staff news
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DC's International Dimension

A new Visitors' Center exhibit examines the diverse influences that have shaped Washington's architecture

The line of Washingtonians stretched from the street-level entrance to the Visitors' Center and looked decidedly out of place under the bright, hot, late afternoon sun. Everyone else on this work day seemed to be in motion—jackets slung over shoulders, sleeves rolled up, briefcases in hand. Everyone else was headed homeward.

This crowd waited, patiently and long, because the small reception area of the Visitors' Center had reached capacity and its doors had temporarily closed on what would be one of the Center's major events of the year, the opening of "Washington, DC: 200 Years Through Architecture." This exhibit of Washington's diverse and international architectural roots had drawn a cross section of the city's diverse communities. The city's heretofore quietly observed bicentennial was about to take on a higher profile.

***Mayor Dixon** (right) with Richard Erb and Visitors' Center Manager Yves Gisse.*

By 5:45 the event's guest of honor, District Mayor Sharon Pratt Dixon was slowly wending her way to the podium, shaking many of the outstretched hands. The large crowd, which had been preoccupied with the food and the exhibit at opposite ends of the Center, now converged into a thick knot around the speakers.

Deputy Managing Director Richard Erb opened the proceedings, noting that the Fund was a relatively recent addition to the cityscape. Although a photograph of the Fund's original home, at 1818 H Street, is included in the exhibit, the Deputy Managing Director hastened to add that the institution made no claims of architectural significance for the building, adding that it had simply been representative of its time. It was "not a historical landmark, which is an understatement—something we pride ourselves on in this institution....Fortunately, this city has much more diverse architectural styles to offer. And the styles are drawn from many countries throughout the world. These styles, when taken together, complement each other and have contributed to the beauty of the capital."

The Deputy Managing Director underscored the international character of the city and noted that while the Fund's international presence is most visible during the Annual Meetings' influx, its most consistent and valuable contribution to the city has been the work of its Visitors' Center, which, he said, brought to the community "the experience, the life, the art, and the culture of other countries."

Mayor Dixon, citing the city's various historic communities, then lent the proceedings a personal note. "I've lived in this city all of my life," she said, "and every time

I take a trip, whether I travel across the country or around the world, I come back to Washington and I am struck by its absolute majestic beauty. It is a gorgeous city." But it was the city's possibilities that Mayor Dixon wanted her audience to think about as it viewed this exhibit, and she issued a rousing call to both the local and international communities to get involved in the District's future.

Mayor Dixon was, she would later say, very hopeful that the international community would indeed become an active participant in shaping Washington's future, remarking that "The strength of this city—its future really—lies in its international dimension—its trade opportunities, its business opportunities, its cultural exchanges. And the challenge is to achieve a great marriage between the local, federal, and international communities. I think the potential is really there."

Asked whether the peculiarly transitory nature of Washington made it difficult to build a sense of commitment among its residents, particularly its international residents, she noted that "A great many members of the diplomatic community have lived here longer than some of our voting residents. They have a real concern for the city. I am eager to find an appropriate vehicle to have them become involved—particularly through programs for youth, language classes, and cultural enrichment. We want to orient our own citizens to be part of a global society."

The Deputy Managing Director noted that the Fund has been an important source of employment for the city and emphasized that the Visitors' Center has extended its programs to a broad spectrum of the community. In conjunction with the current exhibit, the Center has featured a number of documentaries on Washington's neighborhoods and presented several lectures on the city's history and architecture.

Yves Gisse, the Manager of the Visitors' Center, said this exhibit specifically explores the impact of international influences on Washington's architectural development. Gisse, who had served on the city's Bicentennial Committee, was the prime mover behind the show, devoting three months in arduous negotiation with DC authorities and numerous museums to bring the exhibit together. "It was difficult," he said, "and there was very little money." He regrets a bit the prominence given to planning at the expense of architectural history. Gisse, who has lived here for 22 years, expresses great fondness for Washington but has been disturbed by "the tremendous loss of architecturally significant buildings that have been replaced by faceless structures downtown."

Gisse wanted to give viewers some sense of what has been lost over time, particularly with bland office construction displacing more idiosyncratic residential architecture. The exhibit goes beyond this, providing a glimpse not only of what was but also of what could have been and might still be. With several dramatic lithographs and a number of rare photographs, as well as several provocative futuristic sketches, it reminds audiences that Washington, still a young city, is very much in the process of creating itself.

The exhibit, originally scheduled to run only to late June, has been extended until September 6. It has already become one of the most popular shows in the Center's history and has been seen by more than 5,000 people over the past three months.

At the Visitors' Center

In September the Center will be offering three programs on Washington history and architecture. These programs, all illustrated lectures, are

- **People, Politics, and Scandals: 200 Years of History of the District of Columbia** by DC's Public Records Administrator, Philip W. Ogilvie, on September 16 at 1 p.m.

- **European Influences on the Planning and Architecture of Washington** by architect J.L. Sibley Jennings on September 23 at 1 p.m.

- **The Most Astonishing Space in America: National Building Museum** by Robert W. Duemling, President and Director of the National Building Museum, on Wednesday, September 25 at 1 p.m.

Several Senior Appointments, Structural Changes Announced

On July 26, the Managing Director announced a number of organizational changes and senior appointments, and in his August 5 note to staff, the Deputy Managing Director summarized these proposals. The Managing Director's proposals reflect a desire to introduce more adaptability in the way departments are structured and managed, including the possibility of some degree of mobility among department heads over time.

The reorganization of responsibilities includes division of the Asian Department into two new departments (and the movement of Australia and New Zealand from the European Department to the Asian region). Other structural changes included broadening the role of the Central Banking Department. The department will now give greater attention to the structural aspects of monetary and exchange rate policies and the internal review process. With its added responsibilities the work of CBD will now more closely parallel that of the Fiscal Affairs Department.

