

Staff News



New Seminar Explores Anxieties and Opportunities for Staff at Mid-Career



"Don't avoid the challenges and the opportunity" mid-career has to offer, urges Shriber.

Mid-life? Mid-career? Something about the situation suggests a glass both half full and half empty. It perplexes. Traditionally, companies offered orientation to new staff members and retirement seminars as their staffs were leaving, with little attention in between to the transitions employees go through. Increasingly, however, organizations have come to view the mid-years of a lengthy career as a critical juncture: a time that can be one of renewal or one of quiet despair.

Linda Shriber, a clinical social worker who offers psychological insights into this important transition for participants in the Fund's new Mid-Career Seminar, views mid-life and mid-career as an opportunity, not a crisis. But she knows the perils.

"If you see yourself as being trapped," she says, "a pall falls over everything. You can't accomplish anything." There are real constraints, she adds, that those in mid-life do well to acknowledge. These constraints may be elderly parents, difficult children, strained marriages, health problems, or stalled careers. Mid-career is an important point at which to take stock and re-evaluate. "Don't avoid the challenge and the opportunities this reassessment offers," she counsels. "You have enough brain cells left to do something about these concerns."

With working lives now having the potential to span fifty years, she believes more and more people will have at least two careers in their working life. She expects corporations to increasingly recognize the value of older workers and the society to

Contents

Challenges at Mid-Career 1

mid-life reassessments offer valuable opportunities

Mark Allen in Poland 4

reflections on a highly visible assignment and a dramatic period in the country's history

BCS's New Address 9

2121 K Street now houses half of the Bureau's staff

Rally Against Violence 10

Staff members pay moving tribute to victims of gun violence

Lending a Hand 12

IMF volunteers pick up paint brushes for a good cause

Fresh Inspiration 14

temporary assignments have broadened career horizons

Triffin Remembered 17

On a Run... 18

Pat Price finds unexpected company on her morning run

Staff Notes 20

New Staff 22

Photo Credits:

Denio Zara (pages 1-3, 7, 12-13, 22-24);
Padraic Hughes (pages 5, 9, 14-15, 22-24);
Mark Allen (pages 4, 6, 8); Chas Lum and
Sheila Meehan (pages 10-11); and
AP (page 18)



Editor: Sheila Meehan
Assistant Editor: Sharon Metzger
Art Editor: Luisa Watson
Production Assistant: Li Lijun



Published by
Current Publications Division
External Relations Department
International Monetary Fund
Washington, DC 20431
(202) 623-8293

embark on large-scale retraining of adults. After a career in psychotherapy, she says, she now splits her time between seminars and real estate. "I just found I needed to meet people on a whole different level. I needed to be out more. I find I use my professional background in new ways, and I have more energy than ever."

But she acknowledges that those in mid-life/mid-career are likely to feel tugged in opposite directions. "Retirement is easier. You are often in a position to do what you please. But at mid-career you begin to sense your own mortality and feel the need to be creative, yet responsibilities—family and financial—may weigh heavily on you. You may be very constrained by realities, but if you don't pay attention to your creative urges, the tension may surface in different ways."

Her presentation stresses openness, and she feels Fund staff may be in a stronger position than most employees to make the necessary evaluation of risks and opportunities. "Fund staff members have wider interests and more plans than a typical mid-career group. They have been willing to come to a different country and work; they have already demonstrated more openness. But they are also very serious about their work and have made a bigger investment in their careers."

The Fund's "Mid-Career Seminar" begins with Shriber's presentation and a discussion of the emotional and psychological aspects of mid-life/mid-career. "It's something that everyone deals with, sometimes without realizing that others are going through the same process too," noted Barbara Perry, who participated in the first seminar that the Fund offered. David Jeffrey, who also attended the first offering of the program, complimented its honesty. "The seminar raised a lot of issues that we, as a society, don't talk about enough. It combined career and personal issues in a very effective way. It discussed the empty nest

syndrome, divorce, and single life, but also dealt with broader moral imperatives: to do something for the next generation, to review our dreams, to nurture, and to focus on the quality, rather than the quantity, of life. We also heard how this is a time of great freedom: to be able to pursue what's internal and be who we really are, free from self-consciousness and doubt. Ms. Shriber's presentation could easily have occupied the whole morning. It left us with a lot to think about."

The structure of the seminar, which was modified when it was offered a second time in May, moved from a discussion of the nature of mid-life/mid-career, to the specifics of the Fund. The sessions reviewing staff benefits and career development programs drew somewhat mixed results. While many participants found elements useful (particularly information on external assignments and sabbatical programs), the overall presentation seemed to cover much that was familiar.

The Training Section has pondered how best to review benefits and career development issues for staff members who have been at the Fund for some time, yet may not be aware of all the career development options open to them. Several participants suggested that the relevant staff bulletins be distributed at the seminar, but as one participant confessed, staff members often don't read these.

The second offering of the seminar included a presentation by Ellen Harvey, who took the career development discussion beyond the Fund to examine the concerns and choices common to all mid-career decisions. Participants in the second session indicated, however, that they preferred more specifics on the Fund.

Getting the right balance has not been easy, admits Dinah Nieburg, head of the Fund's Training Section. "We know from working with staff one-on-one that they often do not remember



Karen Schaeffer's financial planning segment offers participants practical advice on investments. The seminar also provides individual counseling.

which Fund programs are available to assist them. The seminar tries to offer a blend of the broad issues that arise in mid-career and specific information on what is available within the Fund."

