IMF Staff News
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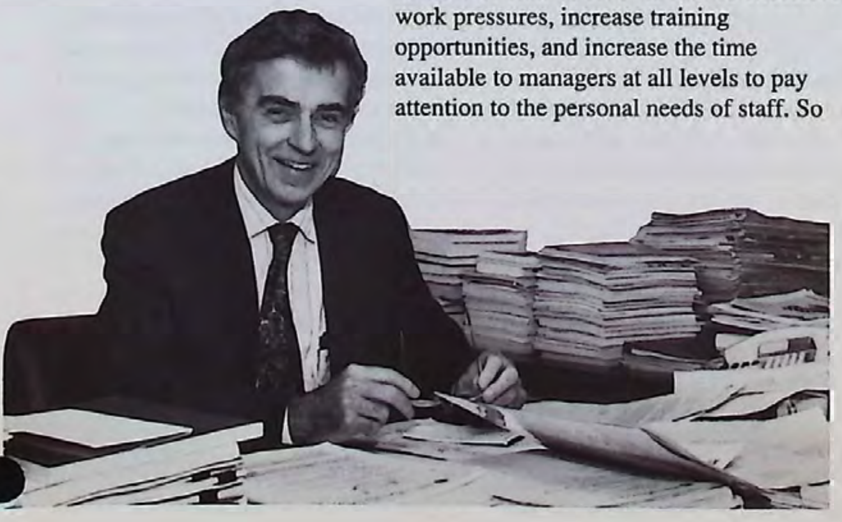
Deputy Managing Director Urges Full Participation in Survey

What does the Fund hope to learn from a staff survey? What role will it play in the effort to design and implement effective personnel policies?
• An interview with Deputy Managing Director Richard Erb



How and why did management become interested in doing a staff survey? Why now? Why a full staff survey?

The staff survey should be seen in the context of other, broader efforts that the Managing Director and I have been making to focus more attention on personnel management issues and on working relations within the organization.

These broader concerns, which are the driving force behind the survey, were discussed in the general policy paper we put forward to the Board on personnel policy objectives in 1991. In our budget strategy over the past three years we have put before the Board the objective of increasing the number of staff in order to reduce excessive work pressures, increase training opportunities, and increase the time available to managers at all levels to pay attention to the personal needs of staff. So far, the Board has supported significant staff increases over the past few years.

Unfortunately from the perspective of our medium-term budget and personnel strategy—but fortunately from a world and broad institutional perspective—at the same time the organization has been called upon to respond to one of the largest increases in membership and some of the most work-intensive challenges in its history. We have had to add staff on top of what we had projected for our medium-term plan. And the task of absorbing a large number of new staff in itself creates challenges for all staff and managers.

Another aspect of our efforts to address personnel issues was the decision to have in each department a senior-level manager responsible for overseeing and coordinating personnel policies and practices within the department. The simultaneous creation of the Personnel Committee, which involves senior-level managers in the effort to address personnel management issues on a Fund-wide basis, was another step. Through the Personnel Committee, the Managing Director and I hope there will be more sharing of information and experience across departments. Through its advisory role, I also hope that this committee will contribute to the development of Fund-wide personnel policies by the Administration Department.

The survey is very much a part of these broader efforts, and it should be viewed as one of the instruments we will use to find out about staff thinking on matters that directly involve them.

This survey is taking place at a point that, by historical standards, is unusually volatile for this institution. Is that a plus or a minus for the survey or just something we live with?

It is a fact that we have to take into account when we interpret the results. Clearly, it would be better to have a whole series of surveys, and if the current exercise works well, eventually we will have this. If we were to conduct surveys on a regular basis in the future, we would be able to compare changes in attitudes and compare changes in the work environment and work conditions. But it is a volatile time. Everybody is stretched; everybody is adjusting to new circumstances. That's the reality we are faced with right now. But I am still hopeful that we can learn more about the institution and more about the concerns of staff through this survey.

How can you convey to the staff at large management's commitment to taking the survey's results and translating them into effective administrative policies?

The only way we will be able to do that is by doing it. It will be in the doing that people will see what the results are and what our commitment is. But in that regard, it will not be solely in "management's" hands—at least when you speak of "management" and mean, in the old sense of that term, the Managing Director and myself. Certainly the Managing Director and I will be pressing to do all we can, but there are limits to what we can do. Ultimately, the impact of this survey will be determined by the response of managers and staff at all levels. At each level, there will be opportunities for managers to carry forward and implement the results.

The first step for all of us will be to examine the results, and then assess and draw the implications. The next step will be to decide how to proceed in addressing problems or in explaining if something can't be done. It will be as important to explain why some things can't be done as to act on others that can be done.

Assuming the survey does identify substantive needs, where will you find the resources required to address them?

Initially, we will have to work with the resources we will have at hand. There may be ways in which we can immediately complement our own resources by calling on outside expertise but that will be of limited help. I am hopeful, though, that the resource constraint will ease in the coming year. The very high level of vacancies we have is being filled, because recruitment is going very well. But absorbing a large increase in staff makes demands on the existing staff and managers. It's not easy. It takes time. Even when the vacancies are filled, there will be a period when everyone continues to feel stretched.

How would you reassure staff who might be concerned about the anonymity of the survey, and what would you say to staff who might be cynical, who might say, "why bother, nothing will change"?

Anonymity is absolutely necessary, and I can assure staff that strict anonymity will be maintained. Individual responses will never get into the hands of Fund staff and managers, including the Managing Director and myself. And there will be a sufficient degree of aggregation that you could not infer an individual's response based on the collective response. That has been an important objective from the beginning. We've used external advisors, and they have been instructed to ensure that confidentiality will be maintained, and they have assured me that it will be.

With respect to cynicism, well, I hope the staff at large will take the survey in the same positive spirit as those staff who participated in the focus groups and helped formulate the survey. If people approach it cynically, the answers will reflect that and will not be very helpful. Cynicism will give us misinformation, and if we get bad information, we will end up making bad decisions. The fate of the survey is now in the hands of individual staff members. If they take it seriously and answer it forthrightly, it will give us a valuable reflection of their concerns. If they don't take it seriously or don't participate, then the process will be undermined.

How does the survey now fit in with your broader concerns about personnel management?

The survey should be a useful source of information for all levels of management. It should give us a better understanding of the institution and what's on the minds of staff. It should reflect the perceived problems. But it can only be one step in the effort to continue to strengthen the personnel management of the institution.

I've stressed over the past couple of years the importance of listening and explaining, because I think managers and supervisors at every level need to listen to their staff and their colleagues. I know it is not always easy or possible, but all of us in managerial or supervisory positions should make every effort to explain what we are doing and why we are doing it the way we are doing it. Listening and explaining is an essential part of management, because it strengthens the information on which the managers then take their day-to-day decisions.

