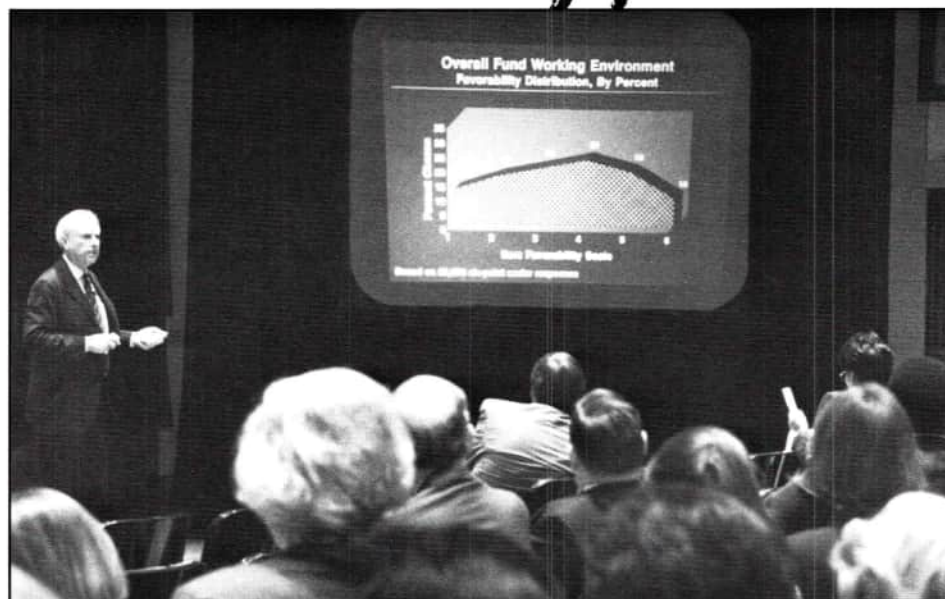


# Staff News



*Meetings—of all shapes and sizes—were the order of the day, as the Fund entered the first phase of its survey follow-up.*

*Ned Rosen, the Fund's consultant, reviews the results.*

## Departments Initiate Survey Follow-Up

**I** feel completely meetinged out,” Mohsin Khan said with a weary smile. But he was clearly pleased that two weeks of discussions had produced frank, lively, and substantive discussions on the staff survey. The mood was infectiously enthusiastic; the results, encouraging. He felt, he joked, “like going home and running my family like this.”

Departments had been charged with developing the first stage of the response to the staff-wide survey. Each was to identify concerns and develop an action plan by year's end—a deadline that softened in the face of mission travel and holiday leave. Departments were free to structure this as they wished, and many opted for a bottom-up approach.

The range of responses has been wide indeed—some departments used professional facilitators; others had staff select their own discussion leaders or furnished facilitators from among their own staff. Some emphasized departmental concerns; others made no distinction between departmental and Fund-wide issues. Some released Ned

Rosen's annotated copy of departmental results to all staff; others shared it strictly with B-level staff.

To provide a sense of the variety of methods departments used, we spoke to randomly selected senior personnel managers about the procedures their departments followed.

### Area Departments

**African.** “I had to give Ned Rosen an apology,” Goodall Gondwe, AFR's Senior Personnel Manager, graciously confessed. “I was very skeptical in the beginning, but I was wrong. The survey is working.” The department's head, Mamoudou Touré, decided at the outset that much of the identifying and prioritizing of issues would take place outside the formal administrative structure to ensure that ideas originated at every level of the staff structure.

In AFR, groups discussed their diagnosis of the survey results and produced reports on the improvements they would like to see carried out. A1–A8, A9–A15, division chiefs, and front office B staff each selected two repre-

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representatives for a departmental coordinating committee that distilled the groups' recommendations into a single report. Hiroyuki Hino coordinated the response.

Once a report is finalized, Touré and his departmental managers will meet with the committee to discuss concerns and work out a prioritized program of action for the department to follow. "There was maximum cooperation and sense of responsibility," Gondwe noted. "It is widely hoped this exercise can lead to discernible improvements in the working environment and staff welfare."

Interest within the department ran "very high," Gondwe said. African's own departmental survey indicated strong job satisfaction and optimism that their work was helping to improve economic conditions in their countries. The discussion principally addressed working conditions. The A9-13 level staff expressed concern over the quality and effectiveness of, and the abuse of rank on, missions; they also sought ways to enhance individual staff contributions. A1-8 staff wanted greater mobility within AFR and greater recognition for their educational and technological skills. Division chiefs largely concerned themselves with relations with the front office.

**European II.** Eduard Brau believed EU2 convinced its staff of their commitment and openness by promising, well in advance of the results, to share everything with the staff. Ned Rosen's annotated commentary on their results, which highlighted weak points as well as strengths, was distributed throughout the department. "We sought a bottom up approach," Brau said. "We asked staff members to identify three issues that concerned them, and asked each division to meet and identify up to three topics for follow-up at the institutional, departmental, and divisional levels, and copy these topics to other units."

EU2 divided their staff into three grade groupings for general discussion of the issues that had been identified: A1-8 and A9-15 (both of which met with a professional facilitator), and B level staff. Divisional meetings and other group sessions yielded remarkably similar concerns: work overload, communications (both internal and external); career prospects, and mission planning.

These discussions yielded recommendations and suggested actions that are combined in a plan that reflects consensus. Brau feels that the facilitator-aided support staff meeting brought out "several things I didn't know," but the department-wide process confirmed his own gut feeling that "everyone was groaning under the workload but most were glad to be here." What was also evident, he says, was the "tremendous thirst for communication." One of the first products of the survey, Brau indicated, would be a greater effort to hold regular meetings and keep all of the department's staff better informed.

**Western Hemisphere.** To prepare for WHD's follow-up, Claudio Loser produced a summary of WHD's individual and comparative results, highlighting marked differences in scores that indicated potential problems. Loser and department head Ted Beza held preliminary meetings with all staff and from these discussions a consensus developed to organize their follow-up around small groups likely to share common concerns.

Staff in A3-5, A6-8, A9-13, A14-15, and B groups met to discuss possible courses of action, and each prepared a note describing the main problems as they saw them and proposed remedies. Each group then appointed two or three representatives to a Departmental Working Group.

Loser noted that the groups formed to identify issues and offer possible solutions will reconvene in January to



continue the work of fleshing out what the department has learned from the survey and to make specific proposals.

### Functional Departments

**Fiscal Affairs.** Once FAD's results were received, department head Vito Tanzi met with his senior staff to review the results and highlight problem areas. The staff was then divided up into A1-8, A9-15, and B staff, with Tanzi meeting with each of the B-level staff individually.

FAD wanted to use a facilitator for its A1-8 staff, but opted to use one of its own staff. It asked Emil Sunley, who had just joined the department and had had previous experience with Deloitte's and the U.S. government, to serve as facilitator.

Sunley met with the group and asked for comments in a general session, but left the door open for individuals to contact him privately with their comments and concerns. Many staff members did discuss the survey results with Sunley, and a report for the department head was prepared.

Alan Tait and Teresa Ter-Minissian met with A9-15 staff to discuss their concerns, which tended, Tait noted, to reflect the Fund-wide survey. The group meeting reviewed survey results and highlighted possible problem areas. Divisions were asked to discuss these issues among themselves and exchange views with other divisions. Tanzi then met with each division to discuss their suggestions.

Like many of the functional departments, much of FAD's work is for other departments, and many concerns had to do with the need for more and better feedback from those departments. Tait noted that FAD was aware of the cynicism expressed in the survey over expectations of the organization's willingness to implement change. But FAD, he said, has emphasized that "this is serious business and we are devoting a large amount of time to it." Staff members are trying to make it work and FAD bore a great responsibility to respond in a genuine way and ensure "an element of trust," he added.

**IMF Institute.** An ad hoc group of support and professional staff decided upon a series of job-related working groups that became the underpinning for the Institute's follow-up.