The MD's proposals will also have an impact on the work of the Exchange and Trade Relations Department. As summarized in the DMD's memorandum, "While part of the foreign exchange market work currently being carried out by the Exchange and Trade Relations Department will be transferred to the expanded CBD, ETR will continue to play its central role in the implementation of Fund financial facilities, in the development of policies on surveillance and UFR operations, and in the internal review of country work....The role of ETR in the review process will be strengthened, and will include helping to integrate the results of technical assistance into the design of programs, and helping to evaluate the effectiveness of governmental institutions involved in economic policy." ETR's role in coordinating relations with other institutions was also boosted with the transfer of the Fund's Special Representative to the UN from the External Relations Department to ETR.

The position of Special Advisor to the Managing Director, held in the past by Arjun Sengupta and L.A. Whittome, has been assigned to P.R. Narvekar, whose principal responsibility initially will be to study and make recommendations on the possible establishment of an evaluation unit within the Fund. He will also advise and assist the Managing Director on a broad range of other issues.

Other appointments included new heads of the External Relations Department, IMF Institute, and the Research Department. All appointments become effective in early September. Attached are biographical details on the individuals appointed to these positions.

Shailendra J. Anjaria, an Indian national, becomes the second Director of the External Relations Department. Educated at the University of Pennsylvania, Yale University, and the London School of Economics, he joined the Fund staff in 1968 as an Economist with Exchange and Trade Relations. As an Economist he served with four divisions of ETR and spent nearly two years with the Office in Geneva. Appointed Deputy Division Chief of ETR's Trade and Payments Division in 1976 and that division's Chief in 1980, he later served as Assistant Director and Advisor in ETR before becoming Assistant Director for the North African Division of the African Department in 1988.

Patrick B. de Fontenay, a native of France, has been appointed the new head of the IMF Institute. Educated at the University of Paris and Yale University, he was an Assistant Instructor with Institut d'études politiques and at Yale. He also worked as an Economist with the World Bank for several years before joining the Fund's European Department in 1970 as an Economist. Appointed a Division Chief with the European Department in 1973 and an Assistant Director in 1979, he has served as EUR's Deputy Director since 1984. He has also served, since 1986, as the Chairman of the Investment Committee for the Fund's Staff Retirement Plan.

Manuel Guitian, a Spanish national, will become Associate Director of the Central Banking Department. Mr. Guitian will be taking on the primary responsibility for the Central Banking Department's new activities. Educated at the University of Santiago (Spain), Indiana University, and the universities of Madrid and Chicago, Manuel

Guitian was an Assistant Professor with the universities of Santiago and Madrid before joining the Fund's staff in 1970 as an Economist with the Exchange and Trade Relations Department. Appointed Division Chief in 1977, he also served as an Advisor, Senior Advisor, and Deputy Director with ETR before becoming Deputy Director of the European Department in 1987.

Michael Mussa, a U.S. national, is appointed Economic Counsellor and Director of the Research Department.

Educated at the University of California and the University of Chicago, he served as an Assistant and Associate Professor of Economics at the University of Rochester and as a Research Fellow with the London School of Economics and Graduate Institute of International Studies before becoming Associate Professor of Economics at the University of Chicago in 1976. A Research Associate of the National Bureau of Economic Research since 1981 and a member of the U.S. Council of Economic Advisers in 1986–88, he has been the William H. Abbott Professor of International Business at the University of Chicago's Graduate School of Business since 1980. Michael Mussa has also been a Visiting Professor at the Fund, working with the Asian Department from May to June 1980 and with the Research Department in March 1989, April 1991, and July 1991.

P.R. Narvekar, from India, will accept new responsibilities as the Special Advisor to the Managing Director. Educated at Bombay and Columbia universities, he joined the Fund staff in 1953 as a Research Assistant with the South Asia Division of the Asian Department. He was appointed an Economist in 1954, a Division Chief in 1963, an Assistant Director in 1968, and a Deputy Director in 1972. During 1979–80, he served as Deputy Director of the European Department. His service with the Asian Department spanned 38 years, culminating in his heading of the Department from 1986 until 1991.

Hubert Neiss, from Austria, will become the new director of an Asian department that will cover Bangladesh, Bhutan, Cambodia, China, India, Japan, Korea, Laos, Maldives, Myanmar, Nepal, Sri Lanka, and Viet Nam. Educated at Hochschule für Welthandel, Vienna, and the University of Kansas, Hubert Neiss was

on the staff of the Austrian Institute of Economic Research before joining the Fund staff as an Economist with EUR in 1967. Appointed Division Chief, South Pacific Division of ASD in 1973, he served as a Resident Representative in Indonesia at the Advisor level between 1974 and 1976 and became an Assistant Director in 1979. He was appointed a Deputy Director for the Asian Department in 1980.

Kunio Saito, from Japan, will become the new director of an Asian department that will include Australia, Fiji, Indonesia, Kiribati, Malaysia, Mongolia, New Zealand, Papua New Guinea, Philippines, Singapore, Solomon Islands, Thailand, Tonga, Vanuatu, and Western Samoa.

Educated at the Hitotsubashi University and the University of Edinburgh, Kunio Saito served with Japan's Ministry of Finance from 1964 to 1968 before joining the Fund's staff as an Economist with the Asian Department in 1969. Appointed Senior Economist in ASD in 1975, he also served as a Senior Economist with ETR in 1978. He became an Advisor with ASD in 1979 and was appointed Division Chief in 1981 and Assistant Director in 1982. After an external assignment as Chief of the Policy Development Office of the Asian Development Bank, he returned to the Fund and was appointed Deputy Director of ASD in 1989.