One of the most popular aspects of the Fund's Retirement Seminar has always been its financial planning presentation, but many who took it regretted not having taken it earlier.

Karen Schaeffer, who has been offering the financial planning component of the Retirement Seminar, now provides her advice in the Mid-Career Seminar. She met with an enthusiastic audience. Even economists, noted one economist participant, don't plan their finances as well they should.

Participants are encouraged to bring their spouses to the day-long seminar and many did, particularly for the financial planning session. The session offered straightforward, practical advice that was taken to heart. "The financial planning session sent me home in a panic looking for all my important papers," Veronica Hanglin Rodriguez said. "I looked for the title to my house and car. I realized the

need to draw up a will." Other participants effortlessly repeated Schaeffer's vivid analogies: "Financial planning is a team sport," said one, who was planning to bring her spouse for the follow-up session. And "investment is a long-term adventure." Anita Catterton added that the session helped her "focus on financial matters. It really opens your mind to possibilities and encourages you to make your money work for you." Barbara Perry found the advice to annually review wills and benefits particularly useful.

Perhaps most valuable, many of the participants said, were the follow-up sessions. Seminar participants are given the opportunity to attend half-day follow-up workshops on career development and financial planning.

The Mid-Career Seminar has been among the most popular programs the Training Section has provided. So many asked to participate in the first seminar that a second session had to be mounted a month later to accommodate the overflow. If word-of-mouth is any indication of satisfaction, interest is likely to remain high. The seminar

has already been scheduled for a third presentation in early Fall.

The first offerings drew many participants in their late forties and early fifties. Many staff members did indicate confusion about what constituted "mid-career." The target audience for the seminar is staff members between 35 and 45 years of age, Nieburg noted. And in fact, many participants stressed the value of attending as early as possible. "I only wish the Fund had offered it sooner," Rosa Maria Acosta said. "It helps you plan both right now and ahead."

Linda Unterholzner found that "questions from the participants were quite interesting and helpful. We helped each other, I think." She was grateful to the Fund for focusing on this group of staff members, and Anita Catterton agreed, noting that she particularly appreciated the Fund's generosity in offering the seminar during regular working hours. "It was a very good opportunity," Ernesto Perez-Cajiao said, "to evaluate ourselves and what we should do in the future." Barbara Perry agreed, noting that the full-day format gave staff members "a chance to step back from all the hecticness and examine what we need."

My Hue Truong had hesitated, she said, to sign up because she thought she might be too young for the seminar. But the program was "a real eye opener." Sometimes, she said, "you hear staff members who have been working here a long time expressing frustration. This has been a chance to look in the mirror, find out something, and enrich yourself. It's been so helpful, I'm encouraging my colleagues to take it."

The Mid-Career Seminar will be offered again on September 13. For information, please contact Pam Valdenegro at X36332.

Mark Allen Reflects on an Historic Period in Warsaw

Resident representative posts have traditionally been filled at a less senior level. Was the Warsaw post an offer you couldn't refuse?

I hadn't been part of the Fund team that negotiated the program with Poland, but when Massimo Russo asked me in January 1990 about the resident representative position there, it was very much an offer I couldn't refuse. I had spent much of my academic work and a lot of time in the Fund working on the problems of centrally planned economies, and I had always been very attached to Central and Eastern Europe. I felt I'd always regret not having done it; so, after consulting with my family, we decided to go. I went on mission in March, and by April I was resident in Warsaw.

Rolando Ossowski, a Polish-speaking Argentine who was part of the program team, and I were plunked down in a hotel in Warsaw, and we had to set up an office. It

was agreed that our office would be outside the normal central bank/ ministry of finance complex.

What was the rationale for that?

One reason was that the World Bank was establishing an office in Warsaw; another was that this was one of the first instances in which a relatively senior resident representative was sent out. It was thought perhaps the office would perform a bit more of a representative, or diplomatic, function. It was an experiment in having resident representatives assume a somewhat higher profile and operate with greater independence.

The disadvantage was that you were not just down the corridor from the people you needed to speak with, so it was harder to get into the gossip circuits of the ministry or central bank to work out what was really happening. People did not just drop in with a problem, and of course that's one way of finding out what's going on. The advantage, though, was that it allowed us to maintain a certain distance from the ministry of finance and the central bank. And that prevented us from becoming too heavily associated with one institution or the other. It worked quite well.

It also worked because the World Bank equips its offices quite nicely, so we piggy-backed on what the Bank provided its staff. We shared facilities, which made communication with Washington very much easier.

We needed these communications arrangements at the start because, in 1990, trying to get a phone call from Warsaw to Washington was a bit of a nightmare. When I wanted to call the Fund, I would dial the AT&T operator in Denmark and ask her to place a collect call from Denmark. One of two things would happen. Either she would

Rolando Ossowski (left), Danuta Poznanska, and Mark Allen staffed the IMF's Resident representative office in Warsaw.



say, "I've got a collect call from Mark Allen in Denmark" and the voice at the other end would say "We don't know any Mark Allen in Denmark." Or the person I called in Washington would be tied up and I'd be asked to call back—this after about an hour of trying to get through to Denmark. But Polish telecommunications have improved enormously in the last couple of years.