But certainly other things remain important. It will be important for the

Personnel Committee to work as a cohesive group and to share experiences and provide inputs into the formulation of personnel policies. It will also be important to finish our medium-term task of easing excessive work pressures by adding additional staff resources in some areas and setting priorities throughout the Fund.

Regarding priorities it is incumbent upon each of us as managers to try to keep the workload under control. That's not easy, because there is a natural ten-dency to want to respond to and take on the tasks that our members assign us. We are very task oriented. We want to respond quickly and well to the changing needs of our members.

Because the IMF has done that very successfully, the demands keep increasing. All of us have to keep up with those demands, and we will continue to be stretched. I certainly would not want to give the impression that somehow after we implement our medium-term budget plan that everyone will have a lot of free time. That will not be the case, and it's not the way our staff would want it. But we must do what we can to achieve a better balance between work and private lives.

Will the survey give you a better basis for making your decisions?

The most difficult decisions involve choices between conflicting objectives —instances where some staff may want one thing and others may want another. When we have these dilemmas, one group is going to be unhappy. We don't want to mislead staff into thinking that the staff survey will resolve all of these conflicts. The reality is that it will not. But I do hope that when a decision is taken, everyone will understand why the decision was taken and why a different approach was not followed.

One weakness inherent in surveys is that they do not allow you to really probe preferences between conflicting alternatives. If there are questions that relate to a and b and c, the survey might tell us that all of these are preferred. We may have to choose among them and that is why the survey, while it is valuable, must be one of several inputs used in developing personnel management policies.

We will probably get some survey results that will be difficult to interpret. But the survey should tell us what is on people's minds and identify areas where we need to focus more attention. We know that we will need to do follow-up work, including perhaps more targeted surveys to give us an in-depth understanding of the problems and the trade-offs involved. More follow-up will perhaps also give us a feel for the choices that people would make in different areas.

I see the value of the survey as being much broader than its impact on specific decisions. I hope it will provide a good mechanism through which staff members can express their points of view and improve managers' and supervisors' understanding of those views.

I believe this process of listening and explaining is crucial if we are to maintain mutual trust and reinforce our commitment to maintaining a strong institution. In the past few years, there have been signals—for example, the Ombudsman's Report—that improvements in working relations were needed. As I mentioned in the beginning of this interview, several initiatives have been taken to identify and bring about those improvements.

This survey will help us to see how well the initiatives are working and assess what further steps should be taken. We need as clear an insight as we can get into the concerns and aspirations of all of the staff if we are to move forward in a collaborative, participatory spirit.

Looking Ahead...

The deadline for returning the surveys is **October 2.**

Distribution of the survey has gone very well, but the consultant reports that returns have been modest to date. Please complete and return your surveys as soon as possible.

Below is a rough timetable of the very important follow-up process:

Early October: Aggregate results presented to MD and DMD.

Mid-October: Consultant Ned Rosen meets with DMD to identify key Fund-wide issues. Preliminary tables on Fund-wide results presented to department heads.

Late October: Preliminary tables on Fund-wide results presented to SAC. Department heads receive preliminary tables on their departments. DMD, department heads, and senior personnel managers meet with consultant to discuss results and follow-up.

Early November: Rosen briefs SAC on aggregate results.

Mid-November: Aggregate results circulated desk-to-desk. Circulation of department-specific results.

Late November: DMD and department heads discuss results of questionnaires completed by department heads.

November–January 1993: Feedback meetings in all departments and submission to DMD of proposed initiatives to address departmental and Fund-wide concerns.

January–March 1993: Task force set up with representatives from ADM, Senior Personnel Managers, and SAC to discuss Fund-wide issues and make recommendations to management.

April 1993: Publication of initiatives agreed by management.

Awards

On June 2, the Fund paid tribute to 32 staff members who had served the institution for 25 years. Normally a single photograph is taken of the Managing Director with the recipients at the long-term service awards function. This year the photograph was taken at a later date. We include the photographs taken with Director of the Administration Department Graeme Rea on the evening of the awards and that taken with the Managing Director. Not shown in either photograph, but recipients of the award, were Carole Chew, Bruce Hobbs, Ilse-Marie Fayad, Jeanne Galal, Jose Martelino, Chaiha Rhee, Gyorgy Szapary, Grant Taplin, Elvira Tung, Jan van Houten, and Alan Wright.

With Managing Director Michel Camdessus are, from left to right, (first row) Prachuab Darmrong, Allegonda van den Broek, Lastenia Guillen, Madeleine Touvenel, Rosa Maria Orpin, and Marie de Pelet-Colaco, and (second row) Burley Johnson, Frederick John, Amokrane Touami, Dimitrios Koskinas, Secondo Giambi, and Stamatios Kiminas.

With Director of the Administration Department Graeme Rea are, from left to right, (first row) Erlinda Austin, Anne-Marie Reolon, Madeleine Touvenel, Milagros Tuason, Philomena Roy, Marie de Pelet-Colaco, Soojun Chung, and Lastenia Guillen, and (second row) Caroline Cox, Secondo Giambi, Stamatios Kiminas, and (third row) Guenter Wittich, Frederick John, Prachuab Darmrong, Dimitrios Koskinas, Allegonda van den Broek, Burley Johnson, Teodora Obiña, Amokrane Touami, and George Marshall.

Administrative Tribunal: An Insurance Policy for the Staff

"EDs considered a staff paper on a review of the draft statute on the establishment of an administrative tribunal for the Fund." So reads the précis for August 13, 1992, detailing activities of the Executive Board. This laconic announcement gives no hint of the lengthy history behind this routine piece of Board business.

The idea of an administrative tribunal for the Fund has been around for more than twenty years. The origins of the currently proposed tribunal can be traced back to the mid-1970s, when members of the Staff Association Committee voiced growing concern over the absence of any formal grievance procedures.

Because the Fund enjoys immunity from the U.S. judicial system—an option available to all citizens— the Fund staff were, notes Albert Goltz (ADM), "effectively disenfranchised." The absence of formal procedures did not mean that people coming to work at the Fund had to "abandon hope [of redress], all ye who enter here." Grievances were aired, but on an ad hoc, informal basis, either through the Administration Department or the SAC. There was, according to Alan Wright, who then worked in the Administration Department, "a conscious effort on the part of the personnel function to talk it out informally." Much of the SAC's time was taken up with hearing complaints, which ADM attempted to mediate.

This somewhat paternalistic arrangement worked well enough until the mid-1970s, when concerned staff members found it was ineffective against certain employment-related actions taken by the institution. Discussions between the Administration Department and SAC led to the formation in 1975 of a joint working group to consider the possibility of setting up a formal grievance procedure.

Goltz, a member of the working group, says its main purpose was to address the perceived gap in the rights of Fund staff to redress employment-related grievances. The group did not feel, however, that a tribunal—regulated by statute and authorized to take legally binding decisions—was an appropriate solution. "The major thought," says Goltz, " was, 'let's not set up a formal, elaborate, legalistic mechanism, but rather one that will mediate and redress grievances on an informal level before they blow up into major problems.'"

The preference for an informal mechanism prompted the working group to recommend that the Fund establish the office of an ombudsman to discuss concerns of staff members on a confidential basis and provide guidance and mediation of disputes. The ombudsman was to be skilled in resolving conflicts and an outsider, but without any special authority beyond the powers of persuasion.

The working group's recommendations prompted a wide range of reactions from department heads from outright dismissal of any sort of formal procedure to a concern that the recommendations did not go far

Director of the Legal Department Francois Gianviti (left) reviews the administrative tribunal paper with Joan Powers and David Cutler.

enough. The question was referred back to the working group, which then suggested an "appeals committee" in addition to an ombudsman.

This appeals committee—which became the Grievance Committee—was designed to be more formal than the ombudsman but less formal and legalistic than an administrative tribunal. The working group felt strongly that the Grievance Committee should include staff members, in addition to a chairman, who would be an outsider.

Partly because staff members were to serve on the Grievance Committee, the recommendations of the committee would be subject to the approval of the Managing Director. According to Alan Wright, Jacques de Larosière said it would be very difficult for a Managing Director to refuse to support the Committee's recommendations, so the need for the Committee to have binding authority was not crucial. In practice, the Managing Director has accepted all the recommendations of the Grievance Committee.

The Grievance Committee typically hears two or three cases a year. Wright thinks the reason for the small case load may be that any formal procedure, no matter how benevolent in intent, is time-consuming and has certain requirements, such as the need for both sides to produce or refute evidence. Potential grievants may also be reluctant to challenge more senior staff who could affect their future in the Fund.

In the 1980s a combination of forces rekindled the demand for more formal procedures. The number of Fund staff was approaching 2,000, and, as Goltz notes, the procedures that worked well enough in the context of a "family-oriented situation," were now seen as insufficient. More important, the Grievance Committee could not review the legality of Executive Board decisions or staff regulations, such as the General Administrative Orders.

According to ADM's David Cutler, as controversy over the compensation system escalated in the Board in the mid-1980s, the staff feared that the agreed systems of determining salaries were being abandoned. Recourse to an independent administrative tribunal now seemed essential, particularly since almost every other international organization afforded its staff this protection. The Fund was becoming increasingly isolated, and this was, according to Albert Goltz, "an untenable situation."

Managing Director Jacques de Larosière, citing the "significant

changes" in the staff's "working conditions and terms of service," in a memorandum to the Executive Board, noted the growing "perception among staff that an additional mechanism is needed in the form of an administrative tribunal, independent from the existing decision-making organs of the institution, and with a jurisdiction extending to decisions of all kinds that may conflict with the legal rights of staff members."

Once the Executive Board had agreed in principle that the Fund should have an administrative tribunal, it fell mainly to the Legal Department to develop a proposed approach that addressed the relevant issues for the tribunal. Of these, according to Joan Powers (LEG), who shepherded the tribunal through its many stages, the issue of jurisdiction has always been key: what types of complaints could a staff member bring to the tribunal?

Another consideration, according to Cutler, was the wish to avoid "successive layers of review" by the Director of Administration, the Grievance Committee, and, finally, the tribunal. In the early stages of drafting the statute, LEG and ADM tried to streamline grievance procedures by collapsing the Grievance Committee and the tribunal into one body with separate tiers. According to Powers, however, the Executive Board found this approach "messy," and the Board eventually decided to go with a two-stage grievance process. The Grievance Committee would continue to hear individual grievances, but the tribunal would serve as a further channel of review for a staff member who lost a grievance in the Committee or who won the grievance but the Committee's recommendation was not accepted by the Managing Director. Also, staff members who wanted to challenge rules and regulations would be able to go directly to the tribunal.

The jurisdiction of administrative tribunals is a murky issue, and, Powers notes, the Fund's statute is the first one to define explicitly the tribunal's area of competence; other tribunals have had to define this area through case law. As now agreed by the Board, the tribunal can review all employment-related decisions that have an adverse effect on the staff, with the exception of resolutions adopted by the Board of Governors. Given that the Board of Governors has not been involved in employment-related decisions, Powers believes this feature, although novel to the Fund's statute, will not have much practical significance.

The SAC had serious problems with the statute's definition of the tribunal's jurisdiction. The SAC believed that the limits on the tribunal's area of competence effectively deprived it of any substantive jurisdiction. The ability to pass decisions on to the Board of Governors gave the Executive Board a means for placing any decision of questionable legality beyond the reach of the tribunal. To elicit the opinion of all Fund staff employees on the proposed tribunal, the SAC, in June 1991, conducted a Fund-wide referendum. The results were decisive: with 59 percent of all Fund employees voting, 60 percent preferred the establishment of a Fund tribunal, but 96 percent disapproved of the proposed statute.

To clarify the outstanding issues, Cutler says, ADM and LEG set out to reach a greater understanding with the SAC on what the statute would mean in practice. This attempt has been successful, and the combination of understandings between LEG and the SAC and what SAC Chairman Hans Flinch calls a general "evolution in thinking" has allayed most of SAC's doubts about the tribunal's effectiveness.

In its discussions, the Executive Board apparently felt the need for the protection afforded by the exclusion of Governors' resolutions from jurisdiction, even though, Cutler says, there is little danger that the Board would discuss a pending decision and say: "This might be illegal, so we're going to pass this potentially illegal decision onto the Board of Governors, who can take it outside the competence of the tribunal."

The Board, Cutler believes, wanted the tribunal to reflect a reasonable balance between the interests of the staff and of the Fund. This is why, according to Powers, the commentary to the statute reiterates the well-established principle followed by other administrative tribunals that it is not their mandate to engage in policy-making or express views on whether a particular policy is appropriate or wise for the organization.

The desire to spell out everything in the statute, rather than relying on implicit understanding, notes Powers, was dictated by a desire to anticipate and address problems in advance. The Fund's statute, she says, "goes further than others in codifying practices and planning for remote contingencies." The commentary is meant to reinforce this "what if?" approach, so that 40 years from now, when few of us will be around to define the "implicit understanding" that obtained in 1992, the intentions of the framers will still be clear. The tribunal will only be as good as its members, says Powers, but the statute "does provide them with a sound vehicle for carrying out their mandate."

There are two grounds on which an individual may bring a challenge before the tribunal: whether the legality of an administrative decision is correctly based on the relevant regulation; and whether the regulation itself is legal. The statute, according to Powers, permits direct challenges to a regulatory decision without its having been applied in an individual case.

The tribunal provides an additional level of review beyond the Grievance Committee in two situations: when someone loses a case before the Grievance Committee; and when the Managing Director does not accept a recommendation favorable to the staff member.

Will we see a rush to bring cases the tribunal? According to Cutler, there may be concern that some staff members may be tempted to "try out the mechanism" just to see how it works, and the SAC may come under pressure to help promote these cases. Also, with an independent tribunal acting as a final arbiter of staff complaints, the Managing Director may be more inclined to reject a recommendation of the Grievance Committee that he finds seriously questionable.

Nevertheless, given the Grievance Committee's light case load over the years and the reluctance, so far, of the Managing Director to overrule the recommendations of the Grievance Committee, the tribunal is probably not in much danger of collapsing from an overloaded docket.

Nor will its implementation, says Cutler, signal "a revolution in the way we do business." For one thing, Cutler argues, drawing on the experience of the Bank, which has had a tribunal since 1980, "the existence of a tribunal creates a degree of caution when changes in policies or new policies on the terms and conditions of staff employment are under discussion. Those who are proposing changes in employment conditions want to be satisfied that the changes going to the Board are 'tribunal-proof,' and the Board itself needs to have that assurance." Thus, concludes Cutler, the more careful and conscientious the effort to frame the regulation, the less likely it is that its legality will be challenged.

For the great majority of the staff, therefore, the significance of such an independent authority like the tribunal will begin and end with its existence. For most of us, as Cutler says, the tribunal "is really an insurance policy that we hope does not have to be drawn on."

Current Status

The Board of Governors will shortly be presented with a report and a proposed resolution for the adoption of the statute empowering the Fund's administrative tribunal.

If the Executive Board approves the resolution (on a lapse-of-time basis, as was agreed in the August 5 Executive Board Meeting), and the Board of Governors adopts it, the tribunal could become effective as of this September.

The tribunal could begin operations as soon as its members have been appointed, its operating procedures established, and its secretariat set up.

The CATs Team

In the war on disorderly data, the Country Assistance Team (CATs) is often the first line of defense.

Data and the Fund. Few things are more synonymous, but the Fund, which is wrestling with increasingly sophisticated data management requirements, greater mission and program work, and accelerated mobility on front lines, has had to innovate to ensure the quality and the consistency of that data. BCS's Country Assistance Team (CATs)—a unit within BCS's Systems Development Division—is one tool in that effort.

CATs is an offshoot of the Fund's decision, in fiscal year 1986/87, to equip each of its economists with the Economist's Workstation—a set of tools to access, maintain, and manipulate data and produce tables and charts. The CATs group was formed shortly thereafter to familiarize economists with the resources available to them and to assist them in creating country data bases. Intended to work primarily with area departments, PDR, and FAD, CATs has concentrated on providing individual assistance and training.

Michael Deppler, a Deputy Director with EU1, chairs the Data Management Policy Committee that oversees CATs' budget.

Below, Ludger Schuknecht, AFR, is assisted by Sepideh Khazai of the CATs team. At right, Helen Madamba with Dustin Smith.

"The purpose of CATs is to help develop more effective data management systems and train economists to use this system," he says. "People too often tend to work out of their hip pockets," Deppler notes, and that has created a welter of highly individualized data bases with a minimum of documentation and a high likelihood that they will not be used by economists who succeed them on country desks. In some cases extraordinary mobility (Deppler estimates EU1's desk officers average no more than six to nine months' experience in their current assignments) at the country desk position has only compounded the problem.

Enter CATs. Sally Baldwin has been providing staff skilled in the use of Lotus and AREMOS to beleaguered economists for the past five years. CATs' young and enthusiastic crew—many with strong economics as well as computer skills—assists country desk economists in organizing existing data and setting up and documenting data bases. For area departments, such as African, with relatively few research assistants, the team moves from one country desk to another helping recently arrived economists put their AREMOS and Lotus training to immediate use. To avoid having to reinvent the wheel each time a transition occurs, the CATs group helps desk officers document their data base structure, contents, and procedures in Country Binders.

The CATs team provides assistance with Lotus as well as AREMOS. Still the software of choice in several departments and commonly used on missions, Lotus is popular with many economists and particularly useful for those countries with limited historical data. The CATs group is helping departments convert to Lotus 3.1+ and assisting economists who are bringing their spreadsheet conventions and design in line with Fund guidelines for Lotus spreadsheets. Frequently, CATs helps transfer data between Lotus and AREMOS;

Lotus data is often moved to AREMOS for chart production and data downloaded from the mainframe is often stored in AREMOS before it is transferred to Lotus.

Economists may not be familiar with how to retrieve data stored on the mainframe, but CATs, with an institutional perspective on data resources, can help. Now that Fund departments are interconnected via the network, CATs is trying to help economists develop an easy data-sharing environment.

CATs informally assigns its members to specific departments: Mahnaz Ahmed works with CTA and SEA; Derek Bills, FAD and PDR; Sepideh Khazai, AFR; Hazel Madamba, WHD and MED; and Dustin Smith, EU1 and EU2. (A seventh member will join the team in September.)

Different departments depend on CATs for different needs. Much of the work for PDR and FAD, for example, involves chart production and downloading data from the mainframe. CATs just finished building a Baltic data base for EU1 and has done extensive work for AFR. Khazai, who works with AFR, reports that in the past year CATs has been revising or creating data bases on 18 countries. CATs is beginning to do more work for WHD as well.

Response to the team's efforts has been emphatically favorable. Richard Niebuhr says that the team "did an excellent job far beyond the call of duty." He had extensive contact with CATs when he worked on Jamaica. "They translated all the old tables from NBI to AREMOS and converted the RED tables for us," he says. "They really did the bulk of the work. When I went to Jamaica as a resident representative, I updated my WordPerfect tables in Jamaica, and Sally Baldwin converted them and produced the statistical appendix for the RED. The CATs people were very accessible and very 'user friendly.' They were a tremendous resource."

A young economist who is about to leave the Fund found the team very enthusiastic and effective. He estimated that setting up a data base from scratch, with the assistance of a CATs member, took four weeks. "I did wonder how highly regarded work on these data bases was in terms of my career in the Fund," he says, "but I really enjoyed working with the CATs people. It is, in fact, one of the best memories of my time in the Fund."

Several economists questioned whether the Fund places sufficient value on data management, asking whether the incentives and rewards accorded proper data organization and documentation were commensurate with the time expended on it. Undervaluing data management could be dangerous. "No one looks at spreadsheet design," Alphecca Muttardy notes, "but spreadsheets have to be tidy." Robert Franks, who coordinates much of BCS's assistance to the African Department, acknowledges "everything is ad hoc, and ad hocing a spread sheet is a really bad idea."

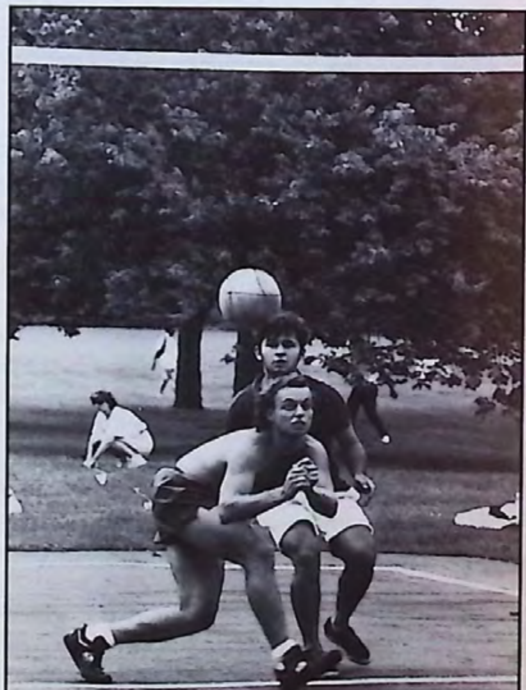
"People unfamiliar with a particular software can have awful accidents," he says, but finding time for data management, and the training needed to do it properly, is a continuing concern. "Economists should be able to prepare their own data, but that requires synchronized training in AREMOS and a willingness and inclination to work with the CATs people."

Willingness to learn and use AREMOS, a number of economists indicated, is a critical factor. There is at least passive resistance, they say, to the more complex but more versatile AREMOS. "It forces you to be consistent," Niebuhr argues; "AREMOS provides a very efficient way to create an RED and to pass along knowledge. You can do a quick and dirty in Lotus, but country data bases in AREMOS are far, far better. It's a big investment of your time, but it works. If you are serious about maintaining time series, you just can't do that in Lotus." Muttardy also argues that "the Fund should insist that a country data base remain in AREMOS once it is converted and economists on mission use and update that AREMOS data base."

The overwhelming amount of short-deadline work is the most consistent problem facing the institution as it struggles with its data management needs. Data management is time consuming and forward looking, and data bases, even when properly created and documented, have not always subsequently been updated satis-factorily. Moreover, much is left to the discretion of the desk officer, and "different people have different priorities," Deppler notes. The result is large losses of institutional memory at the increasingly frequent times of staff turnover. This needs to be guarded against, Deppler cautions, if only by achieving minimum standards of documentation—one of the activities supported by the CATs group.

(Continued on page 14)

Fund Picnic 1992



F&D's First Female Editor

Above, F&D's Art Director Luisa Watson (foreground) with new Editor, Pam Bradley.

Pam Bradley, the recently appointed Editor of *Finance & Development*, jokes that her latest career move took her all of 25 feet. But more than distance was involved in the move. When the Deputy Division Chief of External Relations' Current Publications Division became the journal's first female editor as well as the Department's first female division chief, she joined a short but distinguished list of editors who have guided the quarterly through its distinctive 30-year history.

*Finance & Developmen*t began publishing in 1964, the brainchild of then Deputy Managing Director Frank Southard. First conceived as a Fund quarterly, the journal underwent an unanticipâted modification in its gestation period when a conversation between Southard and a World Bank employee spurred then Bank President George Woods to take an interest in the project and led to joint sponsorship.

Originally titled *The Fund-Bank Review: Finance & Development*, the journal shortened its title to the current version in 1968, leaving unchanged the original concept of a quarterly journal that distills the work of the two organizations for a broad and informed audience who are not necessarily experts in these fields. Over the years, circulation has expanded dramatically (now 130,000 with a pass-along readership of about 500,000) and encompasses seven language editions (including editions in the Fund's official languages: English, French, and Spanish, as well as Arabic, Chinese, German, and Portuguese).

F&D isn't quite the same as other EXR divisions or publications, Bradley discovered quickly. "It's totally different from the *IMF Survey*," Bradley notes, "which comes out every two weeks and can be all-consuming because of its relentless production schedule. *F&D* 's quarterly schedule gives you more time to think about its content, but the journal comes out in seven languages, answers to both the Fund and the Bank for its budget and substance, and uses a system of advisors to vet articles, so there's a lot to do."

Bradley has been pleasantly surprised to find that *F&D* is not short of articles. Authors have traditionally sought out the journal. And although the journal's staff has always been administratively situated in the Fund, it has customarily had strong ties with the Bank. "The Bank is very good about keeping me informed," Bradley says. "I'm invited to attend everything at External Affairs [External Relations' counterpart in the Bank], and I receive a host of information through regular mail and All-in-One [the Bank's e-mail system]. I've also found that EXR understands my position and realizes the importance of seeing that I not be identified strictly as a Fund person."

Another pleasant surprise has been how stimulating mobility has been. "Mobility is great," she says. "You don't realize how stale you're getting until you leave a position. Then you think, wow, I haven't used my brain power like this in ages." The rewards of mobility, for individuals and for the department and institution, are numerous and real, she feels. "When I arrived, we had a staff member in *F&D* who was on temporary assignment from the Statistics Department. She worked in statistics but was also interested in writing and editing. She worked out really well. Who would have thought that this was a natural shift? But she brought technical strengths to us, and she took back to Statistics what she learned here."

Bradley also believes there is much to be gained from encouraging closer ties between operational and functional departments and publications, such as *F&D*. "The entire external relations function," she notes, "is really the logical extension of operational work. Some people realize this. They want pieces on their countries because they have done good things and we want to publicize that. It helps the countries with their creditors; and it helps them stay the course. *F&D* and the *Survey* represent very effective vehicles for this message. It would be wonderful to have staff members of operational departments see publication as a logical extension of their job. Ideally it would be in their job description, and they would be evaluated on whether they contributed to getting the message out. It isn't done that way yet, but I am hopeful it will be."

She would also like to see the Fund and the Bank give in-house publications greater entrée to institutional information. "It's always seemed odd to me that we have less access to issues and information than the 'real' press. You would think it would be in the institutions' interest to give our publications and photographers an edge, but we are often at a disadvantage. For a long time we were unable to get our photographers the same press passes photographers from the *New York Times* had. It's something we have to work on; it seems counterproductive to make it harder for our own people to do their jobs."

What major challenges lie ahead? The basic and continuing one, Bradley observes, will be doing more with less. "There's so much more we would like to do that we will have to find ways," she says. Through aggressive "comparison shopping," new and less expensive publishing venues for the language editions have been found. Persistent pursuit of subsidies for the Arabic, Chinese, German, and Portuguese editions has translated into an average 25 percent underwriting of their cost by their co-sponsoring agencies. Greater dependence on desktop publishing has also reduced composition costs. *F&D*, which must justify its budget to both institutions and itemize all of its expenditures, has always operated more like a commercial than a bureaucratic publication, but cost savings have not readily been transformed into additional budget resources for improvements.

There does seem to be tacit support for a Russian language edition, however. The edition, which would first appear as an annual selection of *F&D* articles, would eventually appear on a quarterly basis through a relationship with a Russian sponsoring organization and a Russian publishing house. Bradley is also keen to improve *F&D*'s cover. "With the wealth of glitzy magazines on the market, I'd like to see *F&D* improve its image. Granted we do give it away free, so we aren't going to make a *Euromoney* out of it, but I would like to go to a full-color cover. I'd love to improve the paper too, but the heavier paper stocks mean substantive increases in mailing costs."

"I would also like to introduce some design changes. We have a new art editor, Luisa Watson, and we will be introducing some new ideas. Given changing technology, magazines date very quickly. We are never going to look like a newsstand magazine, but we can and should improve *F&D*'s visual appeal." While Bradley eschews the "meal of appetizers" approach of *USA Today* or *People* and believes that *F&D*'s audience continues to want substantive articles of reasonable length, she does believe charts and tables can be presented with greater visual impact and can, in some cases, provide the busy reader with a visual capsule of the article's gist.

The content, she believes, will not change. She stresses that previous editors, including her immediate predecessor, Shuja Nawaz, developed *Finance & Development* into a serious and well-respected quarterly journal. She also commended the work of the talented and highly motivated staff that produces the journal. "The issues facing the international economic community are urgent and diverse, and I expect the IMF and the Bank to continue to be a major source of information about them. I hope *F&D* will be a principal vehicle for sharing this information with readers."

Green Card Holders

Staff members are reminded that green cards issued before 1978 have to be replaced before August 2, 1993. The Staff Benefits Division encourages staff to consult Administrative Circulars 92/44 and 92/50 for detailed instructions.

Watch for soon-to-be-issued information about processing applications at the World Bank's H Building Auditorium. Applications will be processed at this location from October 5 through October 9 between 8 am and 3:30 pm (with a noon to 1 pm lunch break).

CATs *(continued from page 9)*

"The CATs team is a product of an institutional commitment to improving the data management process," Deppler says. It provides continuity, consistency, and sustained commitment, and protects, in some measure, the institution's investment in its data. It's a long-term investment, Deppler insists. "If there were no steps backward, CATs would alleviate the need for itself over time. We have made clear progress in individual countries in desk economist data management, but there have been steps back." With continuing demands on desk officers' time and frequent turnover, CATs' contribution remains vital.

In the short term, perhaps the most striking tribute to the skills and effectiveness of CATs has been its own turnover: nine have been hired as research assistants over the past three years. "They have been an outstanding source of research assistants," Deppler notes. "The Fund, and I include myself in that number, has not always been able to identify the one skill prospective research assistants must have: EDP skills. BCS seems to do this well and working with the CATs team gives us the opportunity to see how well these individuals do work with our economists."

Former CATs members who have made the transition believe their extensive training in Lotus and AREMOS, and their work with desk economists, makes the transition to research assistant positions unusually smooth. "AREMOS is a very large package and it takes a lot of time to learn it, but writing macros and testing software gives you strong technical skills," observes Fritz Pierre-Louis, now a research assistant with EU1.

Alison McCaul, also with EU1 now, developed a data base for Italy, created charts, documented data bases, downloaded mainframe data, supported WEO submissions, and prepared Lotus spreadsheets while with CATs. Strong technical skills made the transition easier. "My CATs background was extremely helpful. Maybe it should be mandatory for research assistants to spend six months or a year working on the CATs team."

Baldwin, who has been the team's manager since its inception, finds it frustrating to select, train, and then lose good people but realizes "it is a service to the Fund."

As the CATs team looks ahead, one-on-one work continues to occupy much of its time. In addition to helping economists with the 3.1+ Lotus upgrade, they are also in the initial stages of testing a more user friendly and more menu-driven upgrade of AREMOS. "We are also looking forward to helping implement Fund guidelines for documenting and structuring Lotus data systems," Baldwin notes.

The current influx of new staff unfamiliar with AREMOS and the Fund's Economist's Workstation is expected to increase demand for the group's services, and, Baldwin says, CATs is eager to "help incoming staff get off to a good start with their data management."

To request assistance or more information, please contact Sally Baldwin at x37561.

Who Are the CATs Group?

Many who have worked with the CATs unit commend its enthusiasm and commitment. The group itself credits Sally Baldwin, whom they describe as a hands-off, creative, and resourceful manager, for CATs' strong sense of team spirit and high productivity. The group from left to right is:

Dustin Smith, one year with CATs, has a BA in Economics/ International Studies from American University

Sally Baldwin, head of the CATs unit, is a graduate of Tufts University with a degree in French.

Mahnaz Ahmed, with CATS for eight months, holds a BS in economics from Georgetown.

Hazel Madamba, an 8-month veteran, has a BS in political science/ economics from University of the Philippines.

Derek Bills recently joined the CATs unit. He holds an MBA from Georgetown.

Sepideh Khazai, a 14-month veteran of CATs, has a BS in economics from the University of Wisconsin, Madison.

My family's enjoyment of the beautiful weather, good food, and well-organized activities at the Fund picnic was marred by two instances of bad manners on the part of certain colleagues. While I doubt anything can be done to teach these individuals better manners, in both cases the organizers of next year's picnic could perhaps take steps to protect staff members from the consequences of similar boorishness in the future.

First, I was dismayed to see how mothers with small children, trying to enter the trolley at the entrance to the pool, were pushed aside by others who were without children or had been waiting for a shorter time. It seems to me that one of the large number of employees hired to manage the picnic could be employed to maintain an orderly line for entering the trolley, particularly considering the number of small children involved.

More seriously, I was disturbed and mystified by the practice of various people driving golf carts through grassy areas. As my family was leaving the picnicking area behind the Bretton Woods office, where there were a large number of people walking in various directions, we were suddenly ordered to step aside by a golf cart coming from our rear.

Fortunately for us, we stepped aside in time, since the person driving the golf cart seemed to have no intention of stopping, even to avoid hitting a fellow staff member. However, a lady colleague ahead of me was not so fortunate; she was bumped from the side by the golf cart, which continued its progress despite a large number of people, including small children, ahead of it.

If it is really thought that driving golf carts around is such an essential feature of having fun at Fund picnics, then wouldn't it at least be possible to limit these vehicles to paved roadways (except, of course, on the golf course itself)? Is there, in fact, any compelling reason to use these golf carts at all outside the golf course, except for a small number of security or administrative personnel?

Anthony Lanyi

Michael Gehringer, Chief of the Staff Benefits Division, responds:

One of our measures of the success of any large and complicated undertaking like the Fund Picnic is the extent to which the activities appear to take place effortlessly and unobtrusively. A remarkable amount of planning and organizing goes on behind the scenes, accomplished primarily by staff in the Administrative Services and Staff Benefits Divisions whom we call the Picnic Committee. By any reasonable measure, the Picnic Committee did an outstanding job this year of providing an extremely enjoyable and safe event for the Fund's families, but we are always ready to improve in those areas where we can.

We share the writer's concern about the unauthorized use of golf carts away from the golf course, and the Picnic Committee had already proposed measures for controlling this problem when we received your letter. We were not aware of a significant problem associated with the trolley, but we appreciate receiving any comments which might help prevent potentially dangerous situations from occurring. We will consider this carefully in planning next year's event, and we are sure that we can count on the routinely displayed carefulness and concern of the large majority of Fund staff to help us in avoiding needless injuries.

Taking Notice...

Mandi. The India Club is sponsoring "Mandi," an Indian bazaar, on Wednesday, October 14. The event, which will run from 10 a.m. to 4 p.m., will be held in the World Bank's H Building Auditorium and will raise money for the Margaret McNamara Memorial Scholarship Fund.

The India Club is also looking for vendors to participate in the bazaar. If you would like to set up a table to exhibit and/or sell traditional arts, crafts, or food from India, please contact Prabhat Garg at 473-2171.

Among the suggested items for display/sale are gifts handmade in cottage industries, pottery, ethnic women's/men's garments and fashion accessories, jewelry, paintings, stationery, and packaged snacks. Cost of a single table is \$50; double tables are \$90. Vendors are permitted to keep the entire proceeds of their sales.

Women's Health Issues. The IMF Visitors' Center is continuing its series of lunch-time lectures on women's health issues. In the upcoming months, presentations will explore infertility issues (October 28) and prescriptions for healthy pregnancies (November 18).

The lectures begin at 1:00 pm and last approximately 45 minutes, with an additional 15 minutes scheduled for questions from the audience.

Staff Notes

Twenty-Five Year Staff

Timothy Cole
Robert E. Newcombe

Twenty Year Staff

Moira Cowan
Arlette Minton
Kevin O'Connor
Constance Strayer
Richard T. Stillson
Anthony Turner
Piero Claudio Ugolini

Separations

Arij L. Bovenberg
Yuichi Ikeda
Violetta G. Lotuaco
Sheila Marshall
Hiroshi Shibuya
Margaret Thompson
Elvira Y. P. Tung
Maria C. Vaca-Pardo
Christine Victorin

Births

To **Elie Canetti (TRE)** and his wife, Beth, a daughter, Chloe.

To **Jane Godfrey (ADM)** and her husband, Gene Miller, a son, Jacob Godfrey Miller, on July 29, 1992.

To **Tow Fong Ng Sui Hing (BLS)** and her husband, Mario, a daughter, Ng-Neuk-Chin Doreen Mary, on June 10, 1992.

Transfers

Mary Abraham to Central Asian Department from Policy Development and Review Department.

Lourdes Alvero to Policy Development and Review Department from Administration Department.

Jacques Baldet to Office in Europe from Fiscal Affairs Department.

Michael Blackwell to European II Department from Treasurer's Department.

Maria Caparas to Statistics Department from Secretary's Department.

Andrea Chisholm to Policy Review and Development Committee from Research Department.

Anne-Marie Clem to Secretary's Department from Office of Executive Directors.

Kathleen Cullinane to IMF Institute from Administration Department.

Ana M. De Loayza to Administration Department from IMF Institute.

Pierre Ewenczyk to External Assignment (EC) from African Department.

Bernhard Fritz-Krockow to Support Group, Resident Representatives and Advisors (Barbados) from Policy Development and Review Department.

Nadeem Ul Haque to External Assignment (Pakistan) from Research Department.

Robin Kibuka to African Department from Support Group, Resident Representatives and Advisors (Ghana).

Felicity Maroney to Secretary's Department from Office of Executive Directors.

Paul Mathieu to Policy Development and Review Department from African Department.

Maryanne Mrakovcic to European I Department from Office of Executive Directors.

Ghislaine Mutchmore to Western Hemisphere Department from Office of Executive Directors.

Shuja Nawaz to IMF Institute from External Relations Department.

Richard Niebuhr to PDR from Support Group, Resident Representatives and Advisors (Jamaica).

Roger Pownall to Statistics Department from IMF Institute.

Peter Quirk to Monetary and Exchange Affairs Department from Western Hemisphere Department.

Gerard Raymond to Western Hemisphere Department from Statistics Department.

James Rhee to European II Department from Statistics Department.

Markus Rodlauer to European I Department from Southeast Asia and Pacific Department.

Charles Sisson to IMF Institute from Middle Eastern Department.

Gilbert Terrier to African Department from Policy Development and Review Department.

Christopher Towe to Western Hemisphere Department from Office of Executive Directors.

Virginia Wertman to Monetary and Exchange Affairs Department from Bureau of Computing Services.

Joan Wise to Policy Development and Review Department from Secretary's Department.

Chorng-Huey Wong to IMF Institute from Central Asian Department.

Philip Young to Western Hemisphere Department from African Department.

Iqbal Zaidi to Support Group, Resident Representatives and Advisors (Ghana) from MED.

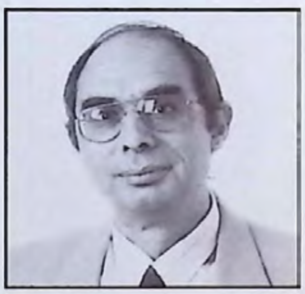
Jaime Zeas to Western Hemisphere Department from Southeast Asia and Pacific Department.

Katia Ivonne Alegre
Peruvian, is a Staff Assistant, WHD. Previously a Senior Expeditor with PAHO, she has an A.A. in business administration and is pursuing a pre-law degree at Maryland. She enjoys playing the guitar, singing, and reading.

William Alexander
Canadian, is a Division Chief, MAE. Educated at Toronto and Michigan, he was formerly Adviser to the Governor, Bank of Canada. He is married and spends his leisure time with his two sports-minded children.

Birgir Arnason
Icelandic, is an Economist, EU1. Educated at Brandeis and Princeton, he served with Iceland's National Economic Institute and its Ministry of Commerce and Industry, and the EFTA Secretariat.

Gary Barinshtein
a U.S. national, is an Economist, EU2. Educated at U.C. Berkeley and Cornell, he was previously Assistant Professor at the University of Texas at Arlington.



David Bigman
Israeli, is a Senior Economist, MAE. Formerly Professor at Hebrew University, he was educated at Hebrew and Johns Hopkins universities. His special interests include exchange rates and payments and income distribution.

Jose Blanch
Spanish, is a Budget Officer, Budget and Planning. He holds Masters in Public and Business Administration and is a Ph.D. candidate in civil engineering. He was formerly Area Chief in Spain's Central Budget Office.

Rita Blaser
Swiss, is an Admissions Assistant, INS. She has a B.A. in business and was with French Division, INS, and a Cultural Officer, Embassy of Switzerland. She enjoys hang gliding, skiing, and mountain climbing.

George Brookings
a U.S. national, is a Senior Computer Systems Officer. He holds an M.A. from the University of Virginia and includes among his interests writing, soccer, and blues guitar.

Miriam Simonett Camino
Italian, is a Staff Assistant, LEG. Previously a Publications Assistant, PAHO, she is studying foreign languages in a college program and has had secretarial training. She enjoys opera, painting, and traveling.

Severina Campanella
Italian, is a Staff Assistant, MAE. She has studied art in Venice and is a serious painter. Her interests include the arts, architecture, and photography, and her two sons are her favorite subjects.

Elie R. D. Canetti
a U.S. national, is in the Economist Program, TRE. Educated at U.C. Berkeley, LSE, and Princeton, he had worked for the World Bank and the U.S. Treasury. His interests include composing and performing music, softball, and golf.

Christopher Chirwa
Zambian, is a Senior Economist, AFR. Educated at Zambia and New York University, he had been Chief Economist, Zambian Ministry of Finance and Permanent Secretary (Econ) State House. He enjoys music and tennis.

New Staff

Andrea J. Doughty
New Zealander, is in the Economist Program, EU1. She was previously an economist with the Reserve Bank of New Zealand.

Peter Doyle
a U.K. national, is an Economist, EU1. Educated at University College, Oxford, he was previously with the Economics Division of the Bank of England. His interests include scuba diving, cycling, and tennis.

David G. Dunn
a U.S. national, is in the Economist Program, FAD. He did his undergraduate work in mathematics at Trinity College (Connecticut) and is currently a Ph.D. candidate at the University of Chicago.

Mohamad Hassan Elhage
a U.S. national, is an Economist, INS. Educated at John Hopkins, he previously served as an economist with the U.S. Department of Commerce. His interests include tennis and outdoor activities.

Karen M. Fahlgren
a U.S. national, is a Staff Assistant, FAD. She holds a B.A. in diplomacy and foreign affairs from Miami University (Ohio), with a minor in Russian. Her interests include hiking and films.

Ugo Fasano-Filho
Brazilian/Italian, is an Economist, AFR. Educated at Catholic University of Argentina and Illinois, he was a senior economist with Bunge and Born, Co. and IADB. He enjoys tennis and films.

Elisabeth R. Fekete
French, is an Administrative Assistant, OED. Educated at the University of Nice, she previously worked as a free lance translator. Her interests include sports.

Gislene B. Jeffers
Brazilian, is a Staff Assistant, EU1. Educated at the Federal University of Minas Gerais, she was formerly an administrative assistant to the Brazilian delegation, IADB. She enjoys aerobics and films.

Isabel U. Maluwetig
Bolivian, is a Staff Assistant, FAD. Educated at the Université de la Sorbonne and Maryland, she was previously an information assistant with the World Bank and an independent film producer. She enjoys film production and writing.

Neven Mates
Croatian, is an Economist, FAD. Educated at the University of Zagreb, he was previously a Research Fellow at the University of Zagreb.

Calvin A. McDonald
Jamaican, is an Economist, STA. Educated at West Indies and New York universities, he was previously an Instructor, Iona College. His interests include music and soccer.

Marie Montajees
a New Zealander, is an Economist, STA. Educated at Auckland and IMD (Switzerland), she was with New Zealand Treasury and Ministry of Energy, and NZI Corporation. She enjoys landscape design.

New Staff

Pichit Patrawimolpon
Thai, is an Economist, PDR. Educated at the University of New England (Australia), he previously served as an economist with the Bank of Thailand.

Neil K. Patterson
Australian, is a Deputy Division Chief, STA. Educated at Western Australia, he was most recently a consultant, Capital Flows Study, and Director, Balance of Payments Statistics, Australian Bureau of Statistics.

Ceyla Pazarbasioglu
Turkish, is in the Economist Program, EU1. Educated at Bogazici and Georgetown Universities, she includes among her interests scuba diving and opera.

Mark W. Plant
a U.S. national, is a Senior Economist, AFR. Educated at Princeton University, he has served as Deputy Under Secretary, U.S. Department of Commerce.

Lydia Effie Psalida
Greek, is an Economist, EU2. Currently a doctoral candidate at the University of Pennsylvania, she has served as a consultant for the World Bank.

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a U.S. national, is a Staff Assistant, EU2. She has a B.A. in political science/Soviet Studies from U.C. San Diego and held administrative positions with U.S. Embassy Moscow and Consultate, St. Petersburg. She enjoys photography.

William S. Rogers
a U.S. national, is an Economist, AFR. Educated at Swarthmore and Boston University, he worked with Data Resources International; Federal Reserve Bank, New York; and Brookhaven National Laboratory.

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German, is an Economist, AFR. Educated at Konstanz, he was a Research Fellow at Konstanz and includes as his interests EC, trade, and policy institutions. He also enjoys sailing and soccer.

Diane L. Shipley
a U.S. national, is Staff Assistant, PDR. Educated at Buena Vista College, she is a national champion in country-western dancing and also enjoys travel, painting, and refinishing antique furniture.

Harriet R. Shugarman
Canadian, is Special Assistant to Director, UN Office. Educated at British Columbia and American Graduate School of International Management, she has served with the Governments of Ontario, British Columbia, and Alberta.

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a U.S. national, is in the Economist Program, WHD. Educated at University of Pittsburgh, he was formerly with U.S. International Trade Commission. He enjoys baseball and jazz.

Caroline Verschoor
Dutch, is a Staff Assistant with AFR. Previously with the Dutch Executive Director's office at the World Bank, her interests include squash and running.

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a U.S. national, is in the Economist Program, AFR. Educated at South Florida, Texas, and Institute Universitaire des Haute Etudes Internationales, he was a Postdoctoral Fellow, Australian National University.

John F. Wilson
a U.S. national, is a Senior Economist, MED. Educated at Williams, Pennsylvania, and Bonn, he was Director of Technical Staff for capital flows study and served with U.S. Federal Reserve Board. He enjoys squash and hiking.

A New Look

With this issue, *Staff News* introduces a redesign of its pages; you will notice a few more changes in the issues ahead. We would like to thank graphics artist Luisa Watson, who lent her creativity, perseverance, and enthusiasm to this project. She is responsible both for the new look of magazine and for much of the page layout in this issue.

As always, we welcome your comments and suggestions both on the design and substance of *Staff News*. Written comments can be sent to the magazine at IS 5-1500, but, better still, please call the editor, Sheila Meehan, at extension 38293.

Staff News

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