someone also speculated that perhaps there are morale problems that are outside the jurisdiction of the Grievance Committee but that the Ombudsman might see.

I don't know whom he sees; we never discuss that. But my guess would be that he sees some cases that are not conducive to the grievance process and others that are, but are resolved by the Ombudsman. Having recourse to the Ombudsman in this institution is very important, and obviously lessens the need to resort to the Grievance Committee.

Having the Ombudsman intervene may better suit the institutional culture. There may be some reluctance to confront the institution head-on.

For fear of reprisal?

No. Just because it's not the way things are done. For better or for worse, this is not a very confrontational organization. In any case it does take a fair amount of courage, doesn't it, to go through this process?

Well, I hope staff members wouldn't be intimidated, because if there is a valid basis for a grievance, then this is a good way to resolve the problem. I'm not suggesting that staff members be encouraged to file grievances, but I hope they wouldn't be intimidated. The process isn't all that overwhelming. It is stressful, though; I would be remiss in saying that it is not.

But we try to create an informal and relaxed setting. There are, however, certain elements necessary to ensure a just result. Having a court reporter, for example, is important, because we want to make certain the record is as clear and complete as possible. Also, while we are not a court of law, it is necessary to apply some rules of evidence during examination of witnesses.

Hearing a recent case *were (from left to right) staff members Patrick Dellanoy and Reinold van Til, and Committee Chairman Nicholas Zumas.*

Does anything about the types of cases you see here surprise you?

No, grievances typically fall into two broad categories: interpretation of regulations and disciplinary cases. At the Fund you see cases involving benefits, interpretations of the GAOs, disciplinary matters, and matters involving alleged arbitrary, capricious, or discriminatory actions on the part of supervisors. These are not unlike problems in private industry, although there are many, many more cases, comparatively, of employee misconduct in private industry. You have a work force there that is very, very different from the work force here. It goes without saying that Fund staff members are highly intelligent and highly motivated. In the private sector there is a large universe of employees who are not well educated or who are involved in menial work. Plus you don't have here a militant labor union that is bent on enforcing every whit and tittle of their collective bargaining agreement.

In private industry you do see a lot of issues relating to seniority and entitlement to overtime pay. You also see problems relating to alcohol and drug abuse, and the discipline imposed as a result of that. Fund supervisors seem more reluctant than their private industry counterparts to take serious disciplinary action. I don't know whether this stems from the international character of the Fund or not. Some people have suggested it does, but I have no way of verifying that.

Will it make a difference in your work, if once the Administrative Tribunal is set up, the Grievance Committee is no longer the final step in the process?

I would be reluctant to even hazard a guess, because the final version of the Administrative Tribunal hasn't really been set.

How did you get into arbitration?

Oh, boy. After law school I clerked for a judge in the Oregon Supreme Court, and after that went with a large firm in Portland, Oregon. But I always wanted to get back to Washington. I had gone to law school at Georgetown, and government had always intrigued me. I initially accepted a position with the U.S. House of Representatives' Education and Labor Committee as a special counsel, and then moved on to what was then the Department of Health, Education and Welfare, where I worked as an assistant to the under secretary. I continued my government agencies odyssey to the State Department. There I became involved in ambassadorial appointments and White House liaison work. I also did some coordinating of presidential delegations. Those were some wonderful, special moments.

When was this?

It was '63 and '64. The tail end of the Kennedy and the beginning of the Johnson years. I remember one occasion when the Greek king died, and President Johnson named his wife and former President Truman as co-heads of the delegation. Use of Air Force One was authorized, so I got together with its stewards to select menus and whatnot. And the question came up as to what President Truman drank. No one seemed to know, so I said I'll call his secretary out in Independence [Missouri].

She said, "You know, I don't know what he's drinking nowadays. Wait a minute, I'll put you on." Somewhat taken aback I said, "Why don't you just ask him and call me back." She said, "Oh, no. He's not doing anything right now. He'd love to talk to somebody." So we chat away, and I tell him that his passport is in order and that we wondered what he would prefer to drink. He said "Muehlebach bourbon and branch water." I was too embarrassed to ask "what is Muehlebach bourbon?" After I hung up, I thought of Kansas City and the Muehlebach Hotel. I took a chance and called, and sure enough there it was, a liquor store that had its own brand of liquor and President Truman bought his liquor there.

Then we got on this magnificent airplane and took off. Air Force One—a 707 then—had two bedrooms and a spacious conference area with a large table. Mr. Truman buzzed me and said, "I would like to play some poker, can you get some people from the delegation?" Well, I love to play poker, and I found three or four others. There I was, barely in my thirties, flying 39,000 feet over the Atlantic in the middle of the night playing poker with Harry Truman on Air Force One. It was exciting.

Who won?

Well, he was very good, even at 80 years of age. He won $30 or $40. We were playing for a dollar a chip, and I now have an Air Force One chip hanging on my wall: won from and autographed by Harry Truman.

I later did a lot of work in congressional relations for the State Department and then, with three other lawyers, decided to open a law office here. One partner was a labor arbitrator who went with Mobil Oil. He asked if I could take over his arbitration cases. Well, other than a law school labor course, I knew virtually nothing about arbitration then, but I agreed, and my arbitration practice began from there.

Do people come to arbitration work from law?

Not necessarily. The critical thing is acceptance by both parties. It's a Catch-22, because unless you have experience, you're not acceptable. And if you're not acceptable, you can't get experience. Most arbitrators are lawyers or have taught labor relations or labor economics in universities. Roughly 60 percent of arbitrators are lawyers and 40 percent academicians.

Do arbitrators tend to specialize?

I do a lot of postal, telecommunications, airline, railroad, and food service industries work. I see a broad

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Jeff Boyd, a familiar presence at the Visitors' Center, uses a remote control to reprogram the SDR display board.

Up Close & Personal

Beyond the uniforms and badges, the guards are an unusually diverse and dedicated group of people

Recently two midday incidents offered a condensed version of "A Day in the Life of a Fund Guard." At the new wing entrance to the cafeteria, a guard asked a group of staff members for their IDs. One woman, impatient and ill-humored, brought her card up to eye level. "Here," she snapped, "satisfied?" A bit nonplussed, the guard checked the remaining IDs and then said, in a soft-spoken aside, "I guess you don't make many friends at this post."

Around the corner at the H Street entrance, two guards helped a young woman into a wheel chair. The staff member had just turned her ankle, so the two guards eased her gently into the chair. One of them then wheeled her to the nurse's station to have the ankle looked at.

The International Security Company has 53 employees stationed at the Fund under Major Francis McLaughlin and his lieutenants Bill Briscoe, Jeffrey Covington, Ron Potts, David Smith, and Jack Turley. A few (Jeff Boyd in the Visitors' Center, Barbara Nelson at the receptionist desk, and Ronald James at the courier desk) have a single post. But most rotate, manning a post for 45 minutes before moving on to another (usually from quiet to busy posts and back again). "We rotate," says McLaughlin, "to cut down on boredom and give them more flexibility."

Since McLaughlin assumed his post a year ago, there have been some changes. "I've made a concerted effort," he says, "to bring in a more cosmopolitan mix, as far as language skills and nationalities are concerned." The guard force has been an unusually stable one, with seven years the typical length of service. "We pay more—on average $2 more an hour," McLaughlin explains, "so International Security normally sends its best guards here. They consider this their showcase contract."

Security guards have been a feature of Fund life since 1977, when a violent Hanafi Muslim takeover of the District Building left many downtown organizations feeling suddenly vulnerable. Staff members have grown accustomed to the security and even welcomed the added measures during the recent Gulf crisis, but still see security guards as a succession of uniforms perpetually asking for IDs. An article on what the guards do seemed unlikely to puncture that anonymity, that facelessness. Much of their work is preventive, and the small kindnesses and general efficiency and good humor that mark their work are difficult to translate into an "exciting" story.

Better, we thought, to introduce a handful of those people who wear those uniforms. We chose them rather randomly, hoping to give some idea of the diversity of their work and the variety of their backgrounds. Our apologies to the many guards we could not include; we hope the sample pays tribute to the group.

Jeff Boyd

Jeff Boyd admits it was hard in the beginning. Assigned to guard a Visitors' Center no one knew about, and isolated from the rest of the Fund, he had some long, lonely days. But as the Center grew, he says, "I grew with it." The Center now sees more than 70 visitors a day, and its schedule of seminars, art openings, films, and cultural events draws diverse and lively crowds.

After four and a half years with the Center, Boyd has developed a fondness for, and loyalty to, the Center that go well beyond his guard duties. Expert in handling its equipment (stepping in more than once to save a panicked projectionist), he has been a calming presence during the Center's occasional mini-crises and extended periods of temporary secretaries. Steady, careful, and experienced, he is entrusted with managing the press of people at the Center's very popular art show openings (he does have to turn away the occasional gate-crasher).

Boyd watches over the Center as though it were his own. He knows the Center's regulars and casts a bemused, but tolerant, eye on some of their foibles ("I have one woman who has seen the IMF film at least 20 times," he sighs.) "I don't worry about people stealing things," he says, "I do worry about people breaking things. We once had an exhibit of artifacts 2,000 years old and they weren't protected by Plexiglas. If someone bumped into something and broke it, how would you replace it?"

Boyd has seen his share of dignitaries, and admits his biggest thrill was seeing Barbara Bush, but he often finds the security surrounding a visit more exciting than the VIPs. "We've had presidents and diplomats come in, but what really excites me is the secret service. In a sense they have to rely on me when they come to the Center. I have to show them everything, and that's very satisfying."

Boyd, who grew up in Washington and comes from "a pretty large family," has been with International Security since 1985. "I enjoy the Center more than I would working upstairs," he says, admitting he has turned down promotions in order to stay on. "Guards that replace me get bored, but they don't know the people. And that makes a difference. I guess if I only did what I was supposed to do, I would find that boring too. But I like helping out in a crisis, and I've learned a lot about the Fund from working here and from listening to the films."

***For Barbara Nelson** a receptionist's work is never done, or dull.*

A new and expanded Visitors' Center planned for 1995 has him excited. "If you look at where the Visitors' Center has come from and where it is now, it's pretty amazing," he says. Boyd sees the Center's work, and its security needs, expanding. He hopes to grow with it.

Barbara Nelson

Barbara Nelson, the Fund's receptionist, is the only woman among the Fund's guards. The institution's receptionist since she came here four years ago, she also handles much of the paperwork for the security force—everything from memos to time cards and related payroll matters.

What she brings to her work, however, is not secretarial experience but a solid background in corrections and law enforcement. Before joining International Security, she attended the Northern Virginia Criminal Justice Academy and worked for four years with the DC Department of Corrections and for one and a half years with the Arlington County Sheriff's Department. It is a whole lot quieter at the Fund.

"Oh, it's real quiet here," she says. "I used to work at DC Jail in Southeast Washington, and it was wild. You would run into all types of people." Hardest of all was running into old friends. "I was born and raised in DC, so when I worked at DC Jail, I saw a lot of my friends. That was the worst part. You go to school with somebody and don't see them for a while and you think they're doing something positive. Then you find them locked up. And it was no fun listening to 'Nelson, you pig. You cop.' But I was there for four years and eventually we got to understand one another."

Here her biggest worries are staff who forget their IDs and people who have the same emergencies, and require the same emergency parking, two or three times a week. Typing is not a particularly satisfying part of her work, but she does enjoy the people, especially her colleagues and the variety of personalities and cultures she comes in contact with here. "It's been a good learning experience for me. I've met people from all types of backgrounds, and there are, after all, more people in the world than in Washington."

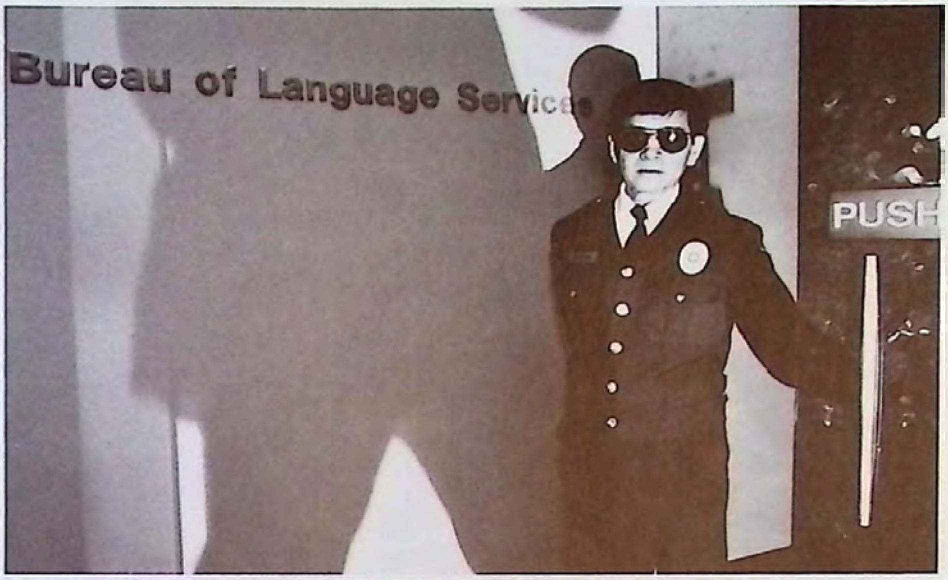
What she has missed, however, is the opportunity to use more of her background in law enforcement training.

Andres Victoria

For some guards it is not design but coincidence that leads to a position with International Security here at the Fund. Andres Victoria was visiting the Fund with his sister, who was working here at the time. A friend of his sister's, who knew Major White (then head of security at the Fund), asked if he would be interested in a job. Victoria said yes, and has been a guard at the Fund for four years now.

"I was surprised I ended up working as a security guard," Victoria admits, "but I like working at the IMF." With a background in accounting, he left the Philippines five years ago and settled in San Francisco, where he took additional courses to convert his knowledge of accounting from manual to computerized skills. "I do regret that I have not continued with my accounting courses, but I have no regret about what I am doing. I enjoy it."

He takes his responsibilities seriously and says that he felt added pressure during the recent Gulf crisis when security concerns were heightened. His rotation often brought him over to International Square where, in the absence of a metal detector, he felt he needed to be doubly cautious and alert. "People are friendly," he says, "but because you are alone there you have to exercise more judgment. I have to use my discretion about whether or not to accept packages. That was difficult. And I tried to be very, very careful about strangers. Sometimes they say they just got off on the wrong floor. That's probably true, but you have to be extra careful."



***Andres Victoria** is frequently stationed at International Square.*

Mengis Gerezgier

Many guards have second jobs, but few have a vocation. Mengis Gerezgier does. An Ethiopian refugee, he came to the United States in 1980, worked with other security firms and as a cashier, but also studied and trained in his family business. Like his father and grandfather before him, he is a goldsmith. He completed a one-year program in jewelry design and fabrication at the Gemological Institute of America, worked for a year and a half with J. C. Penney (in Dallas) as a jeweler, and now runs his own business (Selam Jewelers) from his home. He works there with precious metals and stones, crafting rings, bracelets, and chains. Most of his customers come from his native country.

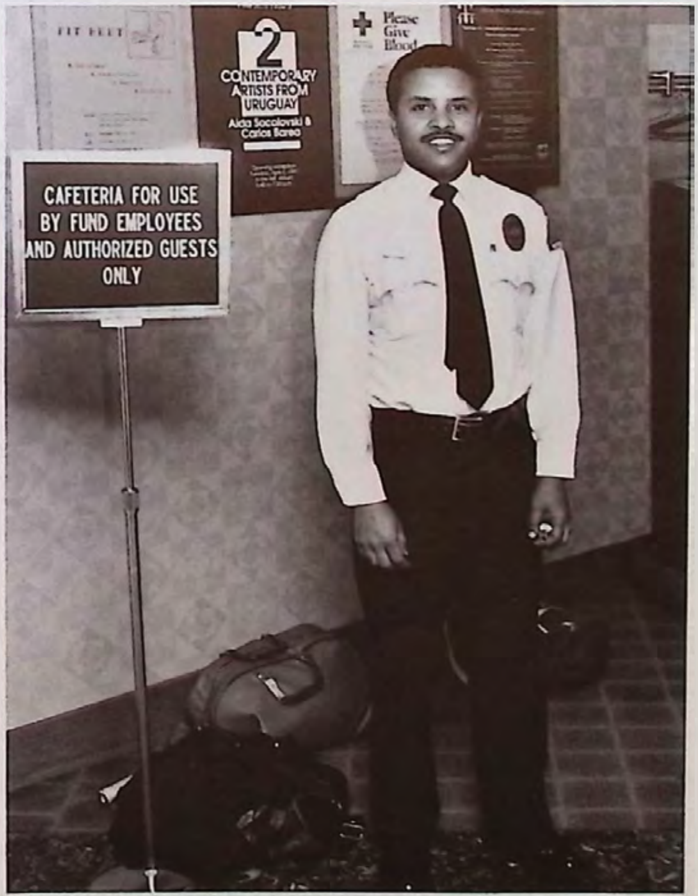
"Sometimes you don't generate enough income," he says simply, "so you have to supplement it with something else. If I come here in the afternoon, I work on my bench at home that morning. I'm used to working a lot of hours." The generally less stressful security work offers a welcome respite from a profession that offers little margin for error. "When you work on jewelry and use a magnifying device, you have to work very, very carefully. If you work eight or ten hours and then make a minor mistake, you have to do it all over again."

Gerezgier, who has worked at the Fund for five months, has been able to use some of his language skills on the job here. In addition to speaking his native Tigrinya and Amharic, and English, he can converse in Italian and Spanish. "The IMF has really been a nice place to work," he says, adding that he hopes to stay here for some time. He will continue designing and fabricating jewelry in the mornings and working at the Fund from 3 to 11 pm. A long day indeed.

Theophile Tohonou

Few Fund staff may know Theophile Tohonou. The Concordia Apartments is his only post, and he works the 10:30 pm to 7:30 am shift there. That cup of coffee you might see him picking up at the cafeteria at 8 am marks the end of his day, not the beginning.

Tohonou has been with International Security since October. A native of Togo and now a U.S. citizen, he has worked for the U.S. State Department in both Zaïre and Ghana. "I came to the States every two years, staying for three months each time, mostly in Los Angeles." When



***Mengis Gerezgier** normally begins his day here at 3 pm.*

Tohonou was laid off in September, however, friends took him to International Security.

Tohonou is conscious of the turn of events. "People used to work for me; now I work for people. Actually I miss property management work quite a lot," he says. "But I like the Concordia, because there I am my own boss." The pace of work at the Concordia is just the reverse of that in the main building. The weekdays are quiet and the weekends busy.

***Theophile Tohonou** is his own boss at the Concordia.*

Many of the Concordia's residents are visiting the United States for the first time, and Tohonou is comfortable answering their frequent questions about where to eat and so on. What is less clear, he feels, is the extent of his authority. He is concerned about people sneaking into the building, he says, and would prefer to have a log where everyone signed in and presented an ID.

***Ma Pril** is a familiar, and popular, figure at the Fund.*

Serious and responsible about his own work, Tohonou believes strongly in the importance of maintaining the quality of guards International Security sends to the Fund. "We have people here from all over the world," he says. "We have to be sure we have guards who give them the respect that they deserve."

Ma Pril

"I love this kind of job," Ma Pril explains, "because it is related to my former experience." Pril was a teacher in 1970 when the war in Vietnam spilled over into his native Cambodia. The father of five, he was drafted into the army and served for three years in the military police before being sent to the School of Military Police in the United States. He was in Georgia when the Lon Nol government fell and the Khmer Rouge took over. "The Communists dispersed everyone. They sent the girls to one camp; the boys to another," he says. Pril never returned to Cambodia and for nine years heard nothing about the fate of his family.

Then in 1983 his two oldest sons contacted him from a refugee camp in Thailand. Pril was able to bring them to the United States, and in 1986 his youngest son joined them. There is still no word on his ex-wife and two daughters. "It's a hard life," he admits, "but I thank God I can manage to live like other people in this country. I can survive when most of the people died. Now my preoccupation is to educate my sons as much as possible. They live in Massachusetts and I see them only once or twice a year. It is a little hard for me financially and psychologically, but they have grants and part-time jobs. And if they go off the track, I know, and I tell them about it."

Pril has worked in the Fund for eight years and been with International Security for ten. "This is the only place I love to be a guard," he says, "because the people are nice, intellectual, and international. There are all kinds of cultures and I learn a lot. I get to speak French, too. That's why I stay."

Friendly and good-natured, Pril is probably one of the best known and most talked to guards in the Fund. "I try to keep myself busy and not think too much about the past. I keep working, keep having good humor because I don't think that thinking too much about the past will help me go further. I am proud of myself," he says. "I am happy in my life."

How Does the Vacancy List Work?

Do you sometimes wonder, after you have applied for a position on the Vacancy List, whether your application has gone astray? Do you ever think it's about time you heard something? If you've not been selected, do you speculate as to why? Are you curious about what your chances are?

We had a number of questions about the workings of the Vacancy List that we posed to Andrew Dawson and Moira Lavery, the Personnel Officers with the Staff Development Division who are responsible for the administration of the Vacancy List.

Which openings does the Vacancy List cover? Why are economist positions not included?

The Vacancy List covers all noneconomist positions from A1 to A15. Economist and managerial (B level) positions can be advertised, at the discretion of the department with the vacancy, but in practice very few of the positions are advertised. We need arranged placements rather than internal advertising to meet the needs of a growing number of returning resident representatives and the other staff on external assignments, and to ensure appropriate assignments for certain levels of economists (for example, graduating EPs). Moreover, for the past decade the interdepartmental mobility scheme has more than adequately served the reassignment interests of economists. We are, however, investigating ways in which the Vacancy List could be expanded to include other staff.

Who is eligible to apply for these vacancies? Can I submit applications for more than one vacancy at a time? And how early in a career is it advisable to apply for vacancies?

All staff members and contractual employees who have been in their current positions for at least one year are eligible to apply for positions on the Vacancy List. There is no limit to the number of positions to which you can apply, and how early you seek another position will depend very much on your own circumstances and interests. The Fund has increasingly come to value broad experience within the institution, so you might want to consider mobility through the Vacancy List relatively early in your career.

Is the Vacancy List posted? To whom is it circulated?

The Vacancy List is posted on a biweekly basis on the bulletin board outside the main cafeteria and on the concourse level bulletin board outside the Snack Bar. Copies are also distributed to all departments, divisions, sections, and units, and to all Administrative Officers.

If I do apply for a job, will it be handled confidentially? Will my department be advised that I am seeking another position?

The Staff Development Division handles all applications, and inquiries, confidentially. Your department will not be notified of your application; it will only be informed of it if you are selected and accept a new position.

Which parts of my file are sent on to the selecting departments?

The summary data on personnel actions, your Personal History Form you completed when you joined the Fund, and the updated biographical form you submit with your application are all sent to departments. Where applicable, mission reports and typing and shorthand tests are sent to departments. Any other relevant information that you have asked ADM to add to your file, such as information on external training or degrees, will be sent as well.

Some application forms ask whether performance reports can be provided; others do not include this question. Why is that?

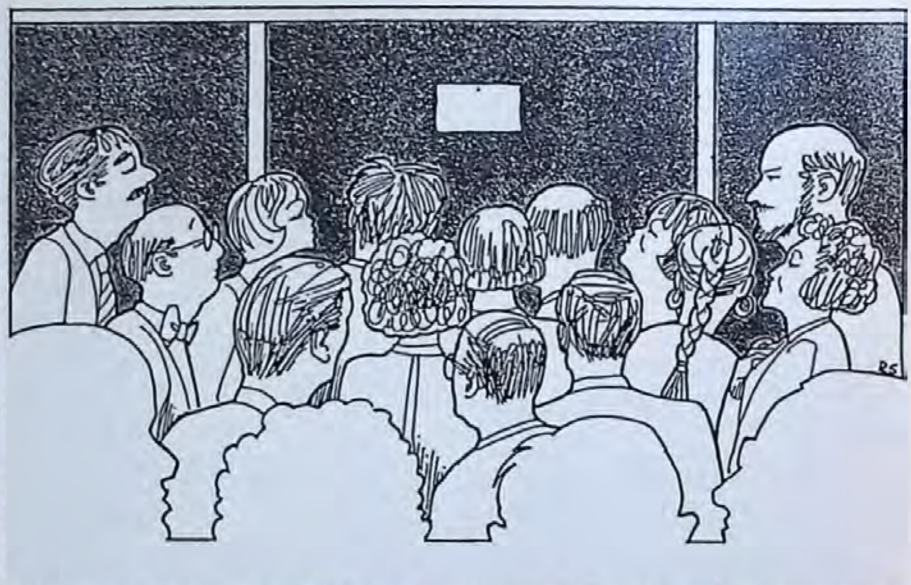
The older forms included this question. The application form was updated on August 1, 1990. To reflect the new procedures for performance appraisal introduced in 1990, however, the revised format no longer refers to performance reports. Copies of the two most recent performance reports are now automatically sent to selecting departments if they request them.

How do I know my application has been forwarded to the selecting department?

If your application and biographical form indicate that you meet the stated requirements of the job, the Staff Development Division forwards your application to the selecting department. If it seems you might not meet one or more of the position requirements, we will contact you to clarify the situation. If your application is not forwarded to a department, it is because you fail to meet the minimum requirements for a particular position. We will inform you of this and advise you of the reasons.

How long will the selection process take? When will I know the outcome?

On average, selecting departments take three to four weeks to reach a decision. Of course it may be longer, if there is an unusually large number of candidates to consider and/or interview. We have asked departments to tell us if they anticipate any unusual delays in the selection process (sometimes, for instance, one or more of the people involved in making the decision might be away on mission or leave). Understandably applicants are anxious to know the outcome. We are now developing a procedure to systematically advise applicants, in writing, if any extended delay in the process is foreseen by the selecting department.



Some candidates are not even interviewed. Why is this?

Departments may opt to interview some, or all, of the applicants. In many cases departments decide to interview only those candidates whose qualifications and experience appear most suitable. If the "first round" of interviews does not yield a suitable candidate, then additional interviews are often arranged. If a selecting department is confident that a choice will be made from the initial round of interviews, the remaining applicants are informed by a Personnel Officer that they have not been included on the "short list." The Personnel Officer will also advise them of the reasons why they were not included.

If I am among those "short listed," who lets me know whether or not I've been selected for the job?

Once the selecting department makes its decision, it informs the Staff Development Division; the successful candidate is notified by a Personnel Officer, and the releasing department is asked to indicate when the staff member could be released for his or her new assignment. Other applicants are informed of the selection, and are provided with feedback on the reasons for the selecting department's decision.

Why do most jobs seem to be filled at a grade lower than that which the prior incumbent held?

Most advertised positions have a grade range indicated on the vacancy announcement. This range represents the full spectrum at which the position could be filled. Often a vacancy arises after the transfer, promotion, retirement, or separation of an experienced staff member whose knowledge of, and competence in, the position were such that the prior incumbent was relatively highly graded, often at a "full performance" level within the range.

An incoming staff member selected for that position sometimes does not have the experience or knowledge to be able to function immediately at the same level as his or her predecessor, and therefore is selected at a lower grade level. If, however, the incoming staff member appears to have the skills, experience, and capabilities necessary to perform at a high level of the grade range, he or she can be recruited at the same level as or a higher level than the prior incumbent.

There may also be instances in which changing job requirements or a reorganization of functions affects the grade level. For example, departments have, on occasion, redefined positions to reflect changing technology, and this has resulted in a change in the grade range. A change may also occur as the result of a job audit.

In the last two years approximately one third of the applicants were appointed to positions at the same grade as the prior incumbent.

Why is it so hard for me to be selected for a higher level vacancy?

For each advertised vacancy, there are usually a number of applicants who meet, and many who exceed, the stated position requirements. If you are not selected, this usually means only that another candidate was considered more suitable. It does not mean that you failed to meet the job requirements, nor does it reflect negatively on your candidacy.

I am becoming discouraged, though. Even when I meet all the advertised position requirements, someone else is invariably chosen, and I am not always clear why.

Competition for many vacancies (especially those at the higher grades) is extremely strong. In the past several years we have seen the number of applications increase substantially. We had 576 applications for 144 positions in 1988; 421 applications for 126 positions in 1989; and 606 applications for 135 positions in 1990.

Departments can select only one out of a field of many very well-qualified applicants. Departments have to weigh the relative strength of your candidacy against others. We encourage them to give us substantive feedback on the candidates they consider. We try to pass this on to the applicants so that they know on what grounds a selection has been made. Inevitably, though, there is an element of a "judgment call" in many of these selections. We have found, however, that some factors can influence your success. These include:

•your recent work experience and its relevance to the position;

•the breadth of your experience in the Fund, and your knowledge of the institution's practices and procedures;

•the reputation you have established with former and current supervisors and colleagues;

•the formal (i.e., performance reports) and informal information the selecting department reviews with regard to your technical and interpersonal skills; and

•the judgment of the interviewers (if you were interviewed) on whether or not you are likely to "fit" in well as a team member with the existing unit.

Hasn't a selecting department often made up its mind about who will fill its vacancy?

In some cases the department might have in mind a strong candidate from within its own ranks. If this is the case, the department is expected to footnote that vacancy listing. In 1990, approximately 25 percent of all advertised vacancies carried such a footnote, and in each case the position was filled from within. However, the majority of vacancies are filled through an open and competitive selection process in which all candidates have an equal opportunity.

What can I do, then, to enhance my chances of being selected for a particular position?

Given the strong competition for most vacancies, you need to convey, concisely but persuasively, in your application form *why* you feel you would be a good candidate for the position and *how* you meet all the requirements for the job. The application form gives you the opportunity to make a strong first impression and to convince the department that you would be a suitable candidate. The care and attention you devote to completing the application form is often an important factor in being selected for an interview.

For example, if the announcement indicates that the selected candidate must work from 9:30 a.m. to 6:00 p.m., or travel on mission at short notice, or work as part of a team, *do* make the effort to state, in your application, your willingness and ability to do these things. Resist the temptation to submit a "generic" (or, worse still, a totally blank) application for all positions to which you apply. Take the time to tailor your application to the specific vacancy you are responding to.

Do not assume that your good reputation is well known in the department or the division to which you are applying; departments may not necessarily know your strengths. If you are invited for an interview, take the time beforehand to familiarize yourself with the division's main functions and responsibilities, so that you will be better able to ask relevant questions about the position in which you are interested. There are many strategies for successful interviewing, and the Career Development and Learning Center offers a number of books and videos on the subject, but "doing your homework"—being knowledgeable about the work you might be asked to do—is always an asset.

What we have also seen from our feedback sheets is that departments do some "homework" of their own. They commonly ask colleagues who have worked with or supervised an applicant what their opinion is of that person's qualifications and ability to work with others. These informal inquiries are just as relevant in their final decision as the formal documentation that applicants and the Staff Development Division provide, especially when several suitably qualified candidates are being considered for a position.

In some instances feedback has indicated that an applicant who has remained in the same grade for many years or who might have had a past problem is viewed with some concern. Staff who sense there may be something in their past performance (perceived or real, recorded or not) that is negatively affecting their chances can seek advice from the Learning Center. Counseling, training, and wider experience in the Fund are often helpful.

Also if staff feel they are being passed over because they lack broader experience in the Fund, they should also consider mobility. The annual mobility exercise is an ideal opportunity for staff to let us know of their interest in a lateral swap with another department. The greater the number of staff who express an interest in transfers, the higher the chances of arranging satisfactory swaps. Also, for A1-A8 staff, the Staff Development Division maintains an informal list of staff who have indicated to us their interest in moving to a different department; such swaps can be arranged on an ad hoc basis, provided the individual staff members and the departments involved are agreeable.

More questions about the vacancy list or applying for other positions?

Andrew Dawson (x6886, for A9 and above staff) and Moira Lavery (x8713, for A1-A8 staff) are always available to discuss career-related questions and concerns. Please contact them for advice and assistance on training needs and for career counseling. If you have questions on vacancy list procedures, please contact Patrizia Salama (x7390).

***At the U.S. State Department** for the Mongolian Signing Ceremony are (from left to right) Mr. Chuluunbat, Ambassador Nyamdoo, Mr. Khuderchuluun, Minister of Finance Bazarkhuu, and State Department representatives.*

Mongolia Becomes Fund's Newest Member

"At last!" must have thought Aiurzanyn Bazarkhuu, Minister of Finance of the Mongolian People's Republic, as he signed the original Articles of Agreement on February 14, 1991, making Mongolia the 155th member of the International Monetary Fund. That sentiment was shared by Corentino Santos, Chairman of the Membership Committee for Mongolia; E.A. Evans, who had looked after Mongolia's interests during the membership process, and the staff team, as they watched the "signing ceremony" that took only seconds, but represented their combined efforts over the past seven months and signaled a major step forward for Mongolia in its efforts to broaden its economic and financial relations with the international community.

From Mongolia's perspective, the events leading to the signing ceremony began in 1989, when the policies of *oorchlon shinechelelt*, or "renewal and openness," were adopted, following nearly seven decades of almost total economic isolation from the free-market economies of the world. The Mongolian authorities have characterized events since 1989 as a threefold transformation, involving not only political and economic reforms but also changes in the Mongolian way of thinking. Those reforms accelerated in the Mongolian lunar year of the White Horse—February 15, 1990–February 14, 1991—which signifies the utmost in luck, happiness, and wealth. Over the course of that year, the first multiparty elections were completed, the Constitution was revised, the financial system was restructured, and—on the eve of a new year—the Fund's Articles were signed.

For Fund staff, the short signing ceremony signified the culmination of work on a project that began in August 1990, when Kunio Saito (mission chief), Liz Milne, John Leimone (all ASD), Jai Oh (LEG), Simon Nocera (TRE), Sarah Tenney (SEC), Franek Rozwadowski (ETR), Padej Sukachevin (STA), and Amparo Rosario (ASD) participated in a membership mission to explain to the Mongolian authorities the formal process leading to membership in the Fund and the legal requirements involved and to gather the economic data needed to calculate Mongolia's quota in the Fund.

After the mission returned, a quota paper was drafted, and a Membership Committee was established to consider the appropriate terms and conditions for Mongolia's membership in the International Monetary Fund. The Executive Board considered the committee's findings and forwarded a proposed Resolution to the Board of Governors for its approval.

Arrangements were then made for the Minister of Finance of the Mongolian People's Republic to sign the Articles of Agreement of the Fund and the World Bank. The Articles contain the original signatures of all the officials who have gone before Aiurzanyn Bazarkhuu in accepting on behalf of their countries the terms and conditions of active participation in the international economic and financial community served by the Bretton Woods institutions. The Articles are held in the archives of the U.S. Department of State, where the signing took place.

Sarah Tenney

Espresso o lento?

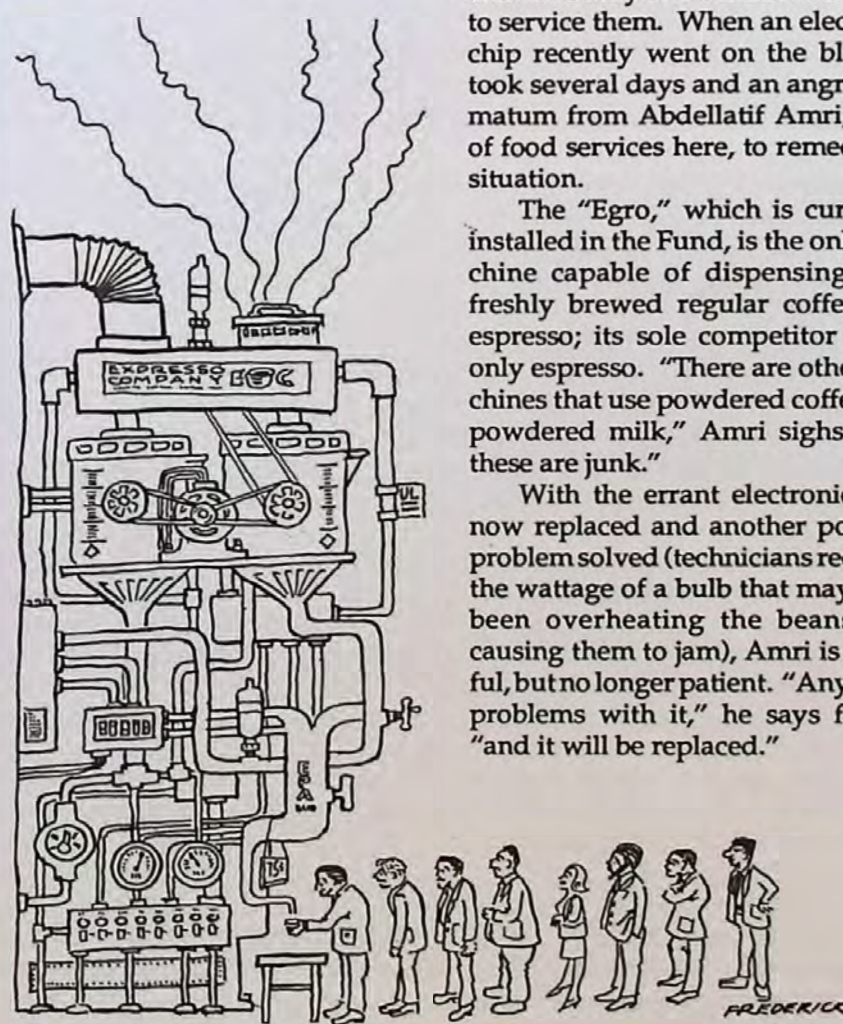
Fund watchers and other analysts often wonder about the IMF. They ponder what keeps the institution going. They doubtless are still scratching their heads, while Peggy Duffy, manager of the IMF cafeteria, knows. She found out first hand. What keeps this institution going is—good coffee.

Duffy also knows what happens in this usually reserved and polite institution when the two espresso machines in the main building break down frequently or, on particularly dark days, simultaneously. She hears about it immediately. Everyone calls, and they aren't happy.

Just three years ago or so, when the Fund's lone, cranky espresso machine was replaced by two sparkling new ones, spirits leapt. Hard-core coffee drinkers were elated; surely one machine could always be counted on to work. The reliability of the machines was particularly an issue with those consumers who have sworn off (in cases 15 years ago) the cafeteria's "regular" coffee. (The cafeteria's regular coffee, in fact, seems to be the only item among its offerings to inspire some genuine and insistent criticism).

There must, however, be something inherently temperamental about espresso machines, for shortly after they arrived, they began to exhibit twitches and tantrums of their own. Mercurial—some say perverse—the new machines delighted in jamming when lines were longest and help least likely to be found.

Peggy Duffy admits the machines may be too delicate to handle the volume, and the occasional abuse, they receive in the main building (a similar machine has had a much better time of it at International Square). But options are few. Space constraints make it impossible to add a third machine and although maintenance is problematic (one wag suggested an attendant be permanently stationed by the machines!), ready alternatives are scarce.



The machines are Swiss made and have only one vendor in the area to service them. When an electronic chip recently went on the blink, it took several days and an angry ultimatum from Abdellatif Amri, head of food services here, to remedy the situation.

The "Egro," which is currently installed in the Fund, is the only machine capable of dispensing both freshly brewed regular coffee and espresso; its sole competitor offers only espresso. "There are other machines that use powdered coffee and powdered milk," Amri sighs, "but these are junk."

With the errant electronic chip now replaced and another possible problem solved (technicians reduced the wattage of a bulb that may have been overheating the beans and causing them to jam), Amri is hopeful, but no longer patient. "Any more problems with it," he says firmly, "and it will be replaced."

***Graeme Rea**, Director of the Administration Department, receives his copy of the newly redesigned and expanded benefits statement from Vicki Swenson. With them is Greg Mordin, Senior Personnel Systems Manager.*

Redesigned Benefits Statement Features Expanded, Personalized Information

Vicki Swenson, a Senior Personnel Assistant in the Administration Department, has had a fair number of calls from staff members who glanced through the Fund's new statement of benefits, thought it attractively presented and potentially useful, and were about to file it away in their "later" stack when they realized, with a start, that it was personalized. They then reread the statement, they confessed, with much greater urgency and interest.

"With our pension plan changing in May," Swenson says, "the format of the statement had to change too. The previous format just could not accommodate the changes in the plan, and we felt we could take this opportunity to expand the statement and provide additional information." Greg Mordin, head of Personnel Records, coordinated the change with the Bureau of Computing Services, which, under Sojan Thomas, reprogrammed all the benefits. With the World Bank having to redo its benefits statement as well, the two institutions decided to retain an outside firm, William M. Mercer, Inc., to redesign the presentation of the information. Sharing many of the design and implementation costs helped to minimize the overall expense of the project.

The newly redesigned statement provides, Swenson says, "a lot more information under retirement benefits" and includes medical benefits for the first time. The flexibility of the new format also allows the Fund to add other benefits in the future. "We wanted to give staff something easy to read and informative." Swenson explains. "And we want people to call us if they have a comment or a complaint, but so far the feedback has been very positive."

After a lot of long hours—and a lot of weekend hours—Swenson was pleased to see the implementation go so smoothly. "Admittedly," she says, "Karen La Fleur and I did have to do a lot of checking." But the work has paid off. With BCS and Administration able to reprogram all of the data in-house and copy those data onto a tape, all William Mercer had to do in the end was to print the copies.

And Second Prize Is Awarded to...

Mila Tuason was delighted, and very surprised, to find herself among the major winners at the Camera Club's annual competition

Was it '82 or '86? Mila Tuason's not really sure. She has been to Hong Kong several times and this particular time she took a tour of the harbor. Of course she brought her camera and she did shoot a roll. But there was no sun that day, and she had so little hope of getting anything from the roll that she tucked the film away, undeveloped, for nearly a year.

Even when she had developed her slides, she admits, "I really didn't think I'd have anything from it. I kept that slide for the longest time, but I didn't think it would be competition material." But this year, still with the slightest of expectations, she entered the slide in the Camera Club's Annual Photography Exhibit. It would be her only entry. And it would be the surprise of her photographic career. She would place second in an exhibit that she feels is one of the Club's strongest in recent memory.

"It was a big surprise," she says, still marveling at how totally unprepared she was for the announcement. "I was so excited that night." One judge commented on how well the shot blended the traditional with the modern. Another confessed that he had never been able to get a good shot of Hong Kong harbor, so he was particularly impressed.

"That had been my experience, too," she says. "I had struggled for a long time to get a good shot of the harbor." She still prefers her original slide to the print produced from it for the exhibition. "There's more shimmer to the water, more luminosity on the slide." But she is undeniably pleased with the award. "I took the slide with my trusty old Olympus OM2 that I bought in Tokyo in 1977," she say. "I used a 100 mm lens, which is ideal for portraiture, but it's a lens that I am comfortable using for almost any subject."

"I hope," she adds, "that this award inspires more people from the Fund to participate in the Camera Club. We are underrepresented!"

***That's John Cleave**, President of the Camera Club, holding up Mila Tuason's award-winning photograph, "Hong Kong in the Mist." The photo, of Hong Kong harbor, was awarded second prize in the Club's impressive 1991 show.*

The Final Four. The championship match of the Fitness Center's first Walleyball tournament pitted (from left to right) Phil Torsani and Phil Young against Alain Ize and Najib Miran. Two fiercely contested sets later, the team of Ize and Miran emerged the victors.

Walleyball Tourney Takes Center Court

"I've only been playing Walleyball for a year," Alain Ize admits. "I just followed the signs at the Fitness Center and started playing. It was certainly a lot less boring than pedaling!" Modest beginnings for a champion, but on March 14 Ize and his partner, Najib Miran, emerged victorious from the Fitness Center's first-ever Walleyball Tournament.

Miran is quite serious about his Walleyball. Although he, too, has played it for only a year, he has found that it closely resembles volleyball, a sport he has now played for four years. Walleyball is played in the racquetball court here with a net eight feet off the ground. The ball is softer and slightly smaller than a regulation volleyball. With the court's side walls (and for returns, its back walls) in use, the game is, not surprisingly, a quicker one than volleyball. The general rules are similar, though, with spiking permitted and touching the net or lifting or carrying the ball prohibited.

The sport can be played with two, three, even four to a side, and since its introduction over a year ago in the Fitness Center, it has become a lunchtime favorite. "It keeps us busy," Miran says. "I play two or three times a week." This year's tournament featured eight teams in a single elimination contest, with the best two out of three games deciding who would move on. The teams were randomly matched and unseeded.

Their toughest match, Miran admits, was the final one against Phil Torsani and Phil Young. Ize and Miran won in two games, 11-8 and 12-10, and have already accepted a challenge for a rematch. Ize, for one, though, is savoring his brief moment of glory. "I've finally achieved the fame," he laughs, "that I have so long deserved."

Sign of the Times?

As we go to press, this odd collection of signs (one decidedly not the work of the District government) can still be seen at the northeastern corner of 19th and G Streets.

Zumas *(continued)*

range of clients, including, most recently, salary arbitration for a professional baseball player. A few colleagues specialize, but most of us cover a wide range of industries, and that makes it fascinating. Each case has its unique aspects and challenges. There is a lot of work, a lot of writing, and a lot of travel—sometimes to godforsaken places. But for the most part it's a profession from which you can derive much satisfaction.

What types of cases are especially challenging?

Contract interpretations that are unique and have special implications. I handle a number of termination cases as well, and they often involve many complicated aspects, including extenuating and mitigating circumstances. What do you do with a 30-year employee with an absolutely clean record who is being terminated for a dismissable offense? He or she is essentially being put out on the street, but the needs of the company must also be taken into account. In every case, the interpretation of the agreement is critical.

Are these termination cases particularly emotional?

Yes. As are cases in which employees are terminated because they are, for reasons beyond their control, chronically ill. Individual needs have to be balanced against the expectations of an employer who says, "Look, we have a job to do, and we can't perform the work if we don't have people who are ready, willing, and able to work."

Are these also the most difficult decisions to make?

They are difficult, but the more difficult ones involve complicated factual and contractual problems, where there is not much indication of what the parties intended as to what these provisions meant. And some cases have far-reaching implications, affecting two or three hundred thousand employees.

How much weight do you give to the implications of a decision?

You can't let its impact determine the outcome. Otherwise you lose your objectivity and neutrality. You have to look at the agreement and what it provides, and make your judgment on the basis of the facts as they apply to the agreement.

Is it ever within the arbitrator's purview to offer a personal opinion?

It's not useful for an arbitrator to offer opinions or thoughts or feelings outside the particular task he's been given to do. Sometimes you wish they had structured the terms of an agreement otherwise to reach a better result. But it's the parties' agreement, and an arbitrator shouldn't impose himself into that determination, unless he's asked. For example, parties sometimes cannot reach agreement on a contract, and they will ask an arbitrator to fashion the agreement. That is known as interest arbitration.

When you are brought into a new field, for instance, baseball arbitration, do you study up a bit?

I'm a baseball fan, but I'm not particularly enamored of baseball statistics, and, as you know, baseball has a statistic for absolutely everything. You do, of course, have to have some awareness. One arbitrator sat down, looked over the statistics, and said, "Hmm, does ERA mean Equal Rights Amendment?" [It is the abbreviation for earned run average—a principal indicator of a pitcher's effectiveness.] Well, that was the last time he was used.

The arbitration process is fascinating. You have two competing entities—an employer and an employee group. Their interests in most cases are inimical, and they design grievance procedures to resolve the problems that arise, and in many industries they're highly successful.

Any thoughts of why some are more successful?

There is a greater chance of success if the parties involved take less of an adversarial stance, and exhibit greater willingness to settle questionable cases, rather than take them all the way up to arbitration. Here you have a Staff Association that is not a union, but is committed to the interests of staff members. The Staff Association is a serious group, and an effective group. You have management, particularly the Administration Department, that in terms of approaching grievances, is quite professional. Their approach is not adversarial.

There have been instances here, for example, where a particular staff member has been appointed for one term by SAC and for the next term by the Managing Director. That says something about this institution.

The Grievance Committee

The Managing Director and SAC each appoint three staff members to the Grievance Committee. One serves as principal appointee; the others function as alternates. It has become a tradition for staff members to serve two years as alternates before becoming a principal. At present Patrick Delannoy and Richard Stillson are the principal management and SAC appointees, respectively; Mohsin Khan and Karen Swiderski are Delannoy's alternates; Reinold van Til and Ulrike Wilson are Stillson's alternates.

The Staff Association Committee has copies of the grievance form available in its officein Room 1-536. SAC also maintains a list of staff members who have offered to assist grievants with their cases.

Juan Mir, a Translator who had worked in the Spanish Division of the Bureau of Language Services since 1974, died on March 2, 1991. This ellegy is contributed by friends and colleagues in BLS.

To Juan Mir

"Alto el paso caminante ante el mundo silencioso de la muerte que aquí acaba la prisión que fue la vida y comienza la callada y dormida pero eterna libertad que da la muerte."

"Halt your walking step before the silent world of death, for here ends the prison that was life and begins the unspeaking, sleeping, but eternal freedom that death brings."

El frío de la noche con su escarcha
penetró en mi corazón cuando estalló tu vida
y tu voz en su sonaja limpia
hoy resuena como un tambor en mi memoria.
Se derrumba el silencio en la alta noche,
el viento frío sopla violetas de tristeza,
las sombras sofocadas en llanto están opacas.

El viento desolado
con su aleteo de palomas muertas
se llevó tu nombre y con él tus sueños
más allá de tus párpados cerrados.
Hoy respiras la total soledad
en honda intimidad con el silencio.

Como un niño cansado, cubierto de esperanza,
llegaste a reposar en tu agonía.
Sobre la gracia de tu ritmo,
en su molicie de luz creció la sombra
que oscureció tus alas.
La muerte llegó dominante a tus sentidos
y escribió su nombre en tu sensible cuerpo.
Cumpliste con tu laboral jornada...
pero puedes, en tu incesante búsqueda
cargado de infinito,
en tu espacioso lecho solitario
soñar en el FUTURO

The bone-chilling cold of night
Invades my soul with the bursting of your life,
The ringing clarity of your voice
Now resounds like a drum within my memory.
In the silence of the depth of night
The cold wind scatters violets of sadness,
Thick are the shadows, smothered in tears.

Driven by the wingflutter of dead doves,
The forlorn wind swept away your name,
And with your name your dreams,
Beyond your eyes now closed.
The fullness of solitude you now breathe,
Deep in intimacy with silence.

Like a weary, hope-filled child
You found rest amidst your agony.
Over the grace of your movement,
With its languid light,
Grew the shadow darkening your wings.
Death came all-conquering, to your senses
And left its name on your all-feeling body.
Your hard day's work is done,
And now you can,
In your unceasing quest, carrying infinity,
Resting in your spacious solitary bed,
Dream of the future

STAFF NOTES

TWENTY-FIVE YEAR STAFF

Stamatios J. Kiminas

TWENTY YEAR STAFF

Celia Gallardo-Nelson
Albert D. Goltz
Robert B. Hicks
Robert V. Kennedy
Nita Merchant
Bernice B. Nairn

RESIGNATIONS

Hasan Sukru Binay
Abda Y. El Mahdi
Susan Hamilton
Kenichi Ohno

RETIREES

Vivian V. Williams

EXPIRATION OF APPOINTMENT

Salvador Bonilla-Leal
Tarisa Watanagase

DEATH OF RETIREE

Ila Winifred Lewis
February 20, 1991
Curtis N. Marsh, Jr.
March 3, 1991

TRANSFERS

Jean-Claude Brou to external assignment (Côte d'Ivoire) from Support Group, Resident Representatives (Senegal)

Nahid Mejid to the Secretary's Department from the Bureau of Statistics

Ellen Sujjan to the Secretary's Department from the Asian Department

Shiela Wright to Administration Department from the Treasurer's Department

NEW STAFF

Elisabeth Baker
a French national, is a Staff Assistant with the African Department.

Nancy W. Basham
a U.S. national, is an Assistant Editor, STA. She has an M.A. in English and was previously senior vice president of corporate communications for a Florida bank. She enjoys creative writing and antiques.

Alvaro Augusto Correa
a Chilean and French national, is a Translator with the Spanish Division of BLS. He was educated in Chile and at Georgetown University.

Telma Safioti Dias
Brazilian, is a Staff Assistant, ADM. Previously an Assistant Supervisor with the Personnel Department of Banco do Brasil, she did her studies in food technology and enjoys reading.

Josefina Fernandez
Filipino, is an Accounts Assistant,TRE. She has a BS in business administration from University of the Philippines and an MS in economics from University of Nevada, Reno. She enjoys arts and traveling.

Vural Kural
Turkish, is an Assistant, OED. Educated at Eastern Michigan University, he previously served with Turkey's Undersecretariat of Treasury and Foreign Trade.

Wolfgang Laux
German, is an Assistant, OED. Educated at the Free University of Berlin, he previously served as a Senior Economist with Germany's Ministry of Finance. His interests include classical music and history.

John Mafararika
Zimbabwean, is an Assistant, OED. He holds an MSc in economics and previously served as Assistant Secretary, Zimbabwe Ministry of Finance. He enjoys reading, soccer, and jogging.

NEW STAFF

LuzMaria A. Monasi
Peruvian, is a Staff Assistant, FAD. She holds a BS in biology and previously served as a Research Assistant with the Nutritional Research Institute of Lima. She enjoys tennis and reading.

Nora Mori-Whitehouse
Peruvian, is a Staff Assistant, RES. Educated in Peru and formerly Senior Secretary for Emergency Preparedness and Disaster Relief Coordination Program, PAHO, she enjoys aerobics and boating.

John Odling-Smee
U.K. national, is a Senior Advisor, ETR. Educated at Cambridge, and formerly with EUR and ETR, he most recently served as Deputy Chief Economic Advisor with the UK Treasury.

Julio R. Prego
Nicaraguan, is a Compositor, ADM. Educated at National Universities of Nicaragua and Mexico, he served as Budget Officer, National University of Nicaragua, and as graphics artist with two Miami firms.

Jose Roberto Rosales
Salvadoran, is an Economist, WHD. Educated at Universidad Centroamericana and Boston University, he was Economist, DRI/McGraw-Hill, and Lecturer, Universities of New Hampshire and Massachusetts.

Thais Truran
Brazilian, is a Staff Assistant, ADM. She holds a BA in languages and had served as Personnel Assistant, UN, Geneva, and Administrative Assistant, UNCTAD. She enjoys languages, traveling, and films.

Petra M. Walsh
a U.S. national, is an Accounts Assistant, TRE. Among her interests are music, reading, and traveling.

Kathleen L. White
U.S. national, is an Information Officer, EXR. Educated at Wisconsin and Universidade Federal de Sergipe, Brazil, she had been a TV news producer with TV Globo, Brazil. She enjoys flute, painting, and bicycling.

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