staff INTERNATIONAL MONETARY FUND **news**

Spring 1992

In preparation for the fall survey, (left to right) Christer Ahl, an Advisor with the Administration Department, Alphecca Muttardy, representing the Staff Association Committee, and Ned Rosen, a consultant hired to assist the Fund with the design and implementation of the staff survey, review the issues that arose from an extensive series of focus groups.

Focus Groups Determine Issues, Lay Foundation for Staff Survey

"It was," remarked a participant in the noneconomist focus group, "one of the best meetings I've ever had in the Fund." The two-hour plus session, with ten staff members, a consultant, and a representative from the Administration Department, was one of a series of focus groups held throughout April to identify topics for the survey of staff attitudes scheduled for this fall.

In all, 180 staff members—nearly 10 percent of the Fund's staff—participated in 17 focus groups. Staff involved in the nine groups set up by ADM and designed around occupational groups, such as economists, noneconomists, division chiefs, research assistants, and different categories of A1–A8, as well as a group on women's issues, were randomly selected. SAC—which organized focus groups around topics corresponding to its working groups, explored administrative issues (including legal and compensation matters), A1-A8 concerns, expatriate issues, U.S. issues, management problems, working conditions, career development, and an at-large session—enlisted volunteers for its discussions. Ned Rosen, a consultant hired by the Fund to design and carry out the staff survey, and Christer Ahl, an Advisor in the Administration Department, sat in on all of the focus groups, with Rosen serving as a facilitator. In addition, Alphecca Muttardy, as the SAC representative for the survey work, sat in on the SAC-sponsored focus groups.

By all reports, the focus groups were, with scant exception, lively and substantive brainstorming sessions. Few participants remained silent. Typically sessions started slowly, sometimes tentatively, as isolated comments were offered for discussion. "There was a great deal of cross talk," Rosen observed. "Someone would make a point and someone else would say, 'wait, that's not how it works in my department.'" Perspectives and experiences were exchanged, and what began as a laundry list of individual observations and worries soon boiled down—sometimes with an assist from the facilitator—to a number of common concerns.

"These were agenda-building groups," Rosen said. "These aren't the market-research-oriented focus groups traditionally used to determine what influences customers or consumers. In the Fund we used focus groups to identify issues. Ideally they provide staff with a clearer sense of the process and purpose of a staff survey, and they also provide the consultant with a quick education on the nature of the institution and the perceptions of its staff."

Why use focus groups? While the concept is new to the Fund, it has long been a popular format in corporate and other institutional circles in the United States. The dynamics of these groups stimulate discussion, Rosen observes, and provide the greatest amount of information in the shortest time. The groups elicit opinions from a wide range of sources and at the same time encourage participants to find their own common ground. "It's like taking x-rays from different angles of the body," Rosen says. "No single view provides a complete and accurate perspective, but, taken together, these x-rays give you a reasonably good idea of what some of the problems might be."

None of the participants approached these sessions lightly. A member of the research assistants' group noted that everyone in their group seemed well prepared for their discussion. Some, in fact, took it upon themselves to canvass other research assistants for their opinions. "It was a very honest discussion," the research assistant said, "everyone got their concerns on the table. Our session went on for two and a half hours; no one was shy. We all seemed to realize that if we didn't get these issues out now, we would lose an important opportunity. We felt we helped Rosen see what our issues were. We discussed mission travel, caps on our grades, and the need for increased training and job mobility. It was a very rewarding session."

A staff assistant who participated in one of the sessions for A1-A8 staff had a similar experience. "Our meeting was very helpful—very open and truthful. People talked about their frustrations. Staff assistants feel like puppets being pulled and tugged. We have no control over our work. We aren't able to see things through. We can't make suggestions. We can't take initiative—it's not Fund style. In addition, some staff assistants are afraid of their AOs. Others are just so frustrated at having to work for so many people and having their contribution taken for granted all the time. We looked at this session as a chance to raise these issues. We thought, if this session isn't going to work, why do the survey?"

Despite the seriousness of the concerns, the tone in most sessions was relaxed. "We had good laughs in almost every session," Rosen noted. "A few barbs were tossed, but the overall spirit was constructive and analytical." Many participants were surprised by the great differences they discovered among departments. One division chief reported that their focus group, which spent a lot of time discussing annual performance reports, was astonished to find extensive variation in the authority accorded individual division chiefs and in the practices employed from department to department. A participant in the noneconomist focus group was surprised at the speed with which their very diverse group arrived at a common set of complaints.

The sessions served as learning experiences for everyone involved. Christer Ahl, who is charged with coordinating preparations for and implementing the staff survey, admitted that even for someone who had previously spent a great deal of his time on personnel issues, these focus groups produced interesting and sometimes unexpected insights. He was struck by the confluence of views from the different focus groups, though each had approached problems from very different vantage points.

Ahl was impressed that participants consistently came up with perceptive and analytical comments on what they deemed underlying causes of the problems. These comments fed directly into the purpose of the survey, which, he notes, "is not intended to vent off steam, but to identify problems and point to possible solutions." Describing the sessions as "very committed, lively, and contributory," he noted that the meetings had not been preoccupied with Administration or supervisor bashing, and there was little evidence of inhibitions. "Problems," he says, "were discussed openly and frankly."

Alphecca Muttardy sensed a "pent-up demand" among staff. "The issue-oriented SAC focus groups tended to touch on the sore points for staff—job grading, pessimism about the annual performance system, and the Administrative Tribunal—while discussions of working conditions really stressed mission-related issues. Staff wanted to express their views."

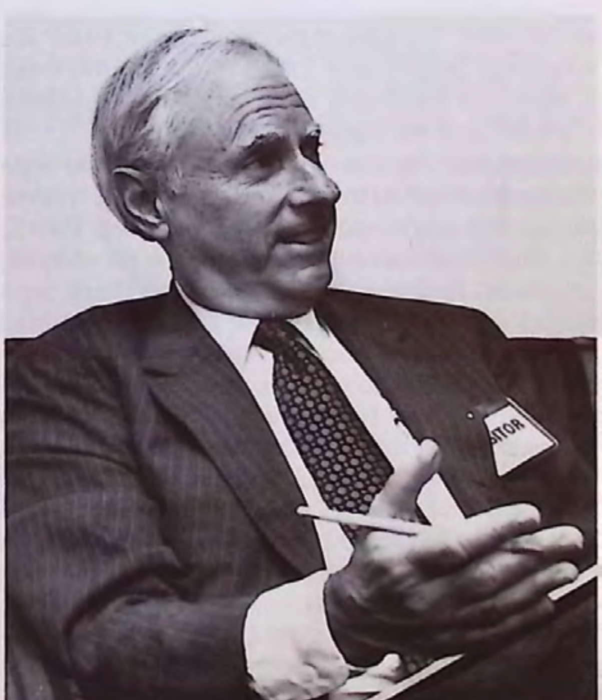
A 1978 survey—to date the only full staff survey that the Fund has ever undertaken—managed to sour both managers and staff. Administration, SAC, and consultant Ned Rosen are anxious to avoid some of the obvious flaws of that earlier exercise. The 1978 survey had been an "off-the-shelf" model, a generic institutional survey that was never tailored to the particular needs and quirks of the Fund. Focus groups and efforts to draft department-specific questions are part of a very deliberate effort to promote grass roots participation in drafting the fall survey and to elicit a sense of "ownership" of the survey among staff members.

For this reason, Ahl was gratified by the response rate. Despite sometimes intense work pressures, a great majority of the randomly selected staff did respond. A substantial number (well over one hundred) also volunteered for the SAC groups. Ahl did sense, however, that A1-A8 staff were more hesitant than other staff about participating in these groups and were more concerned about confidentiality. Some were also uneasy about approaching their supervisors to ask for time to participate in the focus groups.

Ahl, Muttardy, and Rosen express concern about a possible low survey response rate among A1-A8 staff. Rosen, who helped design a "mini-survey" for the Fund's Communications Working Group last year, notes that the participation rate for A1-A8 staff in that survey was dramatically lower than all other groups. Support staff widely believe they are treated like second-class citizens and feel intimidated, Ahl acknowledges. It is just that sense that of "who listens to me anyhow?" that the survey is meant to address. But the danger, Administration and SAC both realize, is that the segment of staff that feels most vulnerable and frustrated might be the least motivated to participate. "We have to emphasize that the institution can only determine the nature and the extent of their problems if A1-A8 staff participate fully," Ahl says. "We will need to make special efforts to get them involved. SAC has encouraged full participation, and we hope that the very constructive collaboration between Administration and SAC will ensure this."

If enthusiasm and spirited exchanges are a yardstick for the effectiveness of this first round of survey preparations, and if the clusters of staff members that remained intent on their discussions even after the sessions concluded reflect the depth of their interest in and commitment to the process, then the first steps have gone well. Indeed, there was a general eagerness to do more; most sessions produced large numbers of volunteers for a test of the draft questionnaire scheduled for June.

The only doubts that surfaced during the focus group period had less to do with the survey process than with residual uncertainties about how the institution will respond to the survey's findings. A participant in the division chief group, for instance, mentioned that some in that group believed departments might be inclined to downplay survey results. Other participants expressed some wariness, although the general mood was optimistic. The survey is, Muttardy observes, "a very good opportunity for the Fund. For an institution that adores measurement, this gives the Fund the quantitative data that it must have." She added a cautionary note of her own, however, reiterating some of the anxiety expressed in the focus groups about the post-survey period. "We still need a game plan to address the issues the survey will raise."



What's Next...

Based on topics defined in 17 focus groups, consultant Ned Rosen has developed a rough "blueprint" of issues for the survey and has asked departments and SAC to comment on its coverage and to suggest any areas that might have been overlooked. Each department has been given the opportunity to develop a set of up to ten questions that would explore department-specific matters; this would be included in the final survey for the staff of that department. Final comments on the blueprint were due by May 22; department-specific questions are due by late June.

In late June, the draft questionnaire will be presented to departments and SAC for comments. Simultaneously, a group of volunteers (possibly supplemented by other staff members in order to form a representative sample) will fill out the draft questionnaire on a test basis. This pilot run is scheduled for June 23 and 24. Feedback from all these quarters will be collated and refined into a final version of the full staff survey, which will be distributed in early September 1992.

Taking Shape

International Square, once overflow space, is fast becoming a second headquarters

More than a few heads turned and eyes widened. Was that the Managing Director? Eating in the International Square cafeteria? Indeed. The Managing Director's visit to International Square in January was his first to the complex and offered further proof that International Square, far from being simply overflow accommodations, now constituted an official satellite complex.

The Bureau of Language Services in 1983, the Statistics Department (then the Bureau of) in 1983, and the Joint Library in 1988 represented the first wave—one that constituted a fairly long term but relatively lonely outpost until the movement of staff to International Square accelerated over the last two–three years. These early occupants have been joined by the IMF Institute (in 1991), three divisions of External Relations (in 1990–91), and most recently the Research Department (whose last division will transfer to International Square on July 24).

Other units and single divisions have moved as well: an office of Fiscal Affairs consultants that describes itself as the "Lost Tribes of FAD" occupies a section of the sixth floor. The Internal Auditor's office moved to International Square, as have the Compensation Policy Division and the Training Unit of the Administration Department. Administration's Projects Office and the International Square Facilities Unit, which has been established to carry out and coordinate with the Oliver Carr Company the day-to-day operations at International Square in addition to designing and planning the conversion of additional space in International Square, also have offices at International Square, as do the Fund's Legal Consultant, a guard supervisor, and the Retiree's Association.

In late June the Investment Office will move to new quarters there, followed later in the summer by the offices of the Grievance Committee and the Ombudsman. By fall these will be joined by the Transportation Office and the Thomas Cooke operation at the Fund. Two additional departments—one as yet unnamed and the other, the Administration Department—are scheduled to move in 1993. By June 1 the number of Fund staff at International Square was 536. When the 1993 transfers take place, the total will be around 800—representing nearly a third of the Fund's staff.

International Square, which is really three separate buildings constructed at three separate times, is currently managed as a single operation by The Oliver Carr Company. The Fund currently leases space on virtually all floors of the twelve-storey buildings. Three separate entrances further complicate the arrangement (visitors have been known to lose their way completely—make sure you ask which entrance to use.). The Fund has leased space as and where it became available, so that some units are isolated one from the other. This arrangement also necessitates placing IMF security guards at each entrance to Fund offices.

As the Fund has leased more and more of the space at International Square, it has tried to provide self-contained amenities similar to those at the headquarters building. A full-service cafeteria was built in 1989 and expanded in 1991. It now seats 182 people. International Square's garage serves about 140 staff members. A privately run fitness center will be opened in July, and the Fund is finalizing an agreement with the center to allow staff at

International Square who are members of the IMF Fitness Center to transfer their membership to the new facility.

One of the distinctive features of International Square has been its mail mobile, a robot-like device used to deliver mail on floors, such as the fifth and sixth, that have substantial numbers of staff and office space that features long stretches of hallway to traverse. The mobiles, which move about their appointed duties quietly and efficiently, with customary beeps to announce their presence in the area and their stops, have quickly become a feature of International Square life, and never fail to draw stares and startled comments from visitors. (The mobiles do have occasional mishaps, running amuck, or more frequently, running into immovable objects left in their prescribed paths. These accidents invariably draw a solicitous crowd and someone who knows how to restart the device.) This summer an additional mobile is expected to be added to the two already in service.

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FISCAL AFFAIRS

THE LOST TRIBES OF FAD

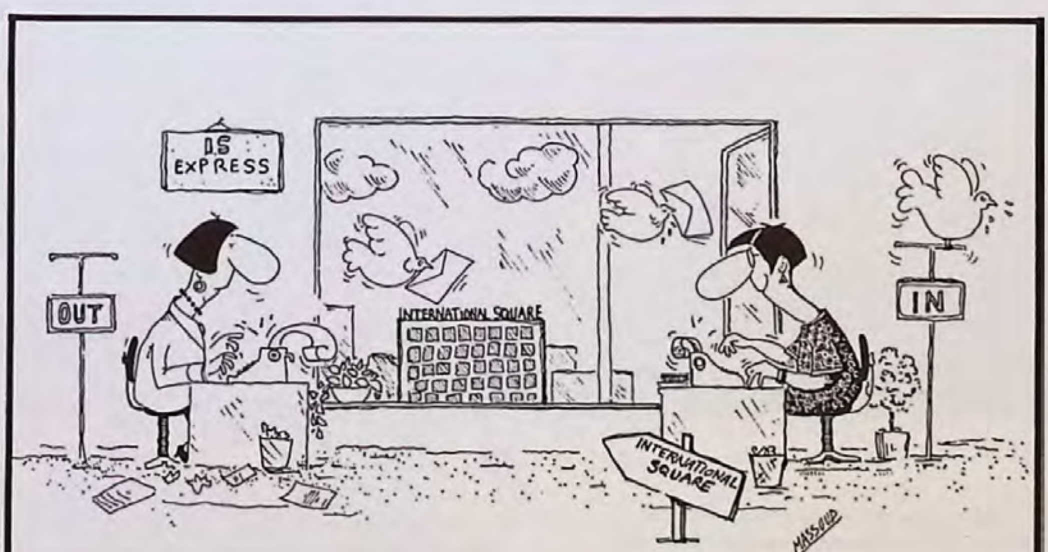
Security, other than occasional rashes of evening or weekend property thefts, has not been a problem. Oliver Carr's security supplements that of the IMF's and is on duty 24 hours. Carr management monitors stairwells leading down to the garage. Their system is voice-activated and interactive (someone in the stairwell can talk to Carr security and vice versa). IMF security stations guards at various entrances from 7 am to 9 pm., and guards periodically patrol the leased space on weekends as well. If staff are working late into the night or over weekends and have questions or concerns about security, they can also contact Oliver Carr (223-1850).

The Fund expects to install video cameras at all the entrances to Fund offices by July. These cameras, which will be monitored at the front desk, will allow visitors to phone the guards' desk to request entry and allow the guards to contact the staff member to okay the visitor's entrance and to buzz them in.

Growing concern's about safety in downtown Washington and the robbery, at gunpoint, last month of two security guards on 19th Street (near the mini park) when they were returning to headquarters from International Square at 10:30 pm, have also raised the question of security between the two buildings—particularly for staff members who park at headquarters and work late. The Fund does patrol the perimeter of its own building but can do little along 19th Street. It does remind staff that the Fund will reimburse staff members for taxi fare after hours; this would include a fare between International Square and headquarters.

International Square itself has recently undergone an extensive, and expensive, renovation of its ground floor. The renovation, which features a huge fountain, marble flooring, and bronze railings and architectural touches, took nine months and cost an estimated \$10 million–\$12 million. Staff members who work in the complex are largely pleased with the quality of the office space in the three buildings. Offices resemble those in headquarters and are in some instances more spacious because of the architectural modules of the buildings. (The most unusual space in International Square currently belongs to the Research Department, which assumed the layout and many of the design features, such as built-in file drawers, of the previous occupant in order to open up urgently needed space in the headquarters building. Normally several months are spent in bringing leased space into conformity with Fund standards for space planning.)

The buildings are very well maintained. One economist in Research nodded approvingly after an elevator arrived immediately upon call. "There are eight elevators in the 1825 Eye Street section. Service is very fast," he said, suggesting that at least one thing not missed about headquarters was the pokey elevators in the new wing. A colleague—a staff assistant in the Research Department—confessed that she, too, had quickly settled into the new offices. "I didn't think I'd like it here, but I do. I actually like being away from the main building," she said.



Those who make frequent trips between the two buildings are constantly reminded of the lost time and the inconvenience, but those whose jobs are more contained within their departments find the adjustment easy and surprisingly pleasant. Those who work in International Square frequently comment, although they are at a loss to explain it completely, that there is a different atmosphere in International Square. Perhaps, they suggest, it is the mix of other offices in the building or the nearness of K Street and the variety of commerce there. Whatever it is, it seems to substitute, to some degree, for what is missing of the "on campus" quality of Fund headquarters.

Research Department Begins to Feel at Home

Moves from headquarters to International Square have been preceded in all instances but one by months of renovation and reconfiguration to adapt the leased space to Fund-standard offices. The least conventional office space in International Square is that of the Research Department, which assumed the offices of a previous lease holder with relatively few changes. Wood floors, mahogany doors and frames, built-in cabinets and file drawers, marble walls, and sky lights are some of the features that are atypical of Fund office space.

The previous occupants were Mintz-Levin, a Washington law firm. Their twelfth storey office featured a large conference room with a pantry and at least one office with a balcony. The offices of Michael Mussa, department head, and Morris Goldstein, deputy department head, both offer a breathtaking view down 18th Street that from that vantage point seems to lead, rather startlingly, onto a National Airport runway. You can, quite literally, watch planes land and take-off—a sight that is said to be even more spectacular at night. Mussa also pointed out a curiously configured alcove in his office that served as his predecessor's putting green. The built in glass cabinets, he theorized, held his golf trophies.

But the layout of the office was not all that it should be. Mussa is very concerned that his staff assistants have no access to windows and that the string of desks situated in a long, narrow stretch of space offer little privacy. The only alternative, however, was partitions, and a meeting between Mussa and the staff assistants produced a consensus that the present open arrangement would be preferable to enclosing individual work stations. "We can stand under the skylight," laughed one staff assistant, "when we need our daily dose of sunlight."

Outside the director's office a tall but wayward mass cane plant has been righted and that is taken to be a good omen. The new offices were beginning to feel comfortable and familiar.

Staff Assistant Cynthia Galeng uses one of the distinctive features of the Research Department's inherited office space—built-in file cabinets.

"Now if only they'd get us an ATM [automatic teller machine]," sighed one staff member as he trudged back from the main building. Improvement may be on the way. The nearest ATMS are at Crestar Bank, at 1925 K Street; ;NationsBank, at 1801 K Street, and in the basement of I Building of the Bank (just opposite International Square's two Eye Street entrances). The good news is that the Credit Union hopes to move its I Building ATM a little closer and make it a lot more convenient. Active negotiations are under way to shift the ATM from its dingy and rather difficult-to-reach basement location to a new spot near the I Building's 19th Street entrance.

Space arrangements for staff assistants—the lack of access to windows and the absence of privacy—were a continuing concern for the Research Department. Here Caroline Bagworth, Staff Assistant to Guillermo Calvo, works at her desk.

Claudio De Luca, John Tetley, and Alain Coune (left to right) are familiar figures at Bretton Woods' golf course.

"The Three Lions of Bretton Woods"

"Golf," says Alain Coune, paraphrasing a favorite definition, "is a wonderful walk in a wonderful setting spoiled by a nasty little ball." Contradiction seems to lie at the very heart of golf. Indeed, how can a game played amid the world's most beautiful and relaxed settings, without time constraints and referees, manage to generate, by all accounts, so much stress? Perhaps, suggest three of Bretton Woods' top golfers—Claudio De Luca, John Tetley, and Alain Coune—it is the myriad of tiny details that make up the game's intricate whole and perhaps it is the players' perpetual quest for perfection.

De Luca, Tetley, and Coune—"The Three Lions of Bretton Woods," as fellow golfer and Fund photographer Denio Zara refers to them—have played golf since childhood and cheerfully classify themselves as golf addicts. They have been known to rise at the crack of dawn to get in a quick game and to follow an orange fluorescent ball over snowy landscapes to fit in a winter round. Yet for all the fervor they share for the sport, each is strikingly individual in his approach to the game, and, while frequent companions on the course, each professes a different philosophy toward the game.

Claudio De Luca. As Claudio De Luca likes to say, he was virtually born on a golf course. A native of Buenos Aires and the child of two golfers, he began playing at age 2 or 3. He remembers spending most of his childhood weekends at a golf course. Finally his family bought a house that overlooked a golf course. His father, Pepe, was one of the top amateur players in the country; his mother, Maria-Elena, took up the game to see her husband once in awhile.

Soccer, however, was the sport De Luca was most passionate about as a child. Had he had real talent for the game he might never have played golf, he admits, but by age 9 he realized that his skills were only average. He turned to golf in earnest, quickly discovering that he picked up the game easily and played it well.

Claudio De Luca has played golf since childhood.

A golf scholarship brought him to Florida to attend college, but tendinitis in his hand forced him to give up that scholarship and stop playing golf for a year and a half. He transferred to American University and one day happened to wander into the gym and idly pick up a club. He began hitting balls into a practice net and found, he says, "my hand was okay." It was more than okay. American University was so impressed that it offered him a place on its golf team and a scholarship. His golfing career had resumed.

"I wanted to be a pro at one point," he says. "But I didn't have the nerves to play. Very, very few people can cope with the nerves. Many times it's not the best player that wins, but the person best able to cope with the pressure." De Luca opted to continue playing on an amateur level. He customarily plays four or five times a week—a schedule that tapers down to twice a week in the winter. Sometimes in summer, he's on the course at 5 am, finishes at 8 am, and is at work by 9. His only concession to the weather is a month off in summer, when Washington's sweltering heat drains all pleasure from the sport.

He joined the Fund staff in 1988 and is currently the Publications and Office Support Team Leader in the User Support and Operations Division of the Bureau of Computing Services. He still competes but confines himself to local tournaments and suffers no illusions. "The best of my career is over," he says. "At this stage I could probably win a local tournament that nobody will hear about. I'm realistic about my potential and in fact I enjoy the game much more than I used to. When I competed in national tournaments, I was miserable all day. When I won, I would get overexcited and then when the excitement was over, I was miserable again. In golf, when you win, you and your wife and kids are happy, but everyone else is sad. And when you lose, nobody cares. They've lost too. But now I have very, very few bad memories. I remember only the few tournaments I won."

But if the game is more fun for him now, it isn't because he's playing with less intensity. For De Luca, still a competitive golfer, the sport is too demanding to be relaxing. Asked whether he ever finds himself simply enjoying the trees and the birds around him, he smiles, "What trees? What birds?"

John Tetley. Born in north Yorkshire, John Tetley is an associate member of Bretton Woods. He joined the staff of the International Finance Corporation in 1977 as an in-house management consultant for IFC projects. A child of golfing parents, he began playing at age 9 and recalls spending long, languid English summer evenings on golf courses. The Musselburgh Links, alongside his public school in Scotland, made frequent playing through his school years possible. This nine-hole public course was played on in the seventeenth century and is now thought to be the oldest course still in use.

John Tetley currently serves as one of the directors of the Washington Metropolitan Golf Association.

He gave a passing thought to playing golf professionally, but in the 1950s there was very little money in it, "unless you were absolutely brilliant." After leaving school his sports regime consisted of golf in summer (cricket took too long) and rugby in winter until he went off to South Africa, where he found trying to play rugby was like "fighting the Boer War all over again." He began to play on a year-round basis and when he moved on to Mozambique, played virtually every day.

Here in Washington he keeps to a steady schedule of golf on weekends and, in the summer months, a fair number of evening games. (Since he begins his workday at 7 a.m., there is usually ample time for late afternoon or evening games.) His enthusiasm for the game proved infectious. His wife plays, as do his son and daughter.

In his current capacity as one of the directors of the Washington Metropolitan Golf Association, he has privileges to play at all of the area's courses and he is a frequent tournament competitor. Tetley enjoys competition and travels to England annually to play in a major foursome match play tournament, which entails playing a single ball with alternative shots between two teammates. It's a form of competition that has not caught on in the United States (although it is used in the Rhyder Cup), because golfers here, Tetley says, "insist on playing every shot and half of the round is for the birds."

Another difference, he has found, is the pace of the game in Washington. "Over here a round of golf probably takes almost twice as long as it would in Britain, where you are drummed off the course if you are slow. The British, and most of the world, play a round in 3 to 3 1/4 hours. In the United States the same round takes 4 1/2 to 5 hours. Some of this has to do with the design of golf courses here, as the modern course makes you walk further. But some of it has to do with the use of electric carts, which, unless properly used, actually slow the game down. If you are on foot, you follow your ball and are ready to play. Here you get into your two carts, and chitter chatter while waiting for one golfer to play. This is repeated for 18 holes. An average round of golf takes four hours at Bretton Woods, which is pretty good for the States."

What makes golf such a demanding sport? "Actually everything in golf is in your favor," Tetley says. "The ball is standing still and you can take as much time as you want within reason to hit it. You can choose the piece of equipment you want, too. Yet it's extraordinarily difficult. You have to have a good eye for a ball. If you play snooker or billiards, you are probably a very good putter. Striking the ball requires a lot of technique, too, although judgment is perhaps even more important."

The game can be "very frustrating," Tetley admits, but its rewards are many. "You can play golf at any age," he notes, "and you can compete. The handicap system means that the worst player can play the best, and if the two golfers like each other, can develop intense friendly competition between them. Also the people who play golf are usually pleasant, and the game is always played in the most beautiful scenery you can imagine." "The real rewards of the game," muses Tetley, "are the friendships you make on the course and at the nineteenth hole."

Alain Coune. Alain Coune, a French national, joined the Fund staff in 1980 and served in Central Banking, Administration (Budget Division), and the Bureau of Computing Services, before becoming the Assistant Director of the Audit Office. By his colleagues' standards, he came to golf rather late—age 15. But growing up in a small seaside town in France—a town of 17,000 people that swelled to 300,000 in summer—he had time to spend on a game that soon became his favorite hobby.

His parents were avid tennis players who, in their forties, took up golf. Coune soon followed suit, although as a demonstrably independent teenager he arranged to have an older man at the club, rather than his parents, teach him the sport. He liked it from the very beginning. "We lived about 12 miles from the golf course, and I would bicycle there very early in the morning, play 18 holes, then bicycle back home for lunch because I didn't have the money to spend in the clubhouse. Then I would bicycle back for another round. I would spend eight to ten hours on the course."

Alain Coune and his son, Olivier, compete in father-son tournaments and last year were Mid-Atlantic champions.

While he was learning, he often played by himself, but as his skills improved, he began to play with a group of teenagers equally attracted to the game. There were no golf teams in school or college, but he was soon competing in local tournaments with adults. He, too, toyed with the idea of turning pro, but when he decided to marry at age 20, his parents and his prospective in-laws were quick to remind him of his impending financial responsibilities and were quite persuasive in pointing out the importance of a stable job.

That first job, with France's Central Bank, afforded him a sufficiently flexible schedule to remain a competitive golfer. He competed in tournaments until he came to Washington in 1980. The schedule of U.S. tournaments, which frequently begins in mid-week, forced him to drop out of competitive golf for several years. In the mid-1980s, he began taking a day or two of annual leave to play in occasional tournaments.

His college-age son, Olivier, is now an excellent golfer in his own right and in recent years the two have competed in a number of father-son tournaments. Last year they were Mid-Atlantic champions. He enjoys these tournaments but carefully refrains from coaching his son. "I never take any decision for him on the golf course. I never say what I feel sometimes. He plays as if he were playing by himself. If he asks for advice, I provide it. I've seen too many parents spoiling the interest of their kids."

Golf has become a family outing for the Counes. When possible, they spend one evening a week in the summer—usually Thursday—at Bretton Woods. Although his daughter has yet to evince an interest in the game, his wife, Nadine, and his second son, Laurent, play and then enjoy dinner at the clubhouse. "Golf really is part of our family life," he says.

Coune confesses that he loves tournaments; competition raises the level of his play. "You never really get over the nervousness," he admits, "but I like the pressure. I like the sweaty hands and the case of nerves you get before a tournament. I like seeing whether I can go through with it. The problem with golf is that you have so much time to think about all the bad things that can happen to you. You have no room for just instinct and reflex. You need a psychological means of turning that anxiety into something positive—increased concentration and purpose."

Relaxing? No, but the sport is as rewarding as it is frustrating, Coune insists. "You always think you have mastered the game," Coune says. "You think you've gotten the mechanics of your swing down pat and it's not going to disappear. But the level of accuracy of that complicated swing is such that two hours later you have thoroughly lost what you thought you had found. But that always takes you back to the course next time. You always think you are going to do better. Mostly golf is a battle with yourself. You learn a great deal about yourself on the golf course."

Golf is also, Coune argues, a welcome respite from work. "After very long work weeks, it's good to apply your mind to something totally different." Do the Three Lions of Bretton Woods ever talk shop? "Never," confesses Coune. "We enjoy the game so much that we have very few reasons to focus on anything but the game at hand."

Bretton Woods Offers Excellent Golfing Facilities

Bretton Woods is currently home to 210 Fund golfers. The facility is open to Fund staff members and their families on a sliding fee basis. (The higher your income, the higher the dues. Fees currently range between $21.70 and $97.50 monthly.) Associate members—staff members at other international institutions—may join, but pay higher fees.

"Bretton Woods is probably one of the area's top courses in terms of its maintenance," De Luca notes. He puts it in the top 1–2 percent in quality and "middle of the road" in the challenge it offers to golfers. Tetley says that Bretton Woods offers a "good, sensible design." It caters to the average golfer, and it is the average golfer who makes up the great bulk of Bretton Woods' clientele. Ann Cook, currently Chair of the Bretton Woods Golf Committee, notes that the average Bretton Woods' golfer's handicap is nearly identical to the national average.

Bretton Woods
RECREATION CENTER

Bretton Woods is unusual for a private golf club. Its membership is determined by neither income nor social standing. "Most important," reminds Coune, "the club is open to all without discrimination on sex, race, ethnic origin, or creed. That is, in fact, the raison d'etre of Bretton Woods." And its openness and relatively inexpensive fees (compared with private clubs in the area that assess initiation fees of $20,000–$30,000 and average annual dues of $2,500–$3,500) ensure that a good number of casual golfers or those who might not otherwise take up the game are encouraged to join.

The international composition of Bretton Woods membership also sets it apart. Cook notes that "When we compete in tournaments at another course and they hear our accents, they immediately say, 'oh, you must be from Bretton Woods.'" Although golf is played worldwide, it is, with the exception of Scotland and Ireland, says Tetley, commonly viewed as a sport of the well-to-do. Many staff members do not take up the sport, or play regularly, until they join Bretton Woods.

The facility affords beginners, or casual golfers, the opportunity to play regularly. Bretton Woods offers individual instruction and has just concluded a five-week clinic for beginners. It will also be offering a summer clinic for children. Equipment can be rented and the grounds, which include putting and chipping greens as well as a driving range, provide opportunities for those who want to develop solid basic swings or refine existing skills to practice.

While there may be more spectacular and demanding courses (De Luca, Tetley, and Coune mention Pine Valley in New Jersey, which is often cited as the world's premier golf course, as the most beautiful they have ever played on. John Tetley also mentions seaside Muirfield in Scotland as a personal favorite, while among local venues Tetley and Coune cite Prince George's Country Club, which Arnold Palmer designed). Bretton Woods, however, offers a beautifully maintained course that is, Coune says, "excellent for 99 percent of the golfing population."

A Meditation of Sorts on Samuel Beckett after a Recent Festival in His Honor

Two things surprised me when my friend Sheila Meehan urged me to write this note for *Staff News* because of the Festival in honor of Samuel Barclay Beckett that was held at The Hague from April 8th to 18th of this year. I was surprised, first, that she knew that my wife and I had attended the Festival, but then it occurred to me that it has been notorious among my friends that I have been devoted to his work for decades. I have asked many colleagues going out on missions abroad, or when posted there, to purchase for my account anything of interest by or about him and to possess themselves of any ephemeral material related to him that could be the subject of serendipity on their part. My requests may have been abundant enough to create the impression that they had become a routine element in mission briefs.

My other surprise was that Sheila thought the subject would be of sufficient interest to justify publication of an item such as this one in *Staff News*, but I reflected that the inclusion of a notice of Beckett's death on December 22, 1989 at the age of 83 in the IMF's invaluable "blue sheet" of daily economic news was persuasive evidence that others in our community shared my regard for him.

Within little more than two years since Beckett's death, there have been at least four major festivals in his honor, in New York, Lisbon, Dublin, and The Hague. These celebrations are compelling testimony to his stature as a major figure of the twentieth century. His influence on other playwrights throughout the world is legendary. It has been acknowledged, to cite but a few names, by Albee, Havel, Pinter, Shepard, and Stoppard.

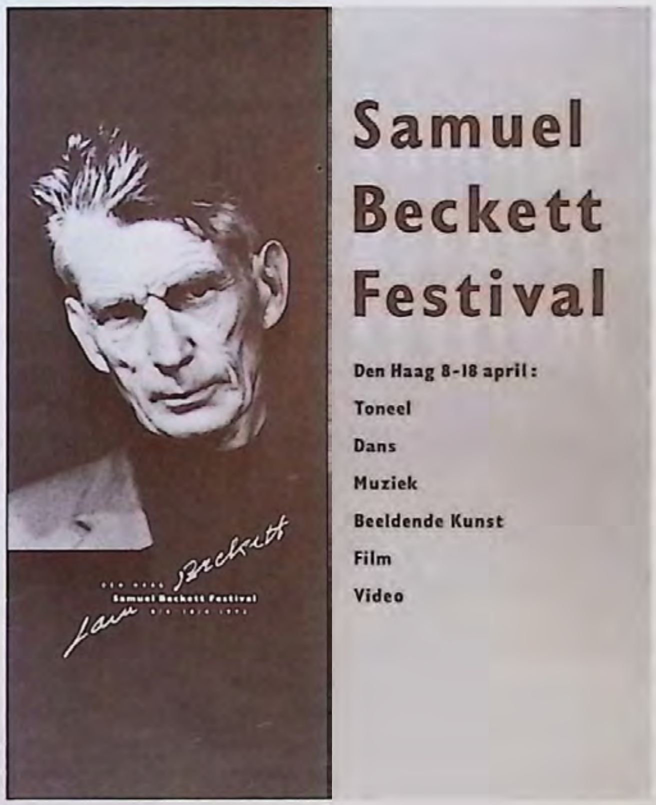
To refer to him solely as a playwright, however, is as misleading as it is to assume that his only contribution to the theater is *Waiting for Godot*. He was a prolific playwright, director of his plays, novelist, poet, essayist, translator of the works of other authors, and critic. Even if one thinks of him solely as a playwright, he wrote 19 plays, all of which were performed at the Dublin Festival. An expression not now in common use, the man of letters, would be a more exact description of him. He is in the extraordinary tradition of Irish writers that reaches back to Sheridan and Swift and probably earlier and that is as lively as ever today with Heaney and Friel and a multitude of others. Everyone is aware that Dublin has produced three Nobel laureates in Shaw, Joyce, and Beckett, but I would not make too much fuss about prizes for writers, particularly when it is recalled that many others of equal rank have not received recognition by the Nobel authorities.

Beckett belongs to another literary tradition. He is among the writers to whom I believe the theory applies that the reader of a work of literature or the viewer of a play must collaborate by attributing to the work his own understanding of it whatever the author's intent, if any, might have been. Room is provided for infinite interpretations. After all, no two Hamlets in performance are the same, and this can be said of Hamm and Clov, Vladimir and Estragon, Winnie, and Krapp as well. Beckett's work is rich material for the modern and so-called postmodern controversies among philosophers on the fluidity of meaning in literary and other language. The reference to Hamlet makes me recall an anecdote I heard at the Festival. A distinguished critic wrote a paper to show that Beckett's frequent use in his novels of characters whose names begin with the letter M were reflections of the word Hamlet. A draft was shown to Beckett, who said, in effect, that this thesis was news to him. The comment was reported to the critic, who replied that Beckett did not know what he was talking about, and the critic published his paper.

Beckett lived most of his life in France. He wrote his earlier work in French and subsequently translated it into English, but in later life he reversed the process. He wrote in French at a time when he was reluctant to write in English because familiarity with his native language might lead him to use clichés. In later life, English had become less familiar and had ceased to be a possible entrapment.

Perhaps I should say something of the reasons for my devotion to Beckett. They are too numerous to permit the mention of more than a few that come immediately to mind as I write, and some indeed are of an extremely personal character for me. A preface to the examples I do cite is that everything I know about Beckett is admirable. He was, for example, an opponent of oppression in all its forms. He was decorated by the French Government for services in the Resistance, and he defied those who imposed censorship. His outspoken attack on the treatment of Vaclav Havel by an oppressive government enriched the theater because he dedicated a play to Havel, who responded by dedicating one of his own to Beckett.

Beckett was a man of extraordinary generosity, moral and financial. At the recent Festival, one of his publishers told the story of Beckett seeking a renewal of his French visa. Before his turn came, he fell into conversation with a stranger, a student whose resources had become exhausted. Beckett automatically handed over all the money on his person. When Beckett's turn came for attention, he could not pay the fee for his visa.



I cannot forbear from saying something of the fundamental beliefs I see in Beckett's work that attract me so profoundly to it. Each of us, I think he says, is responsible for his or her own life, and whatever the dangers, misfortunes, or failures in a haphazard world, we must go on even if we think it impossible to do so: the strategy must be persistence and indomitability. Winnie in *Happy Days* is the perfect example of this fortitude. There is no way to transfer individual responsibility to someone else. Godot will never arrive.

The profundity of Beckett's thought and his presentation of it have led many people to fear that his work must be morose. He is, however, a master humorist. I never fail to laugh however often I have read or listen to the character in one of his novels who goes through a solemn, prolonged, and mathematical disquisition on how to arrange to suck 16 pebbles in turn without untoward repetition of the use of any one of them, by disposing them in four pockets of a greatcoat, but who finally reaches the conclusion, after the frustration of many failed solutions, that he really didn't give a damn about the problem.

I was pleased when I learned that the latest Festival was to be held in The Hague. As a student, I had attended The Hague Academy of International Law in 1936 with a scholarship awarded by the London School of Economics, and half a century later I delivered a course of lectures there on the law of the international monetary system. Given this experience of the city, I was able to pose as a cicerone in moving around town with my wife. My single failure was that on one occasion we could find no restaurant open sufficiently late for dinner, except McDonald's. So, McDonald's it was.

The Festival had been arranged by Dutch and other academics with the active involvement and hospitality of the municipal authorities. I dislike making a distinction between the symposium and entertainment, but it will help to economize space. The symposium held on the first few days of the Festival followed the format of most of the international conferences I have attended. Scholars, in substantial numbers, came from all over the world to deliver papers and to make oral presentations. Some non-academics, like Beckett's publishers, gave their reminiscences of him, and there was I, mute, however, on this occasion. The intrinsic interest of all presentations was heightened for me by meeting for the first time many of the authors whom I have read—the output of critical material is prodigious—or with whom I have been in correspondence.

What I have called entertainment began immediately the Festival opened and was a triumph of organization. Numerous theatrical productions were presented, some under the auspices of the Festival authorities, most of which were performed at the august Theatre Royal, and others, presented elsewhere, in response to what I assume were official invitations to producers who would be classified as "off-Broadway" or even "off-off-Broadway" in this country or the "Fringe" in the United Kingdom. (I note with pleasure that "le Off" is now a French expression.) The acting companies came from numerous countries and performed in their own languages. It was an unusual experience to attend familiar plays performed in languages one did not understand: the effect was almost as if the plays were being mimed, so that one paid more than normal attention to what is aptly called body language. All events, and not only theatrical performances that were part of the official program, were timed so as not to clash, thus giving the truly ardent member of the audience the opportunity to walk sharply from one event to another or to linger on *in situ* if the next event was to take place at the same location.

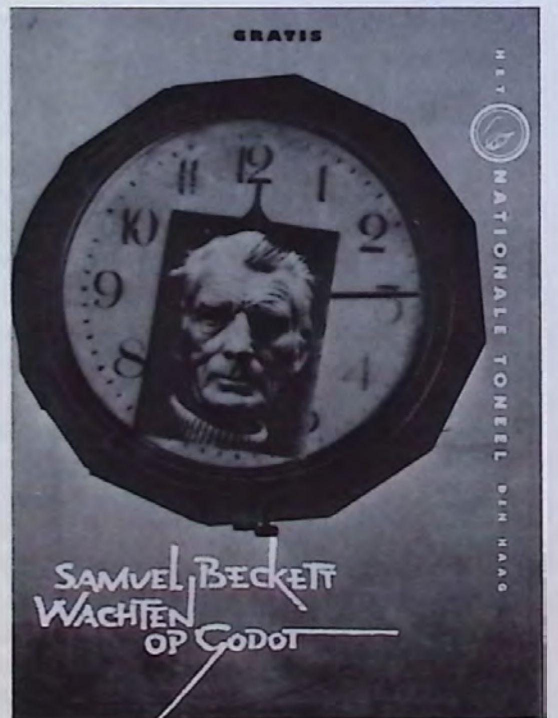
The range of events was extraordinary, because of the breadth of Beckett's interests and influence. They included, but were not limited to, concerts of music connected in some way with him; exhibitions of art, including one at a museum that was displaying the work of artists who had been his friends, and, to my great pleasure, another in the corridors of my hotel; performances of ballets that had been inspired by his work; a program at the local cinémathique; programs in honor of his work for radio, television, and video; and much else, but I will recall only my wonder at learning that there was to be a program on Beckett for children. I wish I knew what it included.

To attend everything was, of course, impossible, and my regret was even sharper because we had to leave The Hague a few days before the Festival closed. Eventually, we arrived in Paris. There, too, a chapter was added to the journal of my life with Beckett. I had wanted to see where he lived. The address I had was 57 boulevard St. Jacques. I was discomfited when we arrived there, because the two-storey establishment seemed an unlikely residence for even so unostentatious and retiring a person as Beckett. The ground floor housed a shop, and we could observe no obvious access to the second floor. An inquiry could not be made at the adjoining bar, because the day was Sunday and the bar was closed.

The neighborhood was quiet, but after a while along came an elderly couple, probably on a promenade after lunch. We accosted them and asked whether they could confirm that this had been Beckett's habitation, because we had come to pay homage to the memory of the great writer. They knew of him, of course, but were unable to say that he had lived on these premises. A conversation followed about the *arrondissement* we sought, but our doubts about the address were intensified, because we seemed to be in the wrong one. (What is the French for "gerrymandering"?)

The lady hoped that, because of this contretemps, we would not fail to enjoy Paris. I replied that there was no danger, because it was well known that Paris is everyone's second city. My wife told me later that she hoped they had understood my adjective to have been *deuxiéme* and not *douziéme*, because I would have had difficulty in naming all the cities that took precedence over Paris on the latter understanding. I wished that I had tried the French for Henry James's remark that all good Americans believe that when they die they go to Paris. On reflection, however, this borrowing would have been *ultra vires*, because it would have given the impression that we were both American, while of the two of us only my wife could have claimed that honor.

Our French lady made one last attempt to save us from distress. Why not inquire at the hotel a little way down the boulevard? In for a penny, in for a pound, as we used to say before the metrification of sterling. I tried the hotel receptionist with my inquiry. Yes, he said, although he himself had never had the good fortune to see Beckett, his friends in the dining room had told him that Beckett lived along the boulevard and had often dined in the hotel. My wife and I declared our pilgrimage complete, and we drank a toast to Beckett in café au lait at the hotel bar. (He would not have approved of the choice of that liquid for a toast.)



Readers of this note might wish to know that two friends of Beckett are active in the theater of the Washington megalopolis. Rick Cluchey's life was changed when "Godot" was performed in San Quentin. Cluchey became a protégé of Beckett and has acted in his plays in many countries. He runs the San Quentin Drama Workshop. Robert McNamara—no, not that McNamara!—has been a director in the Irish theater, and now is the primary force in the Scena Theatre. Both companies undertake productions of Beckett from time to time in this area.

Joseph Gold

Members of the BLS Terminology Group: (left to right) Guy Potvin, Manuelle Diamond, Barbara Del Fierro, Patrice Guilmard, Fernando Montenegro, and Julio García-Durán.

Coming to Terms

Searching for the French equivalent of a new English economic term? Struggling to convert a thorny Spanish concept into English? The *IMF Glossary* has for nearly fifteen years offered economists and others a reference tool that has saved them, and the institution, literally thousands of hours of consulting with colleagues or phoning the Bureau of Language Services.

The recently released fourth edition of the *IMF Glossary* features 341 pages of commonly used economic and financial terms in the Fund's three most common languages: English, French, and Spanish. The new version contains nearly 5,000 entries (or nearly 24,000 phrases). This update, the first since 1986, modifies 1,400 existing entries, includes 1,000 new terms, and deletes 600 old entries.

The *IMF Glossary* is a product of more than one hundred meetings of the BLS Terminology Working Group over the past two years. The Reference, Terminology, and Documentation Section of the Bureau of Language Services maintains a continually updated on-line database, the IMF Terminology Databank, from which the *IMF Glossary* is published for both an external and an internal audience. The Fund's terminology work is supplemented by almost daily contact with other international agencies, which both seek and provide information on terms used in their respective fields. The chiefs of the terminology services of the UN organizations also meet annually to discuss developments and keep each other informed of trends and developments in their field.

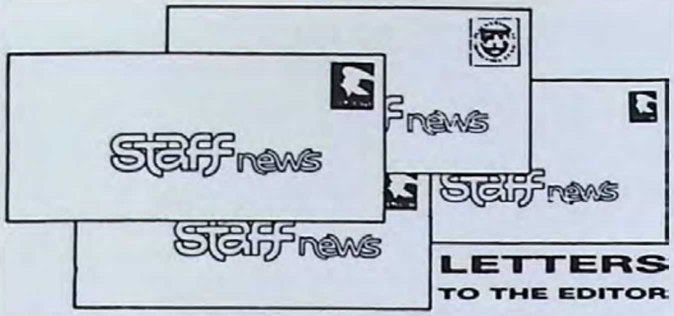
With the economic work that the Fund and other organizations are doing growing more complex and sophisticated, great demand is placed on the working languages to keep pace, notes Patrice Guilmard, an Advisor who chairs BLS's Terminology working group. For the Fund, he says, two of the most difficult areas are probably econometrics and fiscal policy—econometrics because "it is an area where the Fund is often a pioneer" and other institutions are likely to be looking to us for guidance in terminology usage, and fiscal policy (tax issues) because "systems are so different from one area to the next. In some cases," he adds, "the term doesn't exist in another language because the concept doesn't exist in the country's tax system."

If the interplay of economics and language is growing more intricate and exacting, the terminology unit has been greatly aided, Guilmard explains, by technological developments. The actual production of the *IMF Glossary*, which had taken three staff members one year to produce in 1979 has taken the Bureau of Language Services two staff members and two months to do in 1992. Constant on-line updating of the database is crucial, but it does not dispense with a rigorous word-by-word review of all of the terms before a glossary can be published. In the give and take of the Working Group meetings, each term is reviewed, and discarded if no longer appropriate, amended if more current usage takes precedence, and new terms added if different concepts have been introduced in one of the languages.

Technology developments, increased efficiency, and growing demand have also allowed the Terminology Unit to lay the basis for a number of future glossaries. Plans are under way to prepare and distribute glossaries in English-Portuguese-Spanish; English-German; English-French-Arabic; English-Chinese; and English-Russian. The unit is already regularly publishing bulletins in several languages. These bulletins provide multiple language lists of organizations, currencies, and country names and adjectives, as well as organizational units of the Fund and titles.

BLS is also planning to distribute the 1992 *IMF Glossary* in electronic form and to permit on-line consultation of the IMF Terminology Databank by task switching from WordPerfect when using any networked workstation.

For staff members who need a copy of the *IMF Glossary* for their work, the glossaries can be obtained through their administrative officers. Staff members can purchase copies for the personal use from the Publications Unit. Copies are $15 for staff members; $26 for others.



The Managing Director Requests the Pleasure of Your Company...

I felt very festive when the day arrived that I and others would meet with the Managing Director as recognition of our twenty-fifth anniversary with the Fund, an occasion which would be commemorated with another memento: a photograph of the group with the Managing Director. To organize this was no easy task for the Administration Department, as we were told, because the Managing Director's schedule—understandably so—was always extremely tight. But at last the day had come.

It was delightful to talk to everyone again from my 'class of 1966'. I think the only time of this togetherness was during our welcoming party, almost 26 years ago. Many among us were celebrating something else as well: plans to leave the Fund in a month, in several months, or in half a year, and so there was much to talk about what the future would hold without the IMF, to which we all had devoted such a long span of our lives. And of course we enjoyed this once-in-a-lifetime nostalgic event with drinks and good food so attractively arranged in the IMF Atrium.

Then an announcement: the Managing Director would be somewhat late because he was held up at a meeting in the building. Everyone showed understanding. After several requests for patience, a final announcement was made that the Managing Director would not be available at all because of an important meeting with members of an East European country, I—and I am sure I speak on behalf of all the others—was more than a little disappointed that the Managing Director could not see a ten-minutes appearance for this celebration as a must. (From a letter of apology I later learned that both the Managing Director and the Deputy Managing Director did drop by after their meeting when the party was about over and most people had left.)

While driving home, I reflected upon my stay at the IMF; how the Fund had grown and changed, how I had grown and changed; how the Managing Director of 25 years ago, Pierre-Paul Schweitzer, had found time to chat with unknown staff members in elevators and corridors; and how the Fund had evolved. Will the next recipients of the 25-year award be luckier?

Gonny van den Broek

Peter Andrews, Personal Assistant to the Managing Director, responds:

The Managing Director was himself very disappointed that an unexpectedly long meeting with a high-level Russian delegation delayed him from coming to the party until 45 minutes after the time at which he was scheduled to speak. In order not to delay any longer those staff who wished to leave, Mr. Rea said a few words of thanks on behalf of the Fund. The Managing Director was written to express his regret to all the staff who were being honored.

Special Commendation Awards

I read with interest in the February-March 1992 issue of *Staff News* that the Administration Department extended Special Commendation Awards to several of its staff. Some of my colleagues and I are curious about these awards. Could the next *Staff News* explain why special commendation awards are given, what the awards entail, and whether there are any other departments in the Fund that extend similar awards?

Harry Trines

Graeme Rea, Director of the Administration Department, responds:

The idea of "special commendation awards" in the Administration Department arose in the course of discussions among senior departmental staff about morale, team work, and the merit pay scheme. Many of us felt that there was an undue emphasis in the Fund on pay increases and promotions as the mark of a successful career and that we needed to find additional ways to recognize and reward individual contributions.

We therefore decided two years ago to institute a system of annual awards, designed to acknowledge noteworthy achievements of ADM staff. For example, a person might qualify for an award by successfully completing a project leading to some significant improvement in the quality or efficiency of our services, or by demonstrating noteworthy managerial or supervisory skills. But the purpose of the system is not simply to recognize outstanding performers. What we want to do is single out a few individuals each year, whatever their job or grade, who have made a major contribution as members of a team or who, by their example, have set a standard that deserves admiration and respect.

Toward the end of each year, a team of ADM staff chooses six to eight individuals to receive the award from among candidates suggested by supervisors, peers, and other colleagues. The names of the selected recipients are announced at the annual departmental Christmas Party, when I say a few words about each and present him or her with a letter of commendation. We then have a group photograph, and each recipient receives a framed copy. We try to keep the whole process as relaxed and lighthearted as possible. No doubt there are some staff who have objections in principle to such an awards system, but I think it is a gesture that is well worth making, and it seems to be appreciated by the recipients and their colleagues.

As far as I know, ADM is the only department so far that has introduced an awards system of this kind. We felt a particular need for such a system in our department, because of its size and diversity and the "in house" nature of its functions. The contribution of many of our staff may go virtually unnoticed outside their individual work units, and yet the success of the department depends to a great extent on their continuing quiet and dedicated performance.

Why the Sliding Scale Slides Only So Far

I have often wondered about the sliding payment scale for the Medical Benefits Plan. According to Staff Bulletin 92/9, there is an "established policy of linking the maximum enrollee contributions for the MBP to the minimum salary at Grade A14." How was this policy established, and what is the rationale behind it?

Sharon Metzger

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

The coverage provided by the Medical Benefits Plan (MBP) is a component of the overall compensation and benefits package of the Fund. As such, we try to keep the MBP competitive with our comparators, and to ensure that staff at all salary levels are treated fairly. Staff contribution levels for the MBP are one of a number of factors (others include Fund contributions, levels of coverage, and total employee out-of-pocket expenses) which need to be analyzed when assessing the total value of the MBP to a Fund employee, and its value in comparison to medical plans provided to staff at similar salary levels in our comparator countries.

The Fund has always used a pay-based contribution scale with a cap at a certain level of salary. The practice in the outside world varies widely: some organizations (e.g. the U.S. Government and most private employers) use a flat contribution fee for all employees, regardless of their salary level; others use a salary-based scale, but with a much lower cap than the Fund's; still others use a salary-based scale with no cap.

Although we have not been able to track down from the historical record exactly how the specific cap was chosen, it would seem that there was an attempt to strike a balance between the subsidy element for staff in the lower salary levels and the extent to which those at the higher levels should have to pay more for the same benefit. From all indications, the balance the Fund has struck seems to be reasonable. The 1990 Quadrennial Benefits Survey showed that the total value of the Fund's MBP to an individual employee is, in general, slightly higher than plans provided by our comparators at the lowest pay levels, and roughly equal to our comparators at the highest salary levels.

The level at which the cap is fixed has varied slightly over the years. In 1980, an Executive Board decision fixed the cap at the entry level of the equivalent to Grade A14, and it was this decision that results in the automatic annual adjustment.

A Thank You

The past five months have been made a little richer, and a lot easier, by the kindness, good humor, and encouragement of my colleagues, the guards, and the cafeteria staff. Having found myself on crutches once again—the result of another ski accident (the first was in 1990)—I was dependent upon others for many things. My colleagues did most of my fetching and carrying, including ferrying me back and forth to work. The guards at the elevator lobbies of 1825 and 1875 Eye Street, 5th and 6th floors, and at the H Street entrance of the main building never failed to open doors for me (the guards at the entrance to the Training Unit on the fifth floor of International Square were of constant help, since this was the entrance to my office). And last, but not least, the cafeteria staff at International Square always found time to carry my tray, no matter how busy they were. I thank each of you.

Juanita Roushdy

UWESO's Bake Sale

We were overwhelmed! The bake sale on April 2 was a big success as $3,401 was raised for UWESO, the Ugandan Women's Effort to Save Orphans. We wish we could individually thank everyone for their generosity—all the talented chefs, the hardworking sellers, the enthusiastic customers, and everyone who stopped by to make a kind donation. On behalf of UWESO, we are truly grateful to everyone for their enthusiastic response. We would also like to pass on some of the very encouraging words from Fund andBank staff members familiar with the work of UWESO. They were unfailing in their endorsement of this project, and we are grateful for their support. Again, we thank everyone for working so hard to make the sale a success!

Brigitte Camdessus

Staff Notes

February 1–March 31, 1992

Twenty-Five Year Staff

Judith J. Crillo
Linda M. Koenig
Delfina Zagas

Twenty Year Staff

Claudio Gomez-Artigas
G. G. Johnson
Una B. Wilson-Anderson

Separations

Amparo Masakayan
Ronald M. Schramm
Claudine Simon-Bollon

Births

To **Diane Blunt (ADM)** and her husband, Gary, a son, Miles Daniel, on March 5

To **Christopher P. Clarke** (SEC) and his wife, Nilgun, a daughter, Kayla April, on April 1

To **Mya Thet Mon** (LEG) and her husband, Aung Zaw Thinn, a son, Yuri Aung Mya-Thee, on April 3

To **Subhash Thakur** (TRE) and his wife, Smita, a son, Amol, on January 6

Transfers

(February 1–April 30, 1992)

Glynis Alder to European II Department from Fiscal Affairs

Elizabeth Baker to European II Department from African

Tamim Bayoumi to Research from External Assignment

Gail Berre to External Relations from IMF Institute

James Boughton to Secretary's Department from Research Department

Melanie Brown to Monetary and Exchange Affairs Department from Treasurer's

Alain Coune to Office of the Managing Director, Office of Internal Audit and Review, from Bureau of Computing Services

Carla Cullati to South East Asia and Pacific Department from European I Department

Anna Maria De Leva to European I Department from African Department

Mario de Zamaroczy to European II Department from African Department

Dominique Dwor-Frecaut to World Bank from Western Hemisphere Department

Margaret Earll to IMF Institute from European I

Liam Ebrill to European I Department from Western Hemisphere Department

Leyla Ecevit to Treasurer's Department from IMF Institute.

Diana Ellyn to Fiscal Affairs from Central Asian Department

Anne Evans to European II Department from IMF Institute

Przemyslaw Gajdeczka to Exchange and Trade Relations Department from Research

Gustavo Garcia to External Assignment (Venezuela) from Western Hemisphere

Jacqueline Greene to Monetary and Exchange Affairs Department from External Relations

John Hill to Support Group, Resident Representatives and Advisors (Zambia) from African

Alain Ize to Monetary and Exchange Affairs Department from Fiscal Affairs Department

Alicia Jimenez to Administration Department from Bureau of Language Services

Eliot Kalter to Exchange and Trade Relations from Western Hemisphere Department

Naheed Kirmani to Exchange and Trade Relations from Support Group, Resident Representatives and Advisors (Zambia)

Virginia La Torre to European I Department from Western Hemisphere Department

Armando Linde to Support Group, Resident Representatives and Advisors (India) from Western Hemisphere

Henri Lorie to European II Department from Fiscal Affairs

Mark Lutz to European I Department from Fiscal Affairs

Branko Maric to Western Hemisphere Department from Statistics Department

Nahid Mejid to European I Department from Secretary's

Rolando Ossowski to European II Department from Support Group, Resident Representatives and Advisors (Poland).

John Prust to Office of the Managing Director from Fiscal Affairs Department.

B.R.H.S. Rajcoomar to Central Asian Department from African Department.

Klaus-Walter Riechel to African Department from European I Department.

Patricia Rodriguez to European II Department from European I Department.

Marie Carole St. Louis to Monetary and Exchange Affairs Department from Support Group Secretarial Staff.

Jorge Sol-Perez to Support Group, Resident Representatives and Advisors (Russia) from Western Hemisphere

Kamau Thugge to Exchange and Trade Relations Department from Western Hemisphere

Marcela Toso to European II Department from Exchange and Trade Relations Department.

Michael Wattleworth to Treasurer's from Research

New Staff

Norma M. Anamisis
Nicaraguan, is a Staff Assistant, MAE. She studied economics and previously worked with the Pan American Health Organization. She enjoys reading, bowling, and volleyball.

Jorge Amadeo Baldrich
Argentine, is an Economist, WHD. Educated at Universidad de Cuyo and London School of Economics, he was previously an Economist with the Argentine Ministry of Finance. He enjoys soccer.

Maria Barreiro
Spanish, is a Translator, BLS. She holds degrees in law and translation (Universidad Complutense de Madrid) and teaching English as a second language (Illinois). She enjoys reading, music, and travel.

Nancy Benjamin
a U.S. national, is an Economist, CTA. Educated at the University of California, Berkeley, she was previously a Professor of Economics at Syracuse and worked with the World Bank.

Romey H. Burgin
a U.S. national, is a Special Assistant to Treasurer, TRE. Educated at University of Virginia, he had been Network Administrator, TRE. He enjoys reading, writing, racquetball, and bowling.

Rozlyn Coleman
a U.S. national, is an Assistant Editor, EXR. Previously Associate Editor at Brookings, she was educated at Smith and LSE. Her interests include economic history, travel, golf, and photography.

Luc D. Everaert
Belgian, is an Economist, ETR. Educated at University of Geneva and a Fellow at University of Chicago, he had been an Economist with the World Bank. His interests include photography and literature.

Stephen W. Gilmore
a New Zealander, is an Economist, MAE. Previously with the Reserve Bank of New Zealand and Chase Manhattan Bank N.A., he was educated at the University of Canterbury and is an Associate Chartered Accountant.

Isabelle Grohol
Belgian, is an Editorial Assistant, STA. She studied interior architecture in Brussels and served as data manager for Associated Accounting Firms International. She enjoys skiing and windsurfing.

Peter W. Harper
Australian, is an Economist, STA. Educated at Australian National University, he has been Director of Balance of Payments at the Australian Bureau of Statistics. He enjoys skiing, travel, and wine.

Debra L. Karr
a U.S. national, is a Staff Assistant, TRE. She holds a degree from Middlebury College in history and Italian, and includes among her interests volunteer work for Alexandria's Lyceum and historic preservation.

Nora Korc-Baum
Israeli, is a Staff Assistant, EURII. Born in Iran and educated in the United Kingdom, she had been a chef and restaurant owner and a Staff Assistant, EXR. Her interests include photography, languages, and gardening.

New Staff

M. Orihuela-Quintanilla
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Australian, is an Economist, EURII. Educated at Princeton, he previously served as an Economist with the Reserve Bank of Australia. His interests include cinema and the theater.

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a U.S. national, is a Service Officer, ADM. Educated at Virginia Tech, he previously held engineering positions with architectural and engineering firms. He enjoys golf and jogging.

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a U.K. national, is a Research Assistant, WHD. Educated at William and Mary and SAIS, he was previously a consultant, IADB. His interests include windsurfing, skiing, cycling, and camping.

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Cartoon credits: (and special thanks for fine work under impossible deadlines): Massoud Etemadi (page 5).

Design credits: Luisa Watson.

Assistant Editor: Sharon Metzger.

staff news
Editor: Sheila Meehan
Published by the
Current Publications Division
External Relations Department
International Monetary Fund
Washington, DC 20431