There were also a lot of administrative details to be taken care of in setting up an office. It was hard at the start, but everyday dealings got so much easier when I hired my administrative assistant, Danuta Poznanska.

Was the assignment what you expected?

Initially the job was harder than I anticipated. It was more difficult to become part of the policy-making group in Poland than I had expected. With hindsight, I see the reasons for it. I wasn't part of the team that designed the original program, and the civil service in these countries, for historical reasons, is less used to being part of the international community. And I was seen, initially, as a representative of a foreign power rather than as a part of the team.

But beyond that, Poland was very fashionable in early 1990. It was the first country in Central Europe to break away. It embarked on the most ambitious economic program and was flooded with foreign advisors. People came in under all sorts of schemes, offering all kinds of assistance; it was difficult to differentiate my product from everyone else's. Senior officials' time became the scarcest of all commodities in Poland.

But over time the usefulness of a Fund resident representative became more apparent—both in terms of contacts between Washington and Warsaw and in terms of having someone on the spot who had an independent and somewhat detached

point of view. Gradually, I managed to establish better relations of confidence, so that I could be trusted as an individual to whom one could talk about these problems rather than as someone who is representing the IMF.

It was largely a matter of getting to know people. To have something to offer, I had to develop a much better understanding of the local situation.



When I arrived in Poland, I spoke some Bulgarian and Russian. Much of my Polish I picked up on the job.

I spent a lot of time reading newspapers. Poland has an extremely good, and responsible, press. Also the Polish political scene is complicated and absolutely extraordinary. The newspapers allowed me to work out who was who and to get a better feel for the types of statements politicians would be making. It took me quite a long time before I was really on top of all that, but having the language made a considerable difference.

In addition, numerous organizations were providing technical assistance. It can be confusing, since no one's quite sure who's doing what. At one point nearly twenty organizations were involved in the reform of the social security system. That was one area in which I didn't think IMF should add its two bits.

What were your principal duties?

One was ensuring that communications were smooth between Washington and Warsaw. I acted as a bit of a filter in both directions, trying to determine what was important inside the ministry, as well as notifying Washington and going back to the ministry to alert them of problems likely to arise from Washington.

With all the technical assistance programs in Poland, including large MAE and FAD programs, I spent a lot of time working out what other people were giving and which parts of our assistance were effective. The coordination that does take place tends to be at a diplomatic level. The real need for coordination is at the lower, technical level. I spent more time than I had anticipated on technical assistance, but it was very rewarding.

You also assumed quite a high profile in dealing with the press...

Murray Seeger came through fairly early on, and we had a lunch for journalists. The green light seems to have been given for a more open and forward-looking press policy. All in all, it worked quite well in Warsaw.

The international press in Warsaw often called to explain exactly what stage we had reached in our discussions and how various events would impinge upon Polish-IMF relations. The Fund res rep could be quite helpful in preventing false stories. When there was a story, we told them there probably was a story. But when something was a red herring, we told them it really wasn't worth writing about. I had close relations with the international press, particularly the *Financial Times* and *Reuters*.

And then there was the Polish press. What seemed to happen under Communism is that many very good, intelligent, and concerned people, who in my view ought to be in politics, are in fact in the press. The press has

exceptional access; journalists sit in cabinet meetings, for example.

They sit in on cabinet meetings?

This is one reason why reading the press carefully gave a better picture of what was going on than asking some participants. Not only was the press well informed, they had an agenda of their own. But as it happened, their agenda coincided fairly closely with our recommendations. They were extremely keen to push ahead with the

reform effort. I was continually egged on to make statements that would help prevent some part of the government, or some political party, from doing something the journalists, usually correctly, thought foolish.

Of course, I had to resist those pressures. Our job is to cooperate with the government to help push the government's agenda, when it was the right one. But it was interesting to be pressured by journalists, who weren't trying to foment problems between

Poland and the IMF. It was also important to avoid a "no comment"; we gave as much information as possible.

Did you detect any nervousness on the part of the government about your press activities?

Not at all. The government encouraged me to take a more active role. Being a cautious person, though, I did that only to a limited extent. I was particularly fortunate in Poland that throughout my whole period there

Family Matters

For married staff members, a res rep assignment is a family decision. Mark Allen discusses the personal side to a professional decision.

What were the implications for your family of accepting the post in Poland?

I was really fortunate that my wife was willing to do this, because it meant quite a lot of disruption in her life. She had to give up a part-time teaching job here in Washington, and she was apprehensive about that. It also meant uprooting the children from their schools and from their friends.

Our situation was further complicated—actually improved—by the fact that my wife became pregnant just before I left. We had planned to have her and the children complete the school year here and then join me in July. But with the pregnancy, we thought it better for her to stay in Washington until Christmas and have the baby here. I spent the first year coming back every now and then to see how the pregnancy was going, and offering some ineffectual long distance help. The baby was born in mid-November, and by the 31st of December the whole family was in Warsaw.



At home in Warsaw (from left): Elizabeth Allen with Verity in her lap, Benjamin, Mark, and Thomas Allen.

Was it difficult to find housing?

During the first three months, I juggled my job with the task of house hunting. It was quite tricky to find a place. I found a very nice large house with a garden. It was relatively reasonable by Warsaw standards, and the Fund was happy for me to pay a year's rent in advance. But they couldn't compete with the German Embassy, which paid five years' rent in advance. The owner, not surprisingly, broke the contract with us and took it with the Germans. In another instance, we had agreed on the rent when someone turned up from Chicago claiming that he, rather than the fellow

with whom we had been negotiating, was the real owner. He insisted on another \$400 a month, so that fell through too. Eventually we found a house that was, if not perfect, satisfactory.

What were your family's concerns?

My wife had been apprehensive about leaving her happy job-share arrangement in Washington, but in Warsaw she very easily found a position at the American School on almost exactly the same terms. So that very much helped the adjustment.

We had worried about the supply situation, because Poland was notorious

were no fundamental differences between the IMF and the Government. We agreed what the right policies were, and we agreed on the objectives, even though it was sometimes difficult for the Government to implement those policies.

That made for very good working relationships, particularly as time went on. We weren't on opposite sides of the table, and I had very little difficulty in the Polish context of making statements supportive of the govern-

ment and the purposes of the International Monetary Fund.

The biggest problem was that at least one Warsaw paper had a very good journalist here in Washington, who reported things remarkably close to the truth or positions that I would expect "unnamed Fund officials" to have. When he reported not on what the Fund was doing but on what the Fund was thinking about policy developments in Poland, it became quite tricky. I had to react to that.

for grocer's shops where only vinegar was available. We took quite a lot of nappies and lavatory paper with us, as well as other things we thought would be in short supply. But our stay coincided with the enormous liberalization. Supplies were available from the start, if not always reliably or exactly what you wanted. Now, three years into the adjustment program, there are huge supermarkets. There is very little that is not available.

We had some concern about the children's health, since Poland was said to be heavily polluted, and precise information about hazards was hard to find. We took the children down to Vienna after a year to have their lead levels tested, but they didn't have any problems. In fact, we had very few health problems. Our concerns in that area were unfounded also.

In the end, my wife didn't want to come back at all. I left at the end of March, and she and the children will leave in July, after she finishes her commitments there. She enjoyed life in Warsaw so much—partly because she had a very rewarding job but also because she has become very involved in the lives of a lot of people there who helped us out. She found life in Warsaw more stimulating in some ways than life in Bethesda. There are more interesting things happening.

People are confronting a different set of issues, which in some sense have more immediacy than some of the problems back in Washington. She didn't expect to find this, but she's got the East Europe bug that infects a lot of us who spend some time in that fascinating part of the world.

And the kids?

The kids have done well. The older one didn't want to go to Poland because he had to leave all his friends here. When we decided to extend our stay, he was very much against that. He went around the house putting up notices: "Unfair to Thomas," "Put a Smile on Thomas' Face and Go Back to the USA." But now he's reached the point where he's somewhat apprehensive about coming back. He realizes that people have moved on here too. One doesn't just move back into the same groove that one left.

The middle one has enjoyed life. He's taken up gymnastics and has a lot of friends in the American School. The little one, the two-year old, is going to Polish kindergarten. She speaks as much Polish as English and is having a lovely time. It will be a wrench for all of them to leave.

Altogether it's been a very rewarding experience. I just hope the re-entry to Washington won't be too painful.

Your three years coincided with an historic period in Poland's history.

When things were difficult at the start, I comforted myself with the thought that if I hadn't done this, I would be sitting in Washington regretting that someone else was doing it.

As time went on, though, the satisfaction was to see around you the visible fruits of this adjustment program. It's very rare to see in such a short period of time the results of a sensible set of macroeconomic policies.

Street markets suddenly sprang to life. People drove off to Germany, filled their cars with goods, and sold these in the streets of Warsaw. It was extraordinary to see trade move into the shops, investments being made in shop inventory, and shops being painted. Advertisements sprang up around the city. Warsaw now has new restaurants. It was nice to see people coping, and their attitudes changing. It has been very rewarding to be associated with such an effort.

Were there moments when you felt the reform process imperiled?

Toward the end of 1990—the start of 1991, I got particularly worried about the deterioration of the state enterprises and growing problems in the banking system. I didn't see clearly how this would sort itself out. I feared it might disrupt the whole process, and that popular discontent, as factories deteriorated further and the work force was unable to get paid, might lead to a growing wave of protests that could undermine the entire reform process.

I overdid the worrying. It now seems we are through the worst of it. The government has credibility in dealing with enterprises. And though there are a lot of strikes, the whole reform process is now irreversible.

That doesn't mean, of course, that Poland is going to be some sort of Swiss politico-economic nirvana very soon. There is a fairly rough and dynamic form of capitalism. The fear

is that, if the Government doesn't keep the line, stabilization could be in danger. We could see a pick up again in inflation rates, which would slow the growth process. But even that would not interrupt the reforms or Poland's rapid move toward market economics and market democracy.

Does Poland offer lessons for other economies in transition?

It's always difficult to say how applicable one experience is elsewhere. I'm absolutely convinced, though, that Poland took the right approach. My personal view is that other countries in the region and further east need to take courage from the Polish experience. The so-called shock approach—liberalization of everything while maintaining tight financial policies—does bring results in a relatively short period of time. In Poland, we are seeing considerable improvement in economic activity and very visible results.

Now whether this can be applied in other countries depends on the political context. Maybe it is necessary to take a more gradual approach where local conditions demand this, but the more gradual approach will take longer to bring results, too, and the costs may not be less.

Poland, of course, did begin with some advantages. The Poles are generally regarded as the most entrepreneurial group in Central Europe. They always had private farming, and tolerated a more extensive black market. Poland had, perhaps, a greater pool of entrepreneurial talent, which served it well. It also had emigrants to the United States, Canada, and western Europe who were willing to come back and provide technical assistance.

On the negative side, though, the power of trade unions could have been a considerable brake on reform. Workers in large state enterprises are probably one of the groups that lose most of their privileges under the new system. Poland also started very heavily in debt, weighed down with strong macroeconomic imbalances, and in a period of hyperinflation. It wasn't obviously the country destined to succeed in the region.

Now Poland is starting to attract a lot of private investment. The figures perhaps don't look that impressive, but

trying to achieve, and that is a very positive thing.

What dimension does a res rep assignment give to a career in the Fund?

You get a much deeper understanding of how economic policy is made and the constraints under which a government operates. That doesn't affect your recommendations on what the right policies are, but it does give you a much better feel for how things are done. You realize that the issues we deal with are only part of the issues on the agenda of a government or a minister of finance. When we don't get the response we would like to our recommendations, this may partly be because ministers of finance do not have 24 hours of the day to give to the IMF or even to macroeconomic stability.

It also provides a useful perspective on the Fund. The IMF is very much a headquarters-based organization. You get a better feel for how the Fund operates by being outside it and by seeing how it is perceived outside.

Have you readjusted to headquarters?

Well, I feel a bit like Rip van Winkle coming back after three years and trying to catch up quickly on what's been happening around here. It's a funny mixture of issues that are the same and issues that are different. My own life is rather strange because my family is still in Warsaw, and my house is still being rented out. I've come back to an efficiency in Foggy Bottom; it's rather like being an EP again. But it's nice to see everyone. It's a good environment to work in, and I'm very happy to be back in PDR.



Streets provided the setting for the beginnings of free enterprise. Mark and Elizabeth Allen, with son Thomas and daughter, Verity, in a market in Pultusk, April 1991.

businessmen are aware that Poland is the largest market in that part of the world. And if you are going to be established in Eastern Europe, you need to be established in Poland.

And despite the generally high noise level in Polish politics, the political situation is perhaps more stable than in other countries with serious minority problems. Poland has had five prime ministers since the collapse of Communism, but all of the governments and finance ministers have stuck clearly to the reform path. The country is united about what it is



BCS Moves to New Quarters at 2121

One of the largest recent moves in the Fund took place over five consecutive weekends extending from late February to late March. Half of the Bureau of Computing Services—about 140 employees—moved from headquarters to 2121 K Street to occupy offices on the second, third, and fourth floors of the McGregor Building.

Because of time pressures, BCS moved into the space with only minor adjustments: painting, recarpeting, and alleviating the more obvious problems in the flow of space. Usman Sheikh, the Project Manager, noted that laying fiber optics and meeting substantially greater electrical needs presented the most pressing challenges in the relocation.

The fiber optic installation was further complicated by the presidential inauguration. Unable to get permission to lay fiber optics under Pennsylvania Avenue, the Fund turned to Pepco, which was able to do the job for them in record time. The data center at 2121 K Street required a separate building permit and special wiring, electrical, fire safety, and temperature features.

Sigrid Carlson, the Administrative Officer for BCS, notes that many were apprehensive about the move. "We were concerned about feeling isolated and being physically removed from the users we supported. But much of the anxiety seems to have disappeared." The User Support and Operations Division and Country Assistance Team remained at headquarters, and Carlson is concerned about losing touch with those personnel.

Both she and Sheikh report that the new office space significantly alleviates the crowding and open work spaces that had characterized BCS's offices in headquarters. In general, staff find the new accommodations quiet and free of the constant din of colleagues talking and phones ringing.

Overall, BCS finds its new address and the 8-to-10 minute walk to headquarters acceptable—in good weather. A small vending and eating area and a fitness center available to all occupants of the McGregor building are easing some of the inconveniences caused by the off-site location.



Sue Edwards (top left) in BCS's front office suite; Sigrid Carlson and Christa Dub (above) and Gerda Harris (below) enjoy the building's eating-vending area. Below (left): a new and sophisticated security system monitors entries.



Colleagues Join Rally Against Gun Violence

The crowd that gathered on May 9 for the Citizens Against Gun Violence Rally on Mother's Day was small, attentive, and supportive. These were parents, grandparents, sons, daughters, aunts, uncles, cousins. These were friends, neighbors, classmates, and colleagues. No strangers here. They knew about murder. They understood.

The challenge was to counteract what had become a numbing litany of murder stories on the nightly news. How do you convince people that gun violence and death aren't ordinary or acceptable? For Francis Colaco and his wife, Marie-Henriette de Pelet-Colaco, who works in MAE, the long

journey began with a rally on the steps of the Reflecting Pool in the shadow of the Lincoln Memorial.

A number of Fund staff members—including Patsy Coffey, Irene Chung, Vicente Galbis, Janet Grimes, Greg Mordin, Bernadette Shannon, Luzma and Jenaro Simpson, Jan Smart, and Martha Vindiola—retired staff member Frank Hogan, and World Bank colleagues joined the Colacos, who had formed Citizens Against Gun violence after the death of their son, Alain. The 15-year-old boy had been shot to death last summer in their front yard—a senseless death that stunned a city that thought itself used to senseless death.

Music, personal remembrances, and anguished and angry words marked the two-and-a-half-hour program. U.S. Congresswoman Eleanor Holmes Norton observed that the very real war being waged in the streets had been too long ignored. The courts and police can't do it alone, she said, urging spectators to take responsibility for the actions and safety of the children in their neighborhoods.

"We must act now," urged Francis Colaco. "Join me in raising your voices. We demand, we insist: no more guns. Guns are killing our children, our families, our dreams."

But the words—alternately stirring and poignant—were not the real





Marie-Henriette de Pelet-Colaco (left) with one of many squares memorializing her son Alain. Below, volunteers display the hand-crafted squares that formed the Chain of Remembrance around the Reflecting Pool.

reason people had gathered. After the songs and the speeches, the crowd moved quietly to unfurl its Chain of Remembrance around the edges of the Reflecting Pool. The 1,300 cloth squares, individually crafted by family members, classmates, and friends, with the assistance of Urban League volunteers, had been tied together to form a long line that eventually stretched around nearly three sides of the Reflecting Pool.

Each cloth square bore a name. Many had the ages of the lost friend and family member and most used simple words to express their anguish. Some were elaborately and lovingly decorated; others were plain and bore only handwritten names.

Once stretched around the Pool, the chain was placed gently in the grass to allow participants and others to walk the length of it and ponder the astonishing number of people, particularly young children, whose abbreviated lives were being commemorated. Many made the walk wordlessly. Others knelt before the square they had created—some staring, some rocking back and forth in the arms of family members.

It was, as the organizers had intended, so much harder to look at one after another of these squares than it was to watch the evening news. It was so much more moving to see the variety and warmth of these messages than to read the statistics. There was a

human story to be told, and Francis and Marie-Henriette de Pelet-Colaco and their friends had begun to tell it—silently, with brightly colored threads and dark inks.

In the closing moments, many families and friends undid the cloth ties and reclaimed their squares. They had shared a public bond. A hope and a determination. But now they returned home with a private grief.

For more information about Citizens Against Gunviolence, please contact the Washington Urban League-CAG, 3501 14th Street NW, Washington, DC 20010. Or call Diane Duffy, (202) 265-8200.





IMF Volunteers Lend a Helping Hand

They had warned us that the house would be tiny, and it was. The two-story Capital Hill row home had long narrow hallways and stairs that accommodated only one person at a time.

The house was one of many in the Washington area selected for a one-day whirlwind of volunteer renovation. Under the

sponsorship of the

Christmas in April project, needy families were identified and their needs matched with a team of volunteers, who would provide skilled and unskilled labor as needed, plus the costs of materials. Our house, which the World Bank sponsored, needed cosmetic rather than structural work. Just as well, because the Fund contingent was more enthusiastic than experienced.

The World Bank had sought volunteers in the Fund after its own numbers fell somewhat short of expectations. The Fund's volunteers included Barbara Perry, Joan Powers, Pat Price and her husband Ernie Brooks, Doris Ross, Juanita Roushdy, Jan Smart, Irmgard Svenson, and myself—with Ernie clearly the most experienced among us.

April 24—bright but not unreasonably early—we arrived at the row home to begin work. A small crew had preceded us, shifting furniture from the rooms that we were to work on to the few that would go untouched. By 9 am the tiny house was filled with people, ladders, paint brushes, and rollers. The dining room and the master

bedroom, which were not to be painted, were piled high with boxes and displaced furniture. Mrs. Thelma Moore, the elderly owner of the house, had lived there for 37 years and, bewildered though she was by this swarm of workers, she kept an owner's watchful eye on the proceedings. Her grandson tried in vain to coax her out of the house, but she was not about to budge.

A small crew had come the week before to put in some sheetrock, but most of the upstairs rooms still needed to be scraped before they could be primed and painted. We split up into small groups. Joan and I and Jane Fahy, from the World Bank, took responsibility for a small bedroom that seemed to have been primarily a storage room. Juanita and Doris, with Andrew Stone of the World Bank, unwittingly volunteered to work on the ceiling of the adjacent bedroom, while Barbara Perry assisted in the kitchen, where they were laying fresh linoleum and installing new cabinets.

Irmgard and Jan pulled a cushy assignment. They weeded and cleared the small front yard—adding soil and mulch and realigning decorative bricks. As the dust thickened inside, and paint began to fly around our small rooms, those outside jobs looked awfully appealing. We glimpsed Pat scraping away in the hallway, but then her husband arrived and she graduated to electrician's assistant.

In retrospect, it seems incredible that we had 25 people working in that small home. Even more incredible, perhaps, was that we had two large pieces of furniture, a ladder, and three painters in our own very small third bedroom/storage room. We spent much of the day rolling furniture from one side to the other and reaching over each other to scrape and paint. Our room seemed to have two or three distinct surfaces:



Above (from left to right): Irmgard Svenson, Joan Powers, Pat Price, Doris Ross, Barbara Perry, owner Thelma Moore, Sheila Meehan, Juanita Roushdy, and Jan Smart.



plaster, something resembling poster-board, and layer upon layer of old wallpaper. Scraping proved a fine art: too little didn't do the job and too much removed chunks of the wall.

We were innovative. Spackling cracked and chipped corners, we found, could very effectively be done by abandoning your putty knife and using your fingers. Belatedly we read the instructions and were admonished by the manufacturer to avoid direct contact with the substance. Oh well, the caked spackling washing off rather easily, and we haven't died yet.

By mid-day we clearly would not be mistaken for Fund types. In our masks and goggles, and covered with flecks of wallpaper, plaster dust, and paint, we looked and felt like refugees from a demolition project. We took a brief respite to eat, sitting on the sidewalk and devouring slices of yard-long hoagies and cold salads. Suitably refreshed, we returned to work.

About three o'clock we looked around our room and out into the hallway where four people were vigorously painting. Our hearts sank. The schedule had us cleaned up and heading home by five o'clock. No way. Had Christmas in April ever left a

home in shambles? We had a sudden, terrible vision of the poor elderly owner sitting and sobbing on her front stoop, her beloved home in ruins.

We worked furiously. Two coats of primer and one of paint moistened the wallpaper we were not able to remove and now the rollers were beginning to pull off layers of wallpaper rather than add a coat of paint. We switched to brushes and worked gently.

By 4:30 our room looked suddenly, miraculously, near ready. The robin's egg blue on the walls and the white wood trim had affected a major transformation. We were very pleased.

We peered next door and saw Juanita, Doris, and Andy still scraping the ceiling. We teased them about being a little slow and they glared at us. "The ceiling fell down," Juanita said wearily. "The ceiling fell down?" We were incredulous. "Yeah, we scraped and put on two coats of primer and two of paint, but the moisture and weight pulled several layers of old wallpaper off."

The constraints of trying to do a lot in a very short time had imposed some distressing shortcuts. Paint over wallpaper is never a good idea. If we needed a vivid reminder, this was it. We lent a hand with the scraping and cleaned up. A small team would come by next weekend and put up fresh wallpaper.



The bathroom (right) received a thorough makeover, complete with new tile and paint. Out in the front yard, volunteer gardeners weeded, trimmed, and mulched.

One final project—laying linoleum, in the hall—then it was only a matter of moving the furniture back into the refurbished rooms. Mrs. Moore came upstairs to inspect, and pronounced herself very, very pleased. We were completely amazed. What had seemed hopeless just several hours ago was now a reality.

We tumbled out of the house far behind schedule. It was 7:30 pm before unused paint and supplies had been packed into several cars. Just as we were leaving, Mrs. Moore stepped out under her new porch light to thank us again and wave goodbye.

We went off to a Thai-Mexican restaurant on the Hill for food and beverage. The restaurant seated a very grungy group in the very back of the room. We were beyond caring about appearances. We were happy. And very hungry.

Sheila Meehan

The World Bank underwrote this project with \$1,500 contribution, half of which was raised by a Community Relations Office disco.



Temporary Assignments Provide Opportunities and Challenges

A long-time staff member recalls that she "knew every morning when I came to work that nothing would happen that day to challenge me." She seized upon the Temporary Assignment Program when it was announced in June 1991. "I accepted an assignment that was totally different from my current work, and I loved it," she said.

ADM's written questionnaire solicited a wealth of information about how the TAP could be strengthened and expanded, but personal interviews suggest two additional and striking responses: staff members are happiest with TAPs that asked them to do something very different, and virtually every veteran of a TAP assignment was willing, even anxious, to do another.

Vicki Swenson, a Senior Personnel Assistant in ADM's Staff Benefits Division, spent three months with the Recruitment Division. Although too short a period to actually learn the job, she found the experience very rewarding. "It gives you a feeling of spreading your wings and gaining exposure. I didn't do it for a promotion; I wasn't expecting miracles. I just found it to be a very positive experience. I had spent my career at the Fund talking to staff members when they retired. This gave me the opportunity to talk to them as they were just beginning their Fund careers."

A staff assistant who had been taking graduate courses in statistics recounted her own frustration at having submitted applications, one after another, for research assistant vacancies only to be turned down because she lacked experience. "I think ADM noticed that I was always applying and always being turned down. I had indicated a willingness to 'try out' for a

position, and ADM contacted me even before TAPs were created." Andrew Dawson, she said, was very helpful in arranging a TAP with the Statistics Department. Three months later, she was selected for a permanent position in the department.

Margaret Karsten, a Librarian with the Joint Library, had talked to Andrew Dawson about her interest in editing, and Dawson, in turn, approached two division chiefs about a possible assignment. Karsten spent a year with EXR's Editorial Division, and was given, she felt, a well-rounded opportunity to gain hands-on experience in editing. To supplement this, she also took several outside courses. "The TAP experience was invaluable," she said. "New responsibilities provided fresh stimulation and gave me the opportunity to learn quite a lot. It also gave me more self-confidence within the organization and a sense that I could succeed elsewhere."

For Chiam-Hwa Lee, the mobility process began with a Career Development Workshop. A discussion with Personnel Officer Juaben Siriboe prompted her to consider a TAP with BCS. She had been working in STA's Balance of Payments Division and was studying for her MS in Computer Science. Already familiar, from her work on *International Financial Statistics*, with the work of the EIS, she joined the Systems Production Division. "I was eager to upgrade my skills and work in a different department," she said. "I learned more, and I learned skills that helped me when I returned to Statistics. It actually gave me a greater appreciation of my current job. I prefer challenges; I liked the project nature of my TAP assignment."



Beverley Rome (above), Christine Smolik (page 15, left), and Gemina Archer-Davies (page 15, right), are three of a growing number of staff members who are using temporary assignments to broaden their skills and expand their knowledge of the institution.



After 11 years in one department, Valda Harvey requested mobility. She attended an open meeting on the Temporary Assignment Program and sent an application to Moira Lavery. ADM offered Harvey a position in a special unit working on the Survey of Staff Views. Harvey, who had experience with administrative work at the Central Bank of Jamaica, enjoyed the sense of teamwork and wanted another department to see the quality of her work.

She, like most of the TAP participants, was enthusiastic about the opportunities the program afforded to staff members who wanted a challenge and were willing to work hard.

Beverly Rome saw the Staff Bulletin on TAPs and was intrigued. "I had previously worked for the British Navy, and was used to picking up and moving. After seven years with the Cable Room, I wanted to expand my knowledge of the institution, and I wanted to go on mission," she noted.

Rome went to see Moira Lavery and agreed to take a typing test. A short while later, Lavery was on the phone asking Rome if she would be interested in an assignment with EU2. Rome plunged into intensive WordPerfect training and very different responsibilities in a new department.

Her one-year TAP with EU2 provided Rome with a valuable opportunity to broaden her knowledge of the Fund. The experience also included missions to Lithuania and Estonia.

While Rome has returned to the Cable Room, the strong WordPerfect skills she acquired now make her eligible for the non-area department support staff list and further missions.

Marina Primorac, who had been a Minute Writer in the Secretary's Department, accepted a TAP with EU2 just as the department was being formed. Primorac, who was eager to use her Russian, found that her TAP evolved as the new department began to take shape. "John Odling-Smee defined the job, which developed over time," she said. "Some functions have been expanded and others dropped."

The TAP has proved interesting but, perhaps because the position was tailored for her skills, not notably different in job content. As Special Assistant to the Director she drafts memos, letters, briefs, and comments on speeches and articles. She has also contributed to the membership work in EU2. Primorac, whose two-year TAP assignment will wrap up in December, said she is "very much enjoying her assignment."

Christine Smolik, a Research Officer in Statistics, had mentioned in her long-term performance exercise, that she would like to strengthen her writing and editing skills. Her department suggested a TAP. She was interviewed, and selected, for a six-month assignment with *Finance & Development* in EXR.

Smolik and Shuja Nawaz, then Editor of *Finance & Development*,



discussed the outlines of her assignment but left the details to evolve. Smolik would be free to indicate her preferences and volunteer for assignments. *F&D* did, however, take advantage of her language skills, asking her to review the quality of the translations in their French, Portuguese, and Spanish editions.

Midway through her assignment, Pam Bradley became Smolik's division chief. "I really enjoyed the freedom I had under both division chiefs," she said. "They put me to work right away." Smolik, who brought strong technical skills to her assignment, provided the journal with a different perspective. She believes that she and *F&D* benefited from the exchange.

"The TAP was energizing," she observed. "And the energy continues after you return to your original job. You come back better able to evaluate the pros and cons of your position. You appreciate what you have taken for granted. But it is important to try new things. I enjoyed working in a totally different field."

Gemina Archer-Davies, who was a Section Chief and had worked at the Joint Library for 15 years, sought a change and a challenge. She was particularly interested in personnel management, and with the assistance of her Senior Personnel Manager, Tim Cole, she was offered a TAP with the Staff Development Division.

Like many of her colleagues on TAP assignments, she soon found herself working long hours but enjoying it. Assigned the task of producing a paper on Fund promotion policies and practices for Staff Development, Archer-Davies placed a great deal of emphasis on pre-planning. She developed a project outline and a list of the data and reports that she would need. She and Jean-Pierre Gollé, then head of the Staff Development Division, also set up check points: a

series of meetings during the TAP when she and Gollé would discuss the status and content of the paper. "Jean-Pierre knew what he wanted and articulated it," Archer-Davies said. "We had agreed at the outset on what this project would entail. There were no surprises at the end."

The project proved a crash course on Fund personnel policies. It also gave her the opportunity to supplement the courses she had been taking in personnel. And soon after the project ended and she had returned to the Library, an opening developed in Staff Benefits. Now as head of the Benefits Administration Section, Archer-Davies is managing TAP assignments within her section. The dual perspective—having been both participant and manager, affords valuable insights on what works, and what doesn't, in these assignments.

Her first rule of thumb is "keep an open mind, without losing sight of your objectives." Archer-Davies stresses the importance of preparation for both managers and staff members. "If you want to get something out of a TAP, you have to be in a career management mode. You have to know where you are coming from and where you want to go."

As a supervisor, she said, the first thing she looks for, after an ability to do the job, is desire and a sense of commitment. "The TAP participant has to want to be here. He or she has to have a sense of ownership."

Supervisors have to be trained, too, she feels. They should not always question a staff member's motives for seeking a TAP. It's important that supervisors know what they want and try to listen to what staff members may have to offer.

Training, she believes, will help supervisors understand the potential benefits of well-designed and well-supervised temporary assignments. Both divisions and individual participants have much to gain.

ADM Looks to Strengthen TAPS

As both the