A meeting of the entire staff was held to explain the structure and purpose of the process. Four principal groups—economists, secretarial support staff, administrative support staff, and senior staff—met with the assistance of professional facilitators.

These group sessions, which normally ran an hour and a half to two hours, worked to identify a list of common concerns. Staff not included in these groups, such as section chiefs and research assistants, met individually or in small groups with Anthony Lanyi, the Institute's Deputy Director and Senior Personnel Manager.

Each division then met with their division chief to discuss Fund-wide and departmental problems. With the focus on issues beyond their immediate unit, Lanyi felt division staff would feel free to discuss concerns in the presence of their supervisors. Each divisional and working group produced its own report and set of issues and suggested solutions. Lanyi then drafted reports on Fund-wide and departmental issues that extracted common issues and suggestions.

These drafts circulated to the various groups and divisions for comments before being finalized and forwarded to the Deputy Managing Director. The process has been a valuable one, Lanyi said, in a department that is going through many changes, including a new director, new programs, new division chiefs, and a sharp increase in workload. "I don't know what we will see from the process," he said, "but I've been open-minded about it."

**Monetary and Exchange Affairs.** MAE began its follow-up by circulating Rosen's annotated departmental and comparative results with what Patrick Downes, its Senior Personnel Manager, termed a "frank" note from department head Justin Zulu. While noting that the survey indicated MAE staff found their work challenging and satisfying, Zulu called attention to several key concerns, notably excessive workload and its implications for family and social relations.

MAE met as a full department, then as divisions; individuals were also offered the opportunity to discuss issues with the senior personnel manager. Downes noted that "quite a number of staff members and division chiefs" did talk with him, and many more, including staff members on mission, submitted written comments and practical suggestions.

From these comments, Downes drafted a summary of suggested actions, which was the subject of a lively and constructive departmental meeting. On the basis of staff members' comments at that meeting, an action plan was drawn up in the Immediate Office and submitted to the DMD by the end of the year. Downes expressed cautious optimism. Problems could not be solved overnight but MAE had taken forthright and reasonable steps in the right direction, he felt.

For MAE, the survey came at a time when the department had just doubled in size and was beginning to lose many of the advantages of its small size (such as regular meetings of the entire staff). The department would be looking at new means of work management and communicating, Downes acknowledged, and the survey, fortuitously, provided a vehicle for that. "The action plan will re-enforce measures to upgrade operating procedures, strengthen personnel management, and improve communications within MAE," he said.

**Research.** Immediately after the departmental and comparative results were released, Research's senior staff met and decided not to differentiate between departmental and Fund-wide issues. Their staff was asked to look at a broad sweep of issues and identify those of greatest concern.

The main issues were outlined in a department-wide meeting, which also detailed procedures for divisional and grade group meetings. The process was to be, Senior Personnel Manager

Mohsin Khan said, "as democratic as possible." Department head Michael Mussa and Khan were anxious to have information reach them in as unfiltered a fashion as possible.

In addition to meetings that divisions held with their chiefs, Khan scheduled meetings with A1-8 staff, research assistants, two groups of economists (clustered by divisions), and had several meetings with senior



"...Then came the results from the survey of staff views."

staff. Khan also encouraged individuals to send e-mail messages through his secretary, who forwarded these comments to Khan anonymously.

A list of concerns that senior staff originally drew up was revised with each meeting. The A1-8 and research assistant groups caucused among themselves and presented Mussa and Khan with specific concerns (some went beyond survey issues).

The meetings themselves sometimes solved problems. For example, many wanted information on how the merit pay exercise worked, and appeared generally satisfied when this was explained in their meetings. Communications was a common concern, with staff members frequently confessing they had felt confused or left out.

Mussa and Khan, along with Madge McLaren, the department's AO, attended each meeting, and the time spent, though enormous, proved unusually valuable. The exercise itself, Khan noted, was therapeutic.

#### Support Departments

**Bureau of Language Services.** To develop questions for the departmental

survey it wished to include in the Fund-wide survey, BLS had, in June, constituted itself into three groups: A1-A8, A9-A13, and A14-B.

Patrick Delannoy, the acting head of BLS, and Patrice Guilmar, its alternate Senior Personnel Manager, reconvened these groups and asked them to review the survey results and identify the primary concerns for the department. Each grade group met and selected two representatives who, with Delannoy and Guilmar, became the "core group" that worked out the details of the Bureau's action plan. (The committee also accommodated several interested representatives from other subgroups as well.)

Three meetings and numerous e-mail messages later, Delannoy had the substance of his unit's action plan. He was impressed, he said, by how deeply the issues were felt and how serious was the tone of these meetings. Much skepticism had surfaced in the Bureau about the Fund's willingness to convert the survey results into tangible institutional changes, so, he said, he felt a particular obligation to pursue the follow-up process thoroughly.

**Administration.** Unquestionably the most complex follow-up took place in ADM, The Fund's largest department, which numbers nearly three hundred staff members and has a similar number of contractual and vendor employees. It broke its staff up into five groups: one covered personnel, transportation, and secretarial support staff; a second, administrative services; and a third, the library. A fourth represented section and unit chiefs, and a fifth covered division chiefs and B-level staff.

Each of the first four groups selected 10-15 people to represent their respective units. Jack Kennedy, the "project manager," coordinated the issues and was to fashion a single report from these different groups.

*Continued on page 9*

# Joint Vienna Institute Takes Shape, Begins Operations

**F**ew international institutions ever took shape with such breathtaking speed. The Managing Director Michel Camdessus first broached the idea in a speech in Brussels in November 1991, roughly sketching the possibility of a jointly sponsored training facility that would devote itself to the needs of economies in transition in Eastern Europe and the former Soviet Union.

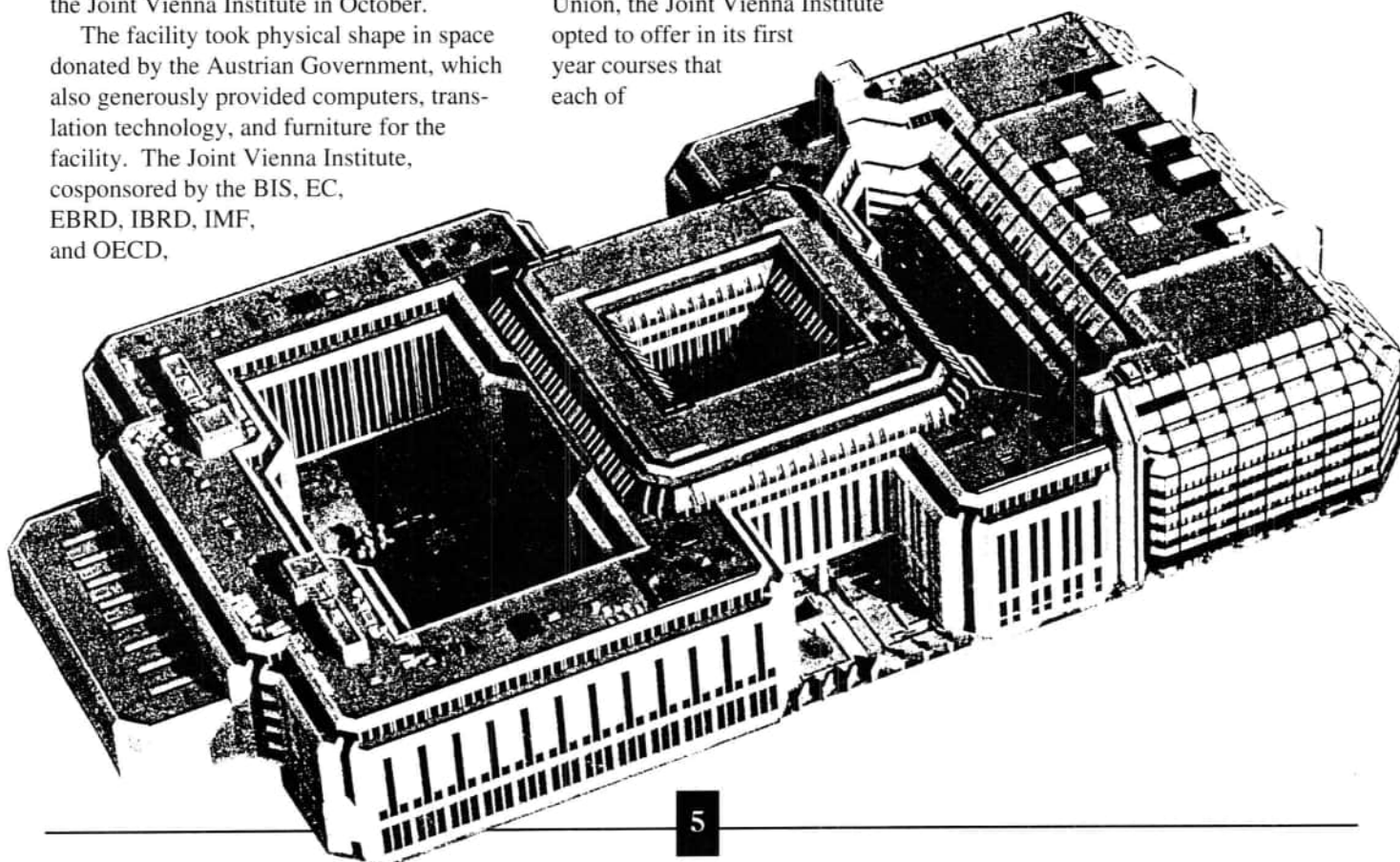
Barely more than nine months later—at the end of August 1992—participants were partaking in the Joint Vienna Institute's opening courses. Characteristically, need took precedence over formality and four courses had been completed by the time the Chancellor of Austria officially inaugurated the Joint Vienna Institute in October.

The facility took physical shape in space donated by the Austrian Government, which also generously provided computers, translation technology, and furniture for the facility. The Joint Vienna Institute, cosponsored by the BIS, EC, EBRD, IBRD, IMF, and OECD,

would be administered by the Fund, with Andrew Beith as Acting Director of the new facility and Karin Schumacher as Chief of its Administrative Section, and Susan Iacampo assigned as Finance Officer. Andrew Gantt and Johann Schultz make up the Fund's staff that help teach the IMF's courses in Vienna.

The Joint Vienna Institute set ambitious goals for its first year and is on track to achieve them. By August 1993 it hopes to offer 50 courses and instruct more than 1,500 officials. Through December 1992, the facility has offered 14 courses with an average of 30 participants in each. To organize quickly and meet the urgent needs of Eastern Europe and the former Soviet Union, the Joint Vienna Institute opted to offer in its first year courses that each of

*The Austrian Government donated office space for the Joint Vienna Institute in its training facility for customs officials.*



the sponsoring organizations had developed for their own training programs.

Thus the Fund's courses are similar to those at the IMF Institute, although a basic economics course has been devised to introduce market economics to officials unfamiliar with it and case studies on economies in transition have been prepared specifically for the Joint Vienna Institute's curriculum.

"It's not easy to start something like the Joint Vienna Institute from scratch," Patrick de Fontenay admits. De Fontenay, who heads the IMF Institute, has been deeply involved in the discussions that gave birth to the Joint Vienna Institute and now are helping the organization evolve. Its second year will reflect the institute's initial experience but take fuller advantage of the facility's joint sponsorship to fashion more integrated courses. A meeting in Brussels in mid-December brought de Fontenay and senior representatives from each of the other supporting organizations together to discuss the long-term direction of the new institution.

Discussions yielded a very different concept for the facility's future—one that views the Joint Vienna Institute, de Fontenay says, as an investment in the future and in the long-term development of leaders. Beginning in mid-1993, preparatory courses will be offered to about forty officials in each of three sites. These courses will be organized by the World Bank in conjunction with universities in Moscow, Prague, and Alma Ata.

From the 120 participants in these preparatory sessions, 40 will be selected to participate in a five-month training program to be offered in Vienna twice a year, beginning in January 1994. The Vienna program will feature a three-month course that all participants will take. This common course will reflect the

integrated efforts of the six sponsoring agencies. The common course will then be followed by two months' of course offerings of two weeks each. Three streams will accommodate 33 people each and include short-term participants as well as those enrolled in the full-length program.

The preparatory sessions will more effectively train participants for Vienna's offerings and assist with the admissions process. Admissions work for the Fund's programs in Vienna is

*"There's been a lot of excitement here because we were helping set something up from scratch....It's an historic event."*

handled by the Administrative Division of the IMF Institute, which is also handling initial applications for three BIS courses. The division handles admissions, travel, and visa work, in addition to preparing all the documentation for the Fund courses and providing the seeds for a library at the new facility.

"The amount of work connected with getting a successful participant to Vienna is proportionately greater than bringing one to Washington," Shuja Nawaz, chief of the Administrative Division, acknowledges. But the Vienna courses, which are shorter than those offered in Washington and offer Russian interpretation, meet an urgent need. "A lot of officials cannot come to Washington because they lack English, French, or Spanish," Nawaz says. "They are able to take courses

interpreted in Russian in Vienna and that means we can reach officials at the second tier and sometimes the first who could not have participated otherwise."

The Joint Vienna Institute has gotten off, de Fontenay notes, "to a good start." The mood, particularly in the early months, exuded a pioneering spirit—even the staff members back in Washington, who set up the admissions and administrative arrangements, have felt it. "There's been a lot of excitement here," Nawaz says, "because we were helping set something up from scratch. In the history of the Fund, very few things have happened of this nature. It's an historic event, but hard work for my colleagues Michele Chen, and her admissions staff, and Arlette Mitton's library staff. When you see it from a broader perspective, it's almost a miracle in a sense that all these agencies have managed to pull together and get this project going in less than a year."

In addition to the generosity of the Austrian Government, the Joint Vienna Institute has received financial contributions from a number of donor countries and has benefited from the support of all the countries of Eastern Europe and the former Soviet Union, and that, de Fontenay says, makes "an important contribution to the Institute's work."

Those who have participated in the Joint Vienna Institute's creation are struck not only by the critical needs being filled but by the cooperative precedent being set by an agency parented by six distinct organizations. Willem Evers, Advisor in the IMF Institute, has been working with Patrick de Fontenay on the establishment of the Joint Vienna Institute; he remarks that "the Joint Vienna Institute is an outstanding example of cooperation among international organizations and of support from donor governments."

## Behind the Scenes in Vienna: Many Fund Staff Contributed to Effort

**A**t inception even bureaucracies can be imbued with an entrepreneurial spirit. Improvisation and ingenuity are essential commodities in any successful beginning, particularly when an idea takes on physical reality in a whirlwind fashion and the entity's goals are as ambitious as the Joint Vienna Institute's. Those who helped set up the institute and those who taught its first course offerings can attest to the fact that Hay points do not capture the enthusiasm, commitment, and creativity needed to get an operation such as this off the ground.

Zaynab Shatila, Chief, Social Section of the Administrative Division of the IMF Institute, lent her services to the Joint Vienna Institute from August 24 to September 10—in the heady and harried days before the official opening of the agency. With the Fund the only sponsoring agency with long-term and current experience running a residential training center, Shatila's assignment was to help shape the institute's participant services.

She was able to share valuable insights on a range of duties, including training the Joint Vienna Institute staff how to allocate rooms and what was needed to properly supervise the maintenance of the residential facilities. The administrative details took in an astonishing array of concerns—everything from checking on tours and trips to allocating conference rooms and offices for staff and from arranging for linens and cleaning schedules to estimating the amount of coffee and cookies needed for participant coffee breaks and receptions.

When she arrived in Vienna, a week before the institute's first program was scheduled to begin, the facility was still

under construction. The transformation—over a single weekend—from cluttered work site to readied seminar rooms left her, she said, “beyond speech.” What most impressed her was the level of commitment of the staff. A very able administrative staff, who spoke English, German, Hungarian, Polish, and Russian, worked 12 or 13 hours a day and through the weekends. “There was a feeling of starting something new and unique,” Shatila recalled. “Everyone was driven. No one thought of time.”

*A great deal of hard work made the opening of the new Joint Vienna Institute possible.*



*BLS' Patricia Chabrier (left) and Zaynab Shatila, of the IMF Institute, lent their expertise to the new training facility in Vienna.*

There were plumbing, electrical, and carpentry needs, but the magic words to say were not "Joint Vienna Institute" but "Schumacher," Shatila said. Karin Schumacher, who had transferred to Vienna in July from the IMF Institute's Administrative Division, quickly became the "old hand" and the person to see. "I learned all about electricity, plumbing, cabling, load-bearing, and fire regulations," Schumacher laughed. "Very strict fire codes made it difficult to make optimal use of space. Andrew [Beith] demonstrated the most imagination in planning offices. It was quite an experience," she said.

Patricia Chabrier, Chief Interpreter in BLS and on a short-term assignment in Vienna to help hire interpreters-translators and coordinate the technological needs, said that she "really admired Karin's ability to handle the unexpected."

When the very first participants—13 from the former Soviet Union—arrived two days ahead of schedule and found themselves stranded at the airport without any knowledge of German or English and without any convertible currency, it was Schumacher who took charge, telling them, through an interpreter, to take three taxis and paying their tab out of her own pocket. "I'm sorry I didn't have a camera to record the beginning of the Vienna Institute," Chabrier said. "But I can tell my grandchildren I was there."

Chabrier had visited Vienna in April, on her way back from a recruitment mission in Moscow. Then the facility was no more than empty floor space. She estimated workloads and the number of interpreter-translators the facility would need. She advised the fledgling institute on the simultaneous translation technology it would require and then proceeded to select the interpreter-translators, all of whom had been trained in the UN system. When she returned in late

August, it was for slightly more than a week in which she, Beith, Schumacher, and Gantt established administrative procedures for the interpreters-translators. She tested the equipment, briefed the interpreters-translators, hired two sound engineers—a Czech and an Albanian—and had them trained on the spot. This second trip, though relatively short, proved hectic and demanding.

But she, too, marveled at the transformation that had occurred. What had seemed, she said, an "impossible task—arranging for equipment, software, networking, and dictionaries from Moscow" had happened. "The machines worked, the interpreters worked, the technology worked," she said, still vividly remembering her astonishment. "But most important, the people worked—they worked very hard."

The World Bank's Economic Development Institute was the first sponsoring agency to offer courses, but the Fund's Fiscal Affairs Department, with the IMF Institute, soon followed with a seminar on public expenditure policy for 33 senior officials from 12 former Soviet Union and 5 Eastern European countries. Ke-Young Chu, Chief, Expenditure Policy Division, with Ehtisham Ahmad, Deputy Chief, coordinated the seminar.

In preparation for the Joint Vienna Institute seminar, staff of FAD's Expenditure Policy Division, including Sanjeev Gupta, worked with the IMF Institute and BLS to select appropriate officials and prepare a Russian version of the reading materials. Vito Tanzi, Director of FAD, and several other FAD staff members stopped in Vienna en route to missions to speak at the seminar.

These seminars are a very effective way to prepare officials in transition economies to appreciate the functioning of the market economy,

Chu noted, and the role of public policy in the proper functioning of the market economy. Some officials, who also taught at universities, found the seminar furnished them with teaching materials, providing, Chu said, unexpected secondary effects.

The cross-talk among participants proved particularly valuable, Ahmad observed. "Some of the Eastern European participants whose countries were further along in the transition process were able to tell their former Soviet Union colleagues what had worked and not worked for them. "One participant counseled that reducing the retirement age as a means of cutting unemployment had been disastrous for them," Ahmad said. Ahmad, who admits that he "loves teaching," said he was "still on a high from his experience in Vienna."

Finally, Chu appreciated the unexpected contributions of Ewald Nowotny, Chairman of the Finance Committee of the Austrian Parliament, who spoke on the distributional implications of public expenditure and also joined Dan Hewitt, FAD, to discuss intergovernmental fiscal relations; Christian Schmidt, of Treuhandanstalt, who joined Gerd Schwartz, FAD, to discuss privatization; and Claus Loedl, of the Austrian Ministry of Finance, who spoke on the Austrian budgetary system.

Four months in operation now, the Joint Vienna Institute has begun to settle into its routine, Schumacher said. Commitment has compensated for the unexpected intensity of the work. "The team we have here is very enthusiastic," Schumacher remarked. And numerous staff members of the Fund, including Michele Nielsen, of Treasurer's, have lent their expertise to the new undertaking.

Shatila praised the energy and determination that made it all possible. "I admire them all," she remarked, "if they didn't have this drive, it couldn't have been done."

## New Staff Tea Draws a Crowd

In a cheerful if somewhat crowded fashion, with a collection of senior staff, administrative officers, and members of Administration acting as chaperon, several hundred near strangers met, balanced teacups, formed and reformed circles, and shared first impressions at the Fund's largest ever annual tea for new members of the Executive Board and staff.

The event, hosted by the Director of Administration, is held each year to welcome new staff. The resulting overflow crowd did make spotting familiar faces challenging, but acquaintances from the spring and fall orientation programs, from recent missions, and from departments did find each other to discuss a range of topics from the weather (really!), to the finer points of country economics, to the distinguishing name tags (the trick being that new staff had stars, more seasoned personnel did not).

In his remarks to the gathering, the

man who everyone is supposed to know introduced himself with good humor and altruism:

"Who am I?—*pause*—I am the MD!" and then proceeded to recall that he wished someone had told him this fact when he first joined the Fund, since it took him several days to figure out that papers addressed to "The MD" were meant for him. The admission brought truly appreciative laughter from the new staff. We were not alone, it would seem—at first gander the Fund confounds no matter who you are.

Anyone trying to nudge his or her way through the atrium that Thursday afternoon would have also agreed with the MD's observation that this year's group of new staff is notable for its size and diversity. This year 329 new staff members were invited to the tea, including 4 new Executive Directors, 11 Alternate Executive Directors, and 6 Advisors. Compare this number to the 204 new members of the Executive

Board

and staff invited to the tea in 1991, which was also a higher number than in preceding years. During the tea, the new Swiss and Russian EDs, having been spotted by the MD, were eventually persuaded to join him on the podium; once on the dais, a diplomatic exit became impossible.

The new staff come from 74 countries, several of which have never before been represented in the Fund: Switzerland, Mongolia, Estonia, and the Russian Federation, among others. The sheer numbers and variety are expected to both challenge and enrich the Fund. As the MD noted, "the day for a universal Fund" has arrived, a prospect that augurs great opportunity as well as added responsibility for the institution.

*Rozlyn Coleman*



## Survey Follow-up

(continued from page 4)

Department head Graeme Rea decided ADM would tackle Fund-wide issues first, and then reconvene to examine department-specific concerns.

Beginning in mid-November Kennedy met with each grass roots group, functioning as facilitator rather than discussion leader. These groups met, on average, for twelve hours (in four or five sessions). Based on his notes from these meetings, Kennedy produced a report on issues for the grass roots groups. This draft was submitted to the three groups

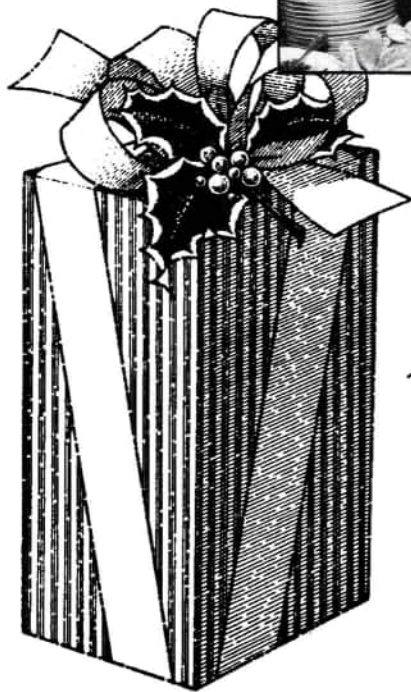
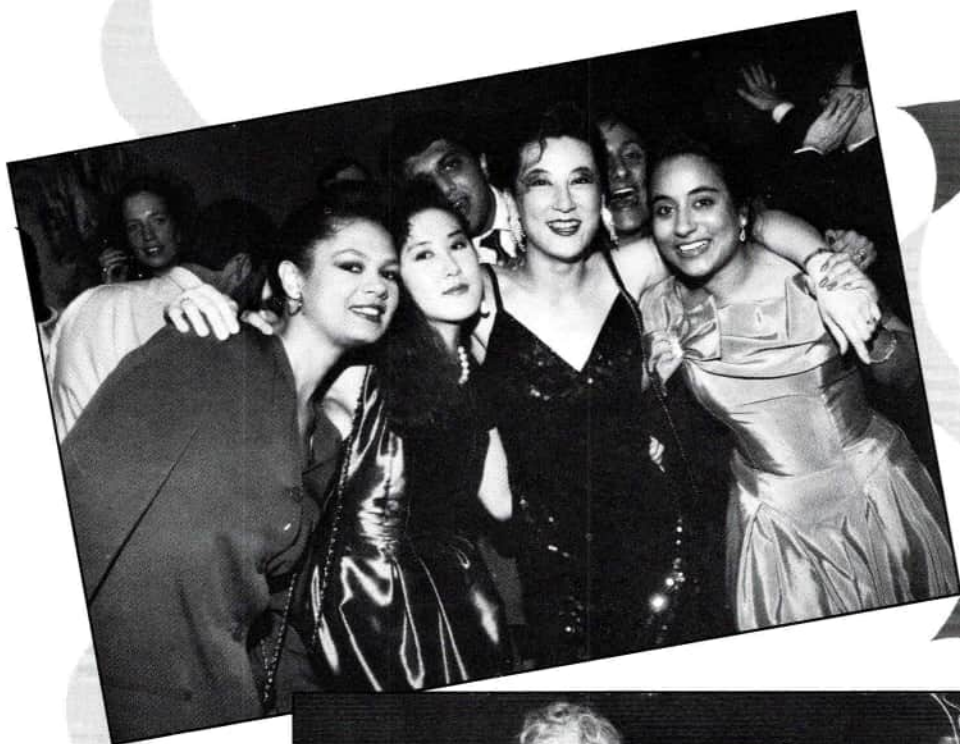
before a final version was agreed to. The section/unit chief group worked on its own report, while division chiefs and other B-level staff used a two-day retreat to distill their own views.

What emerged was general agreement on several broad concerns: management, communication, workload, "rules of the career game," status and categories of staff, and working environment. The grass roots report was, Kennedy noted, "remarkably candid and forthright."

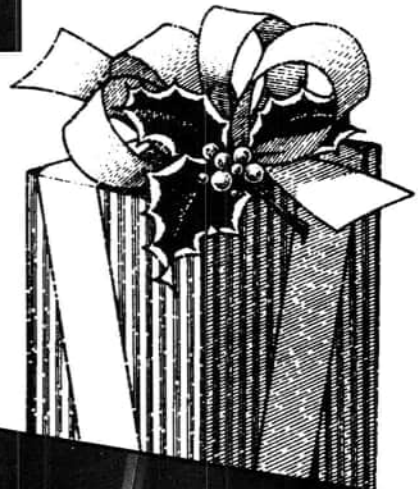
What will finally emerge will be a synthesis of these issues, although Kennedy says the department feels no

need to "force consensus." Kennedy cautions that "there will be missteps," but he has been impressed with staff participation and enthusiasm.

The quality of the discussion and the seriousness with which ideas were exchanged impressed many senior personnel managers. Some concerns pose knotty questions that will take time and considerable effort to resolve, but others hinge simply on better communication. "Some problems are remarkably easy to solve," Mohsin Khan observed, "we just never knew they were problems."



# *A Holiday Celebration*



## Administrative Assistant Tapped to Design Course for New Staff Assistants

**"I** thought it would be difficult filling up the time, but actually, it almost flies by," Rosa-Maria Orpin observed about her experiences developing and teaching a new orientation program for assistants.

Orpin, an administrative assistant with the Western Hemisphere Department who is on a one-year temporary assignment

program (TAP) in the Administration Department, designed the new curriculum to provide a range of practical information that new assistants would need to undertake their duties.

The Western Hemisphere Department had nominated her, and she and nominees from several other

departments went before a selection panel from Administration that included Finnie John, Moira Lavery, Juaben-Boaten Siriboe, and Angela Wall. The panel chose Orpin, who brought to the course 28 years of Fund experience and a wellspring of compassion for the new assistants. To prepare herself for her new responsibilities, she took a week-long "training for trainers" course and spent two months researching and writing the curriculum.

The course was a response, according to Siriboe, "to a perennial Catch-22 situation in the Fund: new assistants felt they were underutilized when they began in the Fund, but departments, which needed their services urgently, didn't have the time to train them." The course is particularly geared toward, but not limited to, new

assistants. Any assistant who would benefit is welcome.

The new orientation is comprised of one five-day and three three-day training modules. Part 1, WordPerfect training, is included because assistants are recruited internationally and may not be familiar with this particular word processing software. Part 2, a basic survival skills component, includes a brief overview of the Fund and its history, a review of commonly used acronyms and the basic points of general correspondence, and an introduction to the ubiquitous forms that soon become an integral part of any staff assistant's life in the Fund. Part 3 includes a mission overview and initiates assistants into the intricacies of a cherished Fund tradition—documents preparation—a formidable and inescapable task in the institution. A more detailed mission component, Part 4, was designed to focus on the assistant's role before, during, and after a mission; it includes such things as safety tips while on mission, and how to deal with the sometimes frustrating job of setting up an assistant's constant companion at the site—the laptop computer.

In order to integrate new assistants into the work of the Fund as quickly and painlessly as possible, the course is designed to be taken immediately upon the assistant's arrival. Ideally, new assistants start on a Monday, and spend their first day familiarizing themselves with their units. On Tuesday they attend a briefing on benefits, and on Wednesday they begin Part 1 of the orientation program. The following Wednesday through Friday, they attend Part 2, after which they are ready to tackle their new job with almost two weeks of training. After about a month or so on the job, new assistants are asked to take Part 3 of the



*A temporary assignment matched experience with opportunity. Rosa-Maria Orpin accepted the challenge to design a new orientation program for incoming assistants.*

course, and before their first mission, they are scheduled to take Part 4.

"Don't miss the orientation program," Margaret Dapaah, a recently hired assistant from the support staff group of contractuels, counsels fellow new staff. "The course is lively and well-organized from start to finish."

Dapaah is one of 43 assistants who have taken the course since August; many of participants have been drawn from the support staff group of contractuels. That group of contractual staff is a component of the larger pool of floating assistants, and has been created to meet the heavy work and travel demands that the Fund now faces. After being in this contractual

pool for one year, assistants can apply for vacancies through the vacancy list.

Ruby Libuano, another recent recruit into the support staff group of contractuels, felt "the course was very helpful, and made me ready to go out on a mission." Greg Vargas, from European I, found the portion of the course where assistants shared their experiences to be particularly useful, and especially enjoyed listening to the "war stories" that assistants exchanged among themselves.

Looking back, Orpin feels that the last few months have been an interesting experience. The anxieties she felt at the start of her new

assignment quickly dissipated when she began to immerse herself in the project and began to experience the satisfaction of transferring to others the knowledge she had gained from her years at the IMF.

Judging from the evaluation feedback and follow-up comments from participants, Orpin feels that this assignment has been successful as well as rewarding and challenging. She highly recommends this position, which will continue as a one-year instructorship open to experienced administrative assistants, to her colleagues. Orpin's own assignment will end in June 1993.

*Sharon Metzger*

## Letters

At our recent magnificent Christmas Party my husband and I stood back and for a while watched as the drinks flowed, as a staff member took not a glass of wine, but a bottle, as the plates piled high with food went past, and the empty platters on the tables filled again. We dwelt a little while on the number of oysters we had consumed and our thoughts turned to the TV coverage of recent weeks of the children in Somalia, Bosnia, and even those children here in our own community.

Our thoughts also turned to a ball recently attended, given by the Decade Society, a group of young innovative corporate Washingtonians. They charge a substantial fee to attend this ball and all profits are given to carefully selected charities. This year the charity preschool of which my husband is chairman of the board, and another inner-city charity, each received \$10,000. This money will go a long way to providing the children in the preschool with lunch, which will, in turn, stop those hungry kids from eating the Play Doh!

Mr. Camdessus we thank you for this exceptional party. Keep giving us this lovely evening to celebrate and enjoy the friendship of our colleagues, but I challenge you to ask, and the Fund Staff to give in return for such a party, a donation of \$10 per ticket to give to charity. We could have a small committee to examine charities and perhaps give half to an international charity and half to a local one. It would, I am sure, go some way to erasing that "fat-cat" image we have in the outside world and would perhaps, as we grab another drink and another bite of food, make us pause a moment and give thanks.

*Pam Roberts*

### **The Managing Director replies:**

Thank you for your thoughtful letter. I share your gratitude to the staff who worked so hard to organize an excellent Christmas party.

I was interested by your suggestion that staff should pay to attend the party, with the proceeds going to charity. This is a generous suggestion. However, I believe that the party is an important

way in which the Fund's management can show our gratitude to the staff for the high quality of their work, particularly under the exceptional pressures we have seen over the past year. I therefore have no plans at present to ask staff to contribute on this occasion.

However, you will know that individual staff members of the Fund, and their families, do a very substantial amount of volunteer work by way of community service in the D.C. area. A significant part of this work relates to the urgent needs and problems of children, an area to which you refer. You will also be aware that some members of the staff are currently engaged in developing ideas about how the Fund can support such volunteer activities and, more generally, how the Fund can help our host city.

Nevertheless, I have no doubt that many in the staff, inspired by your suggestion, will voluntarily contribute more to a charity of their choice, and thus share with the most unfortunate of our society the joy of Christmas.

## BLS Colleagues Remember Jean-Claude Bouchet



*A Records Assistant with BLS when he died, Jean-Claude Bouchet had worked in several Fund departments. This photo was taken with his mother Françoise.*

Jean-Claude Bouchet lived a life combining the best of both sides of the Atlantic. His last position with BLS enabled him to draw upon his interests and foreign language expertise not only to fulfill his work-related duties but also to brighten the day of everyone he met, whether through a witty anecdote or his infectious laugh.

A native Washingtonian, Bouchet came from a bilingual family that owned French restaurants in the area, the last being the Claude and Françoise Bouchet restaurant on Connecticut Avenue. He had the pleasure of working for his family business where he learned French culinary secrets while meeting and greeting guests from all over the world.

While at Georgetown Preparatory School, from which he graduated in 1970, Bouchet displayed broad musical talent, from singing to playing the piano. His tenor filled school concerts as well as St. Louis Cathedral, and his talent for classical piano resulted in his receiving the Bartok Regional award in 1972 and 1973.

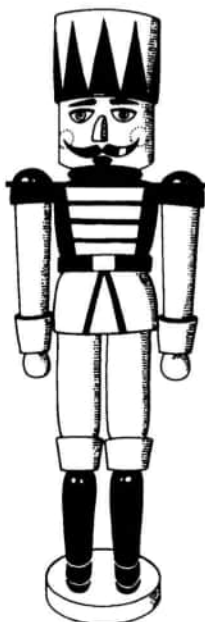
Turning down offers of piano and voice scholarships, Bouchet focused on pursuing his love of languages and received his bachelor's degree in Russian language and

literature from Loyola University of New Orleans in 1975. The Voice of America used his talents in Russian for several musical broadcasts.

Prior to joining the Fund staff in 1980, Bouchet worked for the National Center for Higher Education and the American Association of University Professors. He was well known in the Fund, having worked in a variety of offices, including the Bureau of Statistics, the African Department, the Administrative Expenditures Division of the Treasurer's Department, the Joint Library, and, most recently, the Bureau of Language Services.

Despite his struggle with a debilitating illness, Bouchet continued to pursue new experiences, chairing the United Way Campaign in 1990, joining the Toastmasters Club, and putting in one of his best years ever in the Bureau of Language Services. In thanking Bouchet for his service to the choir of the Luther Place Memorial Church, the choirmaster made special mention of Bouchet's enthusiasm. It is Jean-Claude Bouchet's enthusiasm, together with his laughter, that will be missed but remembered at the Fund.

*Colleagues in BLS*



## Toy Fund Enjoys a Record Year

While charities in the United States generally cited a drop in donations in 1992, the Fund's annual drive to collect toys for Children's Hospital collected a record number of gifts this year. Judith York, who coordinates the drive for the Fund, notified Children's that 23 boxes of toys were en route to children who would have to spend the holidays in the hospital. The 23 boxes,

delivered December 22, represented the largest amount ever collected in the Fund (and also included two personal checks). "The previous record for the Fund was 15 boxes," York noted, "so there was exceptional generosity this year."

York and Children's Hospital would like to thank all of you who so very generously donated gifts this year to the Toy Fund.

## TWENTY FIVE YEAR STAFF

Richard Carter  
Samir I. Fawzi  
Eileen M. Jackson  
Douglas A. Scott

## TWENTY YEAR STAFF

Ulrich Baumgartner  
Jerome Jones  
Margaret R. Kelly  
The Thiet Luu  
Van Can Thai

## SEPARATIONS

B. Peter A. Andrews  
Biagio Bossome  
Margaret E. Cusack  
Salam K. Fayyad  
Erik Niepoort

## MARRIAGES

**Lilliam Pimental (PDR)** to James C. Williams, Jr. on November 7, 1992.

## BIRTHS

To **Louis Dicks-Mireaux** (PDR) and his wife, Christine, a daughter, Lucy Marie, on November 1, 1992.

To **Enrique la Piedra** (WHD) and his wife, Matilde Pinto, a son, Benjamin Enrique, on August 29, 1992.

To **Marina J. Primorac** (EU2) and her husband, James Martin, a daughter, Tessa Claire, on August 15, 1992.

To **Andrew Wolfe** (WHD) and his wife, Joanna de Wolfe, a son, Zachary Simon, on September 26, 1992.

## TRANSFERS

**Caroline Bagworth** to Research Department from Support Group Secretarial Staff.

**Francesco Caramazza** to Monetary and Exchange Affairs Department from EU I.

**Pihuan Cormier** to SEA from Policy Development and Review Department.

**Isaias Coelho** to EU II Department from Fiscal Affairs Department.

**Mercedes Da Costa** to Western Hemisphere Department from OED.

**Michael Da Costa** to Policy Development and Review Department from ADM.

**Gregory Dahl** to Support Group, Resident Representatives and Advisors (Bulgaria) from African Department.

**Augusto De La Torre** to External Assignment (Ecuador) from Support Group, Resident Representatives and Advisors.

**Marie De Pelet-Colaco** to Monetary and Exchange Affairs Department from ADM.

**Lawrence DeMilner** to Support Group, Resident Representatives and Advisors (Ukraine), from WHD.

**Anne Doize** to World Bank from African Department.

**Samir El-Khoury** to World Bank from Middle Eastern Department.

**Luz Farfan-Mesa** to Treasurer's Department from Administration Department.

**Marcelo Figuerola** to WHD from South East Asia and Pacific Department.

**Kirsten Fitchett** to Policy Development and Review Department from SEC.

**Samuel Itam** to WHD from South East Asia and Pacific Department.

**Insu Kim** to Central Asian Department from Support Group, Resident Representatives and Advisors.

**Francoise Le Gall** to World Bank from African Department.

**Barbara Lissenburg** to Middle Eastern Department from ADM.

**Lynn Myers** to Office of Executive Directors from Support Group Secretarial Staff.

**Rosario Pahigiannis** to Office of Executive Directors from MED.

**Ronald Pearson** to Support Group, Resident Representatives and Advisors (Nepal) from WHD.

**Nabila Salah** to Support Group Secretarial Staff from Office of Executive Directors.

**Mohammad Shadman-Valavi** to EU II Department from Policy Development and Review Department.

**Karin Sturgill** to Statistics Department from Secretary's Department.

**Gunnar Tersman** to European II Department from EU I Department.

**Francis Tyaba** to External Assignment (Bank of Uganda) from African Department.

**Pierre Van Den Boogaerde** to MED from Support Group, Resident Representatives and Advisors.

**Aung Win** to South East Asia and Pacific Department from Statistics Department.

**Andrew Wolfe** to Support Group, Resident Representatives and Advisors (Uruguay) from WHD.

**Lindsay Wolfe** to Office of Budget and Planning from Statistics Department.

**Milan Zavadil** to Support Group, Resident Representatives and Advisors (Egypt) from Western Hemisphere Department.

**Emmanuel Zervoudakis** to European I Department from Support Group, Resident Representatives and Advisors (Bulgaria).



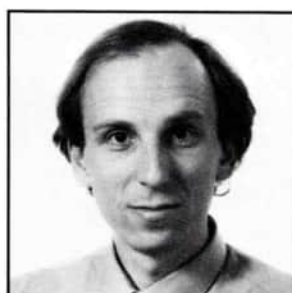
**Brian Aitken**

a U.S. national, is an Economist (EU2). Educated at MIT, he holds a Ph.D. in economics and includes among his interests surfing, sailing, and raising hunting dogs.



**Vivek Arora**

Indian, is in the Economist Program (RES). Educated at St. Stephen's College (Delhi University) and Brown University, he is currently a Ph.D. candidate at Brown.



**Gerwin Bell**

German, is in the Economist Program (AFR). Educated at Universität Trier and Yale, he was formerly a Lecturer at Trier. His interests include soaring and the history of aviation.



**Aime D. Bida-Kolika**

from the Central African Republic, is an Economist (AFR). Before joining the Fund staff, he served as Chef de Service with BEAC in Yaoundé.



**Jeanine Braithwaite**

a U.S. national, is an Economist (EU2). Educated at Duke University, she was previously an Assistant Professor at Kalamazoo College. She is married to Stuart Tucker and has a daughter, Vivienne.



**Michael Braulke**

German, is a Senior Economist (CTA). A Professor of Economics with Universität Osnabrueck, he previously worked in the Fund (ASD) in 1973-76). He has three children and includes among his interests field hockey.



**Adi O. Brender**

Israeli, is in the Economist Program (SEA). Educated at Hebrew University and Columbia, he was previously an Economic Consultant with Israel's Ministry of Industry and Trade. He enjoys soccer and basketball.



**K. John Cady**

Canadian, is an Economist (AFR). Educated at McMaster and Queen's universities, he was previously an Economist with the International Branch of Canada's Department of Finance and The Conference Board of Canada.



**Robert G. Carling**

Australian, is a Deputy Division Chief (SEA). Educated at the University of Queensland and the London School of Economics, he was previously with the Australian Treasury. He enjoys hiking and travel.



**Filippo Cartiglia**

Italian, is in the Economist Program (EU2). He holds a Ph.D. in economics from Columbia University.



**Jean-Pierre Chauffour**

French, is in the Economist Program (AFR). Educated at University of Paris Parthéon-Sorbonne, he was previously an Economist with Centre d'Etudes Prospectives et d'Informations Internationales (CEPII).



**Paul Cotterell**

Australian, is an Economist (STA). Before joining the Fund staff, he served as Senior Tutor, Australian National University, and Director, Producer Price Indexes Section, Australian Bureau of Statistics. He enjoys sports and computing.



**David Cowen**

a U.S. national, is in the Economist Program (STA). A PhD candidate at the University of Texas (Austin), he includes among his interests cycling, swimming, organic gardening, and cartography.



**K.C. Craig**

a U.S. national, is a Staff Assistant (EU1). Educated at Florida Atlantic University, she was previously a property manager for a shopping center in Los Angeles. Her interests include Japanese language and culture.



**Joe Crowley**

a U.S. national, is in the Economist Program (WHD). Educated at Harvard University, he includes among his interests basketball and piano.



**James Alexander Daniel**

a U.K. national, is in the Economist Program (FAD). Educated at Warwick University, he was formerly a Researcher at Warwick. Among his interests he includes cricket.



**Etienne de Callataÿ**

Belgian, is an Economist (FAD). Educated at the University of Namur and the London School of Economics, he previously served as an Economist with the Research Department of the National Bank of Belgium.



**Jules Erik J. DeVrijer**

from the Netherlands, is an Economist (AFR). Educated at Amsterdam and the New School for Social Research, he previously served as an Economist in the Domestic Research Department of De Nederlandsche Bank.



**Burkhard Drees**

German, is an Economist (EU1). Educated at Minnesota, he was previously an Assistant Professor with Texas A&M and George Washington universities. His interests include reading and swimming.



**Andrey Fadeyev**

Russian, is an Interpreter/Translator (BLS). Previously an Interpreter/Translator with the UN and a consultant, he was educated at the Maurice Thorez Language Institute (Moscow) and the UN Interpretation and Translation School (Moscow).



**Peter G. C. Fairman**

Canadian/U.K., is an Economist (SEA). Educated at Simon Fraser and Oxford, he was previously an Economist with ADB and UN Department of Technical Cooperation and Development. He enjoys rugby, soccer, skiing, and chess.



**Manal Fouad**

Egyptian, is in the Economist Program (MED). She was educated at the Graduate Institute of International Studies, Geneva.



**Kathleen A. Griffin**

a U.S. national, is a Staff Assistant (WHD). Educated at Tufts, she was previously an Account Representative to Latin America for Houghton Mifflin. She enjoys reading, soccer, and the outdoors.



**David Harrison**

Australian, is a Senior Economist (EU1). Educated at Monash University of UCLA, he was formerly Principal Adviser to the Department of the Prime Minister and Cabinet of Australia.

# New Staff



**John I. Huscha**

a U.S. national, is a Staff Assistant (LEG). He holds a BS in Russian from LaSalle and is a PhD candidate in philosophy at Rutgers. He previously served with the Financial Operations Department of the World Bank.



**Anne Barbara Hyde**

Ghanaian, is a Staff Assistant (PDR). Educated at St. Godric's College, she was formerly a Personal Assistant/Administrative Secretary with a Greek shipping company in London. She enjoys singing, reading, dancing, and films.



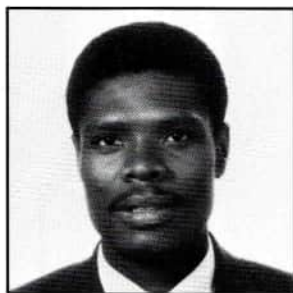
**Alfred Kammer**

German, is an Economist (MAE). Educated at Universitt Wrzburg, State University of New York (Albany), Kiel Institute of World Economics, and USC, he was formerly a Lecturer at USC.



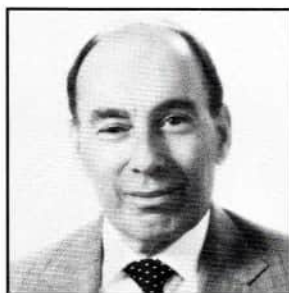
**Se-Jik Kim**

Korean, is in the Economist Program (AFR). Educated at Seoul National University and the University of Chicago, he includes among his interests soccer, baseball, and music.



**Ekue Kpodar**

Togolese, is an Economist (AFR). He holds degrees in management, banking and finance, and economics, and was formerly Chief, Division for the Direction of Credit, and Banking Supervision at BCEAO. He enjoys tennis and music.



**Jerome La Pittus**

a U.S. national, is a Senior Economist (INS). Educated at Yale, he formerly served with U.S. AID overseas and as Chief, Office of Economic Affairs. He enjoys tennis, photography, and running.



**Thomas B. Laursen**

a Dane, is an Economist (PDR). Educated at the University of Aarhus, he was formerly an Economist with Danmarks Nationalbank. His interests include tennis, windsurfing, diving, climbing, and skiing.



**Jong-Wha Lee**

Korean, is in the Economist Program (RES). He holds a Ph.D. from Harvard University. He is married and has a four-year old daughter.



**Michael Leidy**

a U.S. national, is an Economist (PDR). Educated at Michigan, he had been Economic Affairs Officer, GATT Secretariat, and Assistant Professor, Arizona. He has published on commercial policy and the political economy of trade policy.



**Cheryl Livingston**

a U.S. national, is a Staff Assistant (SEC). Educated at American University, she was formerly Public Affairs Coordinator, The Panos Institute. She enjoys tennis, films, and traveling.



**Tonny Lybek**

a Dane, is an Economist (FAD). Educated at the University of Aarhus, he was formerly an Economist with the Central Bank of Denmark.



**Sarah McDougall**

a New Zealander, is an Assistant (OED). Educated at Canterbury University, she was formerly an Analyst with the New Zealand Treasury. Her interests include swimming, travel, and sailing.



**Michael Marrese**

a U.S. national, is a Senior Economist (EU2). Educated at Princeton and Pennsylvania, he was formerly Associate Professor, Northwestern, and Principal Administrator, Economics and Statistics, OECD. He enjoys handball and hiking.



**Dewitt David Marston**

Jamaican, is a Senior Economist (MAE). Educated at the University of West Indies, he was formerly Senior Director, Economic Policy and Programming, Bank of Jamaica. He enjoys music and soccer.



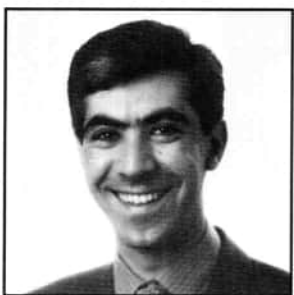
**Reimund Mink**

German, is a Senior Economist (STA). Educated at Universität Giessen, he formerly served with Statistics Department, Deutsche Bundesbank, and Germany's Federal Statistical Office. He enjoys cycling and painting.



**Marco Mira D'Ercole**

Italian, is an Economist (AFR). Educated at Oxford, he previously served as an Economist with OECD. His interests include diving and sailing.



**Reza Moghadam**

Iranian, is an Economist (EU1). Educated at Oxford, LSE, and Warwick, he was formerly Economic Adviser, UK Government, and Economist, Coopers & Lybrand. He also taught economics at Warwick and London universities.



**Francesco Mongelli**

Italian, is in the Economist Program (MED). Educated at Johns Hopkins University, he includes among his interests diving, opera, photography, and sports.



**Rogelio A. Morales**

Peruvian, is an Economist (PDR). Educated at Northeastern and Kiel Institut, he had served as Director, Economic Studies, Macroconsult, and Advisor, International Division, Central Bank of Peru. He enjoys guitar, writing, films, and soccer.



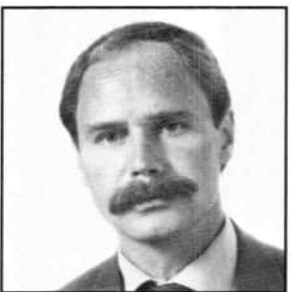
**Hannah Moses**

a U.S. national, is a Staff Assistant (PDR). She holds a B.A.A. in secretarial science and was formerly an Executive Secretary with a law firm. Her interests include reading.



**Tchetche N'Guessan**

Ivoirian, is an Economist (AFR). He holds a doctorat d'état from La Sorbonne and was an Associate Professor with the University of Côte d'Ivoire. His interests include soccer.



**John Norregaard**

Danish, is a Senior Economist (FAD). Educated at the University of Copenhagen, he was previously Principal Administrator, Fiscal Affairs Division, OECD. His interests include soccer, music, and food.



**Tony Pellechio**

a U.S. national, is an Economist (FAD). Educated at Pennsylvania and Harvard, he was formerly an Economist, World Bank, and a Deputy Assistant Secretary with the U.S. Government. He enjoys bicycling.



**Ramana Ramaswamy**

Indian, is an Economist, EU1. Educated at Cambridge, he was previously a Fellow at Queen's College, Cambridge.

# New Staff



**Marcio Ronci**

Brazilian, is an Economist (WHD). Educated at LSE and Fundacao Getulio Vargas, he was Economist and Editor, Brazilian Institute of Economics, and Consultant, Board of Directors of Brazil's National Securities Exchange Commission.



**Matthew Saal**

a U.S. national, is in the Economist Program (AFR). Educated at Princeton and Oxford, he was previously a Tutor, St. Catherine's College; Visiting Lecturer, City University Business School, and Analyst, Morgan Stanley.



**Ma. Agnes B. Salazar**

Filipino, is an Administrative Assistant, OED. Educated at the University of Sto. Tomas, she previously served as Executive Secretary, Asian Development Bank.



**Hossein Samiei**

Iranian, is an Economist (RES). Formerly a Teaching Fellow, Fitzwilliam College, Cambridge, he was educated at LSE and Cambridge. His interests include astronomy, cinema, and soccer.



**Julio Santaella**

Mexican, is in the Economist Program (RES). Educated at UCLA, he previously served with the Mexican Ministry of Finance.



**Fabio Scacciavillani**

Italian, is in the Economist Program (RES). Educated at Chicago, he was formerly a Lecturer, Chicago, and an Economist, Centro Studi Confindustria. His interests include volleyball, triathlon, skydiving, motorcycles, and scuba diving.



**Sunil Sharma**

Indian, is an Economist (EU1). Educated at Cornell and the Delhi School of Economics, he was formerly an Assistant Professor at UCLA. His interests include squash racquets, hiking, and sailing.



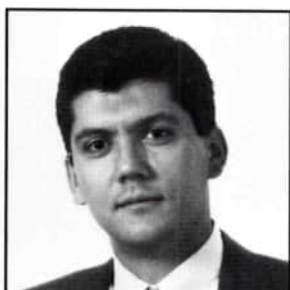
**Lucy Smillo**

Italian, is a Staff Assistant (PDR). Formerly a Secretary with Ernst & Young, she holds a Secretarial Certificate from Montgomery College. Her interests include aerobics and tennis.



**Michael J. Stephenson**

a U.K. national, is an Economist (EU1). Educated at the University of Liverpool, he previously served as an Adviser, World Economy, with the Bank of England.



**George Tsibouris**

Greek, is in the Economist Program (EU1). Educated at Harvard and the University of Wisconsin, he enjoys sailing and squash.



**Ana Unigovskaya**

Russian, is a Research Assistant (EU2). Educated at Moscow State University and George Mason, she was formerly a Research Assistant at the Central Economics and Mathematics Institute in Moscow.



**Marly C.C. Van De Ven**

Dutch, is a Staff Assistant (EU1). Previously with the Dutch Foreign Service, with postings in Belgrade, Washington, and Brussels, she enjoys hiking, skiing, and traveling.