David Williams, a U.K. national, becomes the new Treasurer of the Fund. Educated at the London School of Economics, he was a Member of the Basle Centre for Economic and Financial Research, an Assistant Lecturer at the University of Leeds, and a Lecturer at the University of Hull before he joined the Fund's staff in 1963 as an Economist with the European Department. He subsequently served as an Economist and Senior Economist with the Research Department before joining the Treasurer's Department in 1968. Appointed a Division Chief in 1969, he served in several senior-level capacities in the Treasurer's Department and has been Deputy Treasurer since 1978.

Patric Martin and Jim McEuen offer some reflections on an afternoon away from the office

The Joys of Summer

Bretton Woods played host to kids of all ages at the annual picnic

Whatever your definition of fun, you were sure to be satisfied at the Fund's Annual Picnic on June 25. The approximately 30-minute trip to Bretton Woods Recreation Center was a relaxing one and helped to unwind the participants after a half day of work. For many, especially the youngest, anticipation built with every turn and curve of the road.

Along the route you couldn't help but notice that the main participant in a perfect afternoon—the only one that can't be arranged in advance—was cooperating fantastically. After several days of doubtful weather, clear skies and mild temperatures broke through and were playing their key role.

Upon entering the BWRC compound, there were early clues as to what was in store. You were smack downwind of the giant outdoor grills of the caterers, and overtaken by the smell of barbecue chicken and the rest of the fixings. If you resisted temptation (of course, they didn't start serving until after 3:00 p.m.), you probably headed toward the sound of water splashing. The pool seemed to be where most kids wanted to go, and with them their parents.

There was, of course, ice cream and music—a steel band playing Caribbean music—and this combination drew hundreds to the grassy slopes and occasional shaded areas ringing the pool.

Making your way down the road that splits BWRC, there was even more fun to be discovered. If the front of the picnic area could be called "Water World," this would have to have been "Game Land." Another team of caterers was hard at work preparing the same food with the same great aroma. And appetites were definitely being built. The tennis courts were all busy, with a round robin tennis tournament for all comers. Dennis Clague, a

tourney entrant and husband of Aldith Clague of the Nordic Office, fared well in the doubles competition, but not as well in the heat department. "It's quite hot out here, you know," he groaned. But that didn't keep him and his partner from winning the doubles competition.

Taking a breather from the day were Christopher Towe and his young daughter, Meagan. Towe, Canadian and an assistant to Executive Director C. Scott Clark, had his hands full with his active offspring. "I'm exhausted," he said sitting in the bleachers next to the tennis courts. "I can't wait to get back to work." It was an opinion not generally shared by other picnickers.

The volleyball courts bustled with activity. The competition progressed in a "king of the hill" fashion, with the winning team taking on new challengers. This kept the action going at a fast pace with quite a few people getting a chance to participate. Soccer was also popular, with some twenty participants roaming Bretton Woods' spacious playing field.

Even more competitive, though, were the children's games. In addition to moon bounces and other such activities, the children competed in the traditional sack races and wheelbarrow runs. A 20-yard dash proved a very close race.

There was even a chance to dunk somebody in a large tank. Or, if you chose, to be dunked. Tariq Moustapha, 13-year-old son of Amr Moustapha of the Treasurer's Department, chose the latter, but had his doubts as he stood in line for his turn. If the ball thrown could hit the target straight on, the seat would deposit its occupant directly in the water tank below for a sudden swim.

"I'm looking forward to it," Tariq said, obviously referring to escaping, even briefly, from the warm weather. "The ones before me say it's pretty cold, though," he said a bit hesitatingly. But after looking back at the tank and the cool water, he firmed his resolve. "I don't mind. If I freeze, I freeze."

Good weather. Good food. Good sports. It was that kind of day.

Patric Martin

My 3-1/2-year-old son, Ian, has recently taken to introducing the memories or dreams he tells us with "Last day, far away in our country...." That country is not the United States, of which he has little conception, but memory itself. Its expanse is vast and its borders are tenuous, but for him and other children its poles are those opposite seasons (Halloween notwithstanding), winter and summer. The first is for gift giving, snowmen, sledding, and hot chocolate. The second is childhood's heart: extended holiday from school, when long days blur into late twilight blinking with fireflies, when the backyard unfolds into Eden, when the swimming and splashing lend the hours a slippery grace, and when the walls surrounding that most constant of social events, the evening meal, dissolve to take in the outdoors, picnics, and barbecues.

Picnic and *barbecue*,—the first from French via German, the second from American Spanish—are both words that came into English usage in the mid-eighteenth century, when the United States itself was in its childhood. The secondary attributes of picnic, Webster's says, are "pleasant" and "carefree," and I can remember my own father's office picnic as just that.

He worked for the U.S. Office of Education here in Washington, where I grew up, and one summer I can recall transforming Rock Creek, near Pierce Mill at Beach Drive and Tilden Street, into a bubbling river out of *The Hardy Boys and the Caves of Nuclear Fire* by throwing in chunks of dry ice from the picnic's ice cream stand.

This is the perspective from which I experienced the 1991 Fund picnic, through Ian's eyes and those of his ten-year-old brother, Jonathan, as well

as my own, with both of them in tow, crossing the terrain of their childhood memories in the making.

For me, the best thing about this year's picnic at Bretton Woods was the lower humidity and cooler temperature, the food (the coleslaw was particularly good, crisp and tangy), and, of course, seeing friends and colleagues with their children in the open air, in a more carefree setting than work. By common consent we didn't go swimming: we joined Bretton Woods for the pool; we thought the water might be cold; and there were more unusual things to do.

Jonathan best liked the free video games set up in the tennis shelter (although they couldn't compare, he said, with the arcade at Montgomery Mall), and on one of these he reached the highest level. There was also the exuberant moon bounce for ages 7 to 12, the carnival-like balloon dart game, and the dunk tank (since children hold other children's pratfalls in high regard).

Ian enjoyed the fellow dressed as a Ninja Turtle (more precisely, as Raphael, the one with the red mask) handing out balloons at the BWRC entrance; the pony rides (exclaiming "Yee-hah!" at one point, as proper cowboys do); the Lawrence Welk-like "Bubble Magic" automatic soap-bubble machine; and the playground rollicking with kids his age. What proved to be Ian's favorite attraction was the wooden bridge over the stream between pool and tennis areas, from which he observed water-striders, minnows, and two dragonflies flitting like airborne twigs, one black and one iridescent green.

Traditions take on added importance when one has children, and the Fund picnic is a good one to keep. The admirably various activities will surely join other events in my sons' memories. For Ian when he is older—"last day, far away in our country"—they will take their place with the "scary Birdman" (the Indonesian *garuda* guarding one of the cafeteria exits), the waterfalls and seashell floor of the Fund's lobby and atrium, and the hot dogs and fries from the Phase-II Snack Bar in his associations about me and my place of work.

It's a pleasant thought. For me, the Fund's annual picnic bridges the generations and bridges Washington's collective bureaucratic heart and the particular heart of the family.

As with all traditions, not every year's enactment will be spectacular. But this year's picnic was. As I overheard a little girl say to a clown, "This was *the best year yet*" (emphasis hers). As Ian said as we left, "I'll miss Raphael."

Jim McEuen

How Does the Mobility Scheme Function for Noneconomists?

Mobility has been a key feature of career development in the Fund since 1979, when the program was instituted. With a preponderance of economist positions in the Fund, however, mobility has been decidedly easier to implement for economists. Yet the Fund is aware that many of the same individual and institutional benefits derive from noneconomist mobility, and it is committed to expanding opportunities for noneconomist mobility.

Taken as a group, noneconomists, which include staff/administrative and research assistants as well as noneconomists at A9 and above, constitute a large component of the Fund's staff. (As the Managing Director once quipped, they are the majority.) What options exist for noneconomist mobility? What constraints does noneconomist mobility face in the institution? What advantages can it offer both individuals and the Fund? We posed a number of questions to Andrew Dawson and Moira Lavery, Personnel Officers with the Staff Development Division, who are responsible for arranging mobility for noneconomist staff.

What is the value of mobility for noneconomists?

The Fund encourages mobility for noneconomists largely because it has observed the many positive effects of its economist mobility program. Staff exposed to different areas of the Fund's work not only are kept challenged and motivated but also become more versatile. With mobility, staff members also have the opportunity to work with different supervisors, which increases their visibility and makes it possible for the institution to make a more broadly based assessment of their performance, skills, and potential for advancement.

Mobility can also expand opportunities for personal growth and development, with a concomitant increase in motivation and productivity. Wider mobility can also strengthen the Fund's ability to meet changing organizational needs by developing a wider skill mix that would afford the institution greater flexibility.

As a noneconomist, what are my mobility options?

The most widely used instrument for mobility is the vacancy list. But you can also seek mobility through the annual Mobility Scheme. The scheme, which is open to all noneconomists, seeks to arrange the transfer of staff at or about the same grade level in broadly similar positions. This can include both interdepartmental and intradepartmental transfers. These transfers are achieved through "swaps" between staff members.

What has been the Fund's experience in arranging mobility for noneconomists?

Historically, we have not had widespread mobility for noneconomists; certainly it has never approached the level of mobility for economists. In the period 1986–90, average annual mobility was 5 percent for A1-A8 staff and 1.5 percent for A9-A15 noneconomist staff. Over the same period, mobility for A9-A15 economists averaged 15 percent. Recently, noneconomist mobility has shown a modest increase, rising in 1990 to 7 percent for A1-A8 staff and 2 percent for noneconomist A9-A15 staff. We have also seen greater staff interest in internal vacancies and mobility.

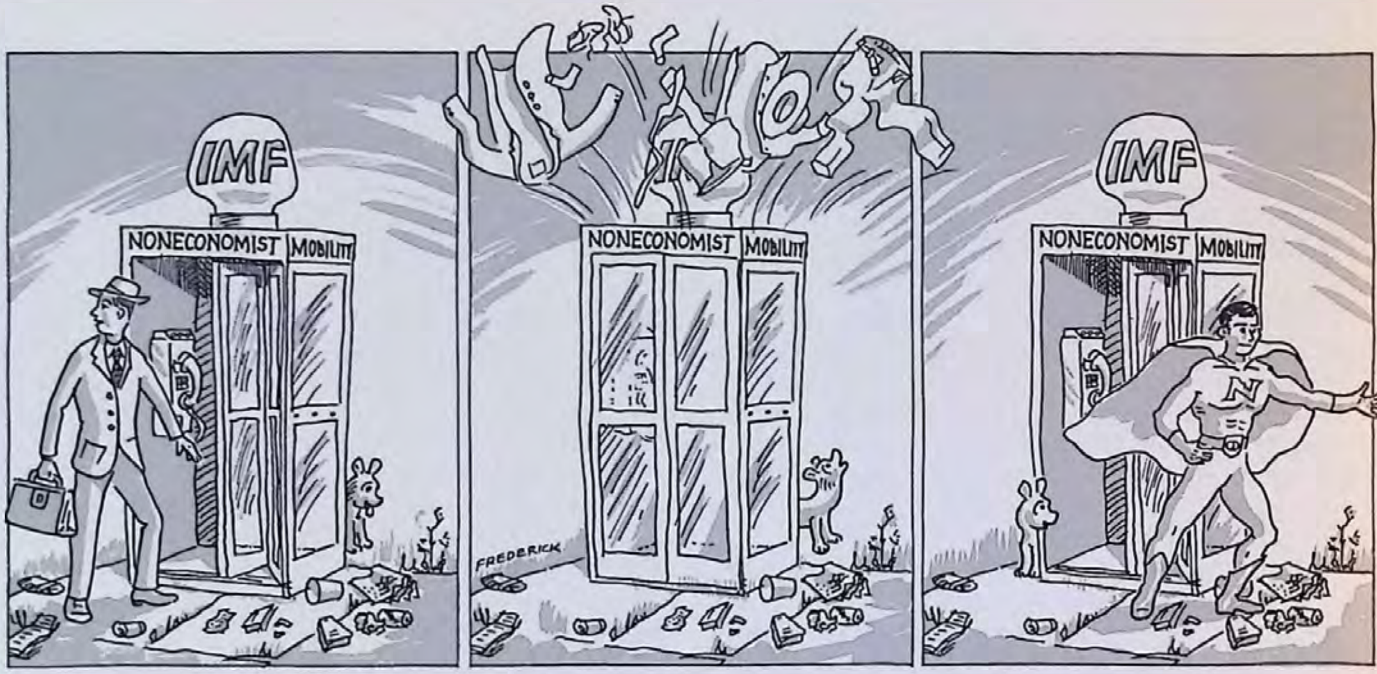
What are the factors that currently hinder wider mobility for noneconomists?

The vacancy list has provided an effective vehicle for mobility in the lower and mid-level positions in the noneconomist career streams. At the more senior levels—for example, for Staff/Administrative Assistants at Grades A6-A8 and for those at Grade A12-A15 job ladders, where competition is more intense—the vacancy list has not been as effective. Nevertheless we would encourage all noneconomists who have an interest in mobility to apply for appropriate positions through the vacancy list.

There are a number of constraining factors. The low number of applicants to the annual mobility scheme, for example, has hindered our ability to arrange reassignments. In the period 1986–90, the total number of staff applying under the mobility scheme was fairly small; 37 noneconomists applied for mobility in 1989 and 30 in 1990.

We would like to encourage all noneconomists who have an interest in mobility, or would like to explore their options, to consider applying for the scheme. Small numbers of applicants considerably reduce the opportunities we have to arrange swaps, since these are dependent upon some measure of commonality between applicants in terms of career stream and grade.

A second constraining factor in noneconomist mobility is the diversified and specialized nature of the career streams of many applicants, especially those at the higher grade levels. The specialized nature of the professional training and qualifications required for entry into these positions does not readily accommodate mobility across career streams.



For Staff/Administrative Assistants and Research Assistants/Officers, who represent an appreciably large number of staff with some commonality of function, other factors constrain mobility. For Staff/Administrative Assistants, grade differences have limited prospects for appropriate swaps, as have, on occasion, language requirements. In other instances, lack of appropriate skills has also been a factor.

What is being done to encourage noneconomist mobility in the Fund?

Several initiatives are under way. The recently introduced Temporary Assignments Program is designed to help noneconomists broaden their experience and explore career options in the Fund, while assisting departments in meeting their manpower needs. Noneconomists seeking a change in position may find these short-term assignments valuable in gaining exposure and relevant experience. And those who want to remain in their current career stream can use these assignments to enhance their skills and expand their knowledge of the institution.

We are examining a number of ways to encourage greater staff interest, and participation, in the mobility scheme. We are hopeful, for example, that greater publicity of the opportunities available through mobility will increase the number of applicants. We are improving follow up on expressions of interest in mobility in performance reports, and are offering individual counseling for staff wishing to explore their options. The Noneconomists Committee will also be considering a number of other proposals, including an increased role for the institution in managing noneconomist mobility.

A career guide on the skill requirements and qualifications for all positions is being developed to enable staff to evaluate their mobility options more clearly and improve their prospects for mobility. We expect this guide to be issued later this year.

A number of initiatives are also under development to encourage mobility for A1-A8 staff. These include greater departmental involvement in identifying suitable candidates for mobility and enhanced communication with staff on the mobility options.

Can noneconomists apply for economist positions?

Several noneconomists in different career streams have applied for economist positions in the past, but only a small number have been accepted. Selection is dependent upon satisfying the institution's technical requirements and qualifications and undertaking a panel interview at which your candidacy will be assessed. If you are considering such a move, you should have an initial discussion with a Personnel Officer who can assist you in evaluating your candidacy.

While economists here have traditionally been able to cross over to many noneconomist fields without formal academic training in the discipline to which they transfer, the reverse has not been true for noneconomists. Is there a role in the Fund for noneconomists who are, or wish to be, generalists?

Implicit in the creation of a noneconomist mobility scheme is the Fund's belief that there is value to the institution in having noneconomists as well as economists possess broad institutional knowledge and gain wide exposure within the organization.

It is difficult for noneconomists to fulfill economist functions, but there are increasing opportunities for noneconomists to engage in other areas of the Fund's work. The institution has already seen a number of instances in which noneconomists have been highly mobile and quite successful. They have applied certain skills—perhaps writing or computer skills or a knowledge of financial operations—in a wide area of the Fund's work.

If the Fund is particularly interested in broadening institutional knowledge among noneconomists, wouldn't there be some scope to train interested noneconomists to perform certain mission functions?

Traditionally, most Fund missions have been staffed by economists and staff assistants. In recent years, however, some missions have included a small number of noneconomists (including lawyers, translators, editors, research assistants, and research officers). In some cases they have performed specialized functions, but in others noneconomists have performed some of the functions carried out by economists. This is an encouraging trend.

Economist mobility can strengthen professional and institutional skills, while noneconomist mobility seems more geared to individuals who want to change professions. If I intend to remain in my career stream, how can I use mobility to strengthen my professional skills?

Mobility options include intradepartmental transfers as well as interdepartmental ones. Intradepartmental mobility can provide specific opportunities for professional development. It can allow you to transfer to a new division or unit and use that change to meet fresh challenges and strengthen existing skills. We hope that professional development can be encouraged by emphasizing the need for diversity and new experiences, by planning job rotations within existing work units to broaden opportunities; by continuing training and education; by maintaining and developing external professional/business contacts; and by planning external assignments and secondments under leave without pay provisions.

If I am interested in an external assignment to strengthen or expand my professional skills, can the Fund help me explore and arrange these assignments?

We have seen an increasing number of noneconomists undertake external assignments in recent years, particularly to other international organizations, including the World Bank. External assignments can provide a very useful way of updating and broadening professional knowledge and experience as well as providing the opportunity to diversify one's professional background in anticipation of future mobility. These assignments have also enabled staff to gain valuable experience that is important to the Fund as well as to the individual. Staff largely identify assignments themselves and seek the approval of the Fund to support their request.

I have been working as a Staff Assistant for several years while completing my university degree. Now that I have new qualifications, how can I identify a position in which to use them?

Acquiring a university degree is important and can strengthen your candidacy for other positions, particularly if the degree is directly relevant to positions to which you apply. But many jobs at the Fund require experience as well as academic training. One way to obtain relevant experience may be through a temporary assignment.

How can I enhance my chances of mobility?

We find departments tend to look at several factors in considering your candidacy for mobility, including:

- The breadth of your experience in the Fund and your knowledge of the institution's practices and procedures.
- Formal (i.e., performance reports) and informal information on your performance to date.
- Technical and interpersonal skills.
- Language ability.
- Mission experience.
- Interest in working in a different department (as demonstrated by the effort you make to inform yourself about the activities of that department).

Can I be promoted through the mobility scheme?

The mobility scheme seeks to arrange transfers of staff members in comparable positions at similar grade levels; it thus represents a lateral rather than an upward move. Mobility, however, may lead to a promotion at a later stage. And you can, of course, use the vacancy list to apply for higher-level positions.

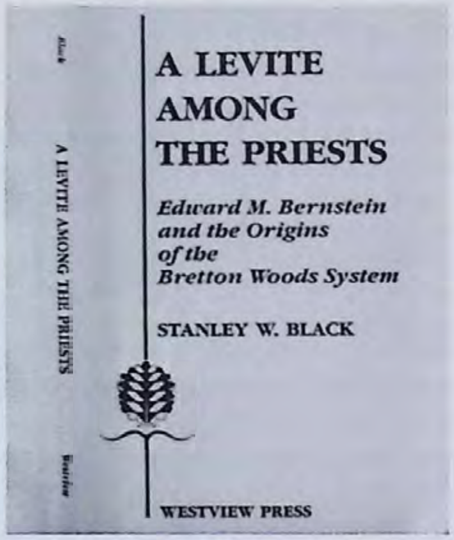
If I apply for mobility, will my department be informed?

The Staff Development Division handles all initial inquiries and applications confidentially. However, to process your formal application and to review the mobility options available, it will be necessary for us to inform your current department and those departments in which you express an interest. We encourage you to discuss your interest in mobility with your supervisor at an early stage. Under normal circumstances departments are supportive of an interest in mobility, provided that it is in the staff member's career interests and does not unduly disrupt the work of the department.

More Questions About Mobility?

You can discuss your interest in mobility at any time with Personnel Officers of the Staff Development Division. If you are a noneconomist in Grades A9-A15, you should contact Andrew Dawson (ext. 6886). If you are a noneconomist in Grades A1-A8, you should contact Moira Lavery (ext. 8713). They maintain lists of staff who express an interest in mobility and are aware of possible opportunities.

Bernstein and Bretton Woods Remembered



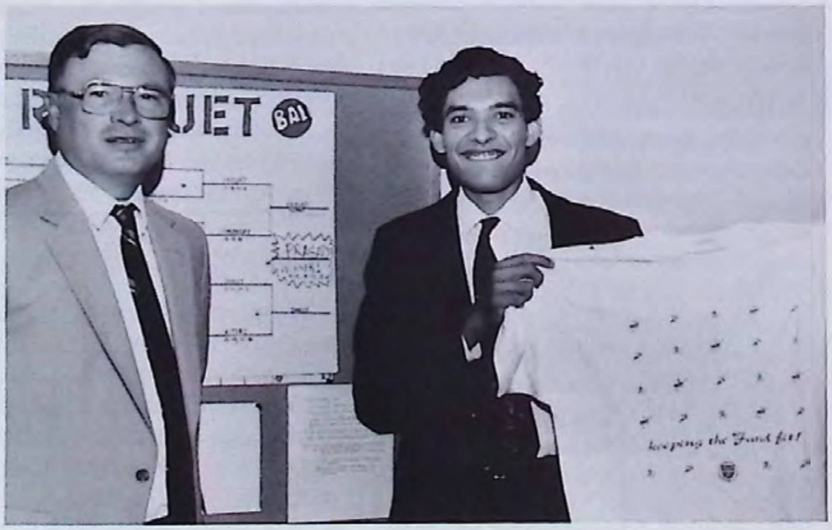
A recently published book may be of special interest, and value, to Fund staff. *A Levite Among the Priests: Edward M. Bernstein and the Origins of the Bretton Woods System* consists primarily of a series of interviews that Stanley W. Black, Professor of Economics at the University of North Carolina at Chapel Hill, had with Edward Bernstein. The book also contains three papers that Bernstein delivered on the occasion of the fortieth anniversary of the Bretton Woods Conference.

Black's book not only explains Bernstein's contributions to monetary economics while he was a student and professor and in his years as a principal economist at the U.S. Treasury during World War II, it also records many of his unique contributions as chief technical adviser and spokesman of the U.S. delegation at Bretton Woods and as the first director of the Fund's Research Department (1946–58).

Bernstein's memory is truly a marvel. Much of what he says in these interviews adds to what is in the Fund histories, and the interview format permits anecdotes, inside stories, and candid descriptions of circumstances and people, many of whom are known to Fund staff. Bernstein continues to be an active analyst of contemporary economic affairs, and the three papers that he delivered on the occasion of the fortieth anniversary of Bretton Woods provide added insight into how the Bretton Woods system and the Fund worked in practice in the subsequent 40 years. Published by Westview Press, 1991, the book has 127 pages and costs $31.95. *Margaret G. de Vries*

Eswar Prasad Wins Racquetball Tournament

The semi-finals of the Fitness Center's Racquetball Tournament were nearly an all-Research Department affair. Mike Dooley and Harilaos Vittas squared off in one match, while division colleagues Steve Symansky and Eswar Prasad were to meet in the other. Symansky, however, had to bow out when the three-week long competition ran into scheduled leave plans. That left Prasad to challenge his division chief, Dooley, in a final match of three tough games. Dooley triumphed in the first game, but Prasad took the final two.



Eswar Prasad (right) met Mike Dooley in the finals of the tournament.

Had he any qualms about beating his division chief? Prasad joked that his performance report was not finalized until after the match, but he felt the External Adjustment Division was a happier unit for having the opportunity to take out its aggression on a racquetball.

A college tennis player, Prasad enjoys racquetball but normally puts that indoor sport aside during the summer months to concentrate on another favorite sport, long-distance running.

"The match with Mike was my toughest," he says, "but I had trouble in my first and second matches because I hadn't played for quite a while."

STAFF NOTES

April 1–June 30, 1991

TWENTY FIVE YEAR STAFF

C. Obrien Cox
Secondo Giambi
Burley E. Johnson
Alfredo Lueje
George S. Marshall
Chaiha K. Rhee
Philomena V. Roy

TWENTY YEAR STAFF

Robert T. Boykin
Marta Chiari
Sharon D. Ghafir
Lisa Feng Huang
Adolph Limarzi
Pura I. Mohan
Margarita Ortega
Jeannine Sandoval
Salvador Umana

RESIGNATIONS

Bent A. Christiansen
Yuzo Harada
Kenta Ichikawa
Luis I. Jacome
Nezha Karkas
Mary G. McLaughlin
Gina Montiel
Ciro Schioppa
Kaori Tsuchiya

RETIREES

George A. T. Donely
Loa Doyne Holl
Kirsten Leslie
Antonio Salvador

EXPIRATION OF APPOINTMENT

Phillipe Fontana
Atsushi Miyauchi
Alwyn B. Taylor

DEATH OF RETIREE

Florence Hodel
April 27, 1991
Anwar I. Qureshi
April 19, 1991
Marc Rosseel
May 24, 1991
Estelle Tartre
May 26, 1991
Richard S. Latham
June 4, 1991

BIRTHS

To **Li Lijun (BLS)** and her husband, Li Ning, a daughter, Li Jingyi, on April 27, 1991.

To **Nalini R. Umashankar (STA)** and her husband, Umashankar, a daughter, Jaishri Shankar, on May 26, 1991.

MARRIAGES

Maria S. Obias (ADM) to Claudio Bonnefoy, on June 15, 1991.

Abdinur M. Mursal (SEC) to Urna I. MacKie on May 10, 1991.

TRANSFERS

Maria Caparas to Secretary's Department from Support Group, Secretarial Staff

Jeremy Carter to Support Group, Resident Representatives and Advisors (Czechoslovakia) from European Department

Enzo Croce to IMF Institute from African Department

Kirsten Fitchett to Secretary's Department from Exchange and Trade Relations Department

Katheryn Fletcher to Secretary's Department from Statistics Department

Robert Franco to Support Group, Resident Representatives (Senegal) from IMF Institute

Andres Gluski to external assignment (Venezuela) from Treasurer's Department

Judith Gold to Western Hemisphere Department from Office of Executive Directors

John Hicklin to Office of the Deputy Managing Director from Middle Eastern Department

Anne Jansen to Exchange and Trade Relations Department from Statistics Department

Patrick Lenain to external assignment (France) from Exchange and Trade Relations Department

Philippe Marciniak to IMF Institute from African Department

Jose Martelino to Middle Eastern Department from Research Department

Enrique Matayoshi to Statistics Department from external assignment (Paraguay)

James Ogoola to Legal Department from external assignment

Anton A. F. Op de Beke to European Department from Central Banking Department

Abdessatar Ouanes to Middle Eastern Department from Fiscal Affairs Department

Sonia Piccinini to European Department from Support Group, Secretarial Staff

Edward Saunders to Middle Eastern Department from Statistics Department

Susan Schadler to Exchange and Trade Relations Department from Asian Department

Rosa Vera-Bunge to external assignment (IBRD) from Research Department

Angela Wall to Support Group, Secretarial Staff from Fiscal Affairs Department

WANG Jun to Asian Department from Office of Executive Directors

Miranda Xafa to external assignment (Greece) from Exchange and Trade Relations Department

NEW STAFF

C. Christofides
Cypriot, is in the Economist Program (EUR). Educated at Oxford and Harvard, he was previously Teaching Fellow (Harvard) and intern (World Bank). His interests include chess and science fiction.

Mercedes Da Costa
Venezuelan, is an Assistant, OED. Educated at Boston University, she was previously Deputy Manager, Research Vice Presidency, Central Bank of Venezuela. She enjoys music and tennis.

Pascale De Boeck
Belgian, is a Counsel, LEG. Educated at Brussels University and Stetson University, she was previously an Associate Lawyer with Oppenheimer, Wolff & Donnelly.

Haibin Deng
Chinese, is an Assistant, OED. Previously Section Chief, IMF Division of the International Department, People's Bank of China, he was educated at Beijing Institute of Foreign Trade.

Jeremie Dongala
Congolese, is an Economist, AFR. Previously a Research Fellow, Japan Center for International Finance, he holds a PhD from Keio University. His interests include taekwondo and African art.

Jining Duan
Chinese, is an Assistant, OED. Previously Section Chief, International Department, People's Bank of China and educated at Beijing Second Foreign Language Institute, she enjoys art and music.

Susan B. Edwards
a UK national, is a Staff Assistant, BCS. Previously with the International Finance Corporation and the British Foreign Office, her interests include golf and amateur theater.

Thomas Enger
a U.S. national, is Assistant, OED for Saudi Arabia. Educated at Ohio State, he was previously Chief Economist, Riyad Bank, and Senior Economist, Minstry of Finance and National Economy, Riyadh.

Daniel L. Gleizer
Brazilian, is an Economist, ETR. Educated at Federal University de Rio de Jangiño, and the Universities of Illinois and California (Berkeley), his interests include music and cinema.

Moncef Guen
Tunisian, is a Resident Representative, AFR. Educated at Paris and LSE, he previously served as Advisor to Tunisia's Prime Minister and as a Consultant with the World Bank.

Claudia T. Q. Guimaraes
Brazilian, is a Staff Assistant, AFR. Educated at University of Maryland, she worked in public relations for Cappa Chell modeling agency. She enjoys traveling, skiing, boating, and volleyball.

Rebecca B. Heaton
a U.S. national, is a Staff Assistant, TRE. She holds a BA in journalism from University of Oregon and enjoys mountain biking, hiking, knitting, and cooking.

NEW STAFF

Lucia E. Hernandez
Uruguayan, is a Staff Assistant, ETR. Previously with the Inter-American Development Bank, she studied secretarial skills and veterinary medicine. She enjoys music, sciences, and aerobics.

Garbis M. Iradian
Canadian, is an Economist, STA. Educated at American University of Beirut and Freiburg, he had been an International Economist, Royal Bank of Canada, and part-time professor, Concordia University.

Byung Kyoon Jang
Korean, is an Economist, STA. Educated at Seoul National University and University of Pennsylvania, he had been Assistant Professor, Kyonggi University, and Junior Economist, Bank of Korea.

Bogna Beata Jezierska
Belgian, is a Staff Assistant, ETR. Previously with the International Atomic Energy Agency, she holds a licenciee in art history and archaeology, Université libre de Bruxelles, and enjoys music and art.

Kate A. Kimmins
a U.K. national, is a Staff Assistant, TRE. She was previously a staff member of the Fund with TRE. She enjoys getting away from the city to the countryside and playing with her baby son.

Susan Klein
a U.S. national, is a Staff Assistant, ASD. Previously with Development Associates and a professional ice skater, she has a BA from Minnesota and enjoys travel, art, and scuba diving.

Tomoko Kurose
Japanese, is an Economist, STA. Educated at Waseda University, she was previously an Economist with the Bank of Japan. Her interests include aerospace, art, and classical music.

Lourdes R. Lozano
Peruvian, is a Staff Assistant, EXR. Previously a Contracting Assistant, AID, she was educated at the Sorbonne and George Washington University. She enjoys politics, tennis, and water sports.

Henk Lub
Dutch, is an Economist, STA. Formerly with De Netherlands Bank (with central banks of Suriname and Netherlands Antilles), he was educated at Amsterdam and enjoys cycling and ice skating.

Seija B. Luoto-Oliver
Finnish, is a Staff Assistant with the Administration Department.

Y. Metzgen-Quemarez
a Belize-U.S. national, is an Economist, ETR. Previously with Merrill Lynch and Federal Reserve Bank, New York, she was educated at McGill and Princeton. Her interests include Mayan civilization.

Roxana Nikdjou
Iranian, is a Staff Assistant, STA. She previously worked with Spie Batignolles in Iran, and was educated in France. Her interests include traveling, reading, languages, and skiing.

NEW STAFF

Indradevi Perera
Sri Lankan, is a Staff Assistant, EUR. Previously with the United Nations and with the International Atomic Energy Agency in Vienna, she enjoys traveling.

Patricia A. Price
a U.S. national, is a Records Assistant, ETR. Educated at the University of Maryland, she was previously a computer systems officer, BCS. Her interests include running and cycling.

Richard Randriamaholy
Malagasy, is a Senior Economist, AFR (soon Resident Representative, Comoros). Educated at University of Economics (Aix-Marseille, France), he was Governor of Madagascar Central Bank.

David O. Robinson
a U.K. national, is in the Economist Program (AFD). Educated at Cambridge, Southhampton, and Stanford, he was Lecturer, Reading and Surrey universities, and is a marathon runner.

Patricio Rubianes
Ecuadoran, is an Assistant, OED. Previously an Advisor to an Executive Director, World Bank, he was educated at Williams College and enjoys videotaping and reading.

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a U.S. national, is a Staff Assistant, LEG. She holds a B.A. in Radio-Television and Anthropology from George Washington University.

Love L. Sullivan
a U.S. national, is a Service Officer, ADM. She holds a Bachelor of Interior Design, College of Architecture, University of Florida, and enjoys knitting, mystery novels, and sailing.

Esref Murat Ucer
Turkish, is in the Economist Program (AFD). Formerly an Adjunct Faculty member, he holds his PhD from Burten College. His interests include basketball.

Aung Thurein Win
Myanmar, is a Research Assistant, STA. Previously with BCS, he has a BS and an MBA from George Washington University and enjoys golf, mountain biking, and skiing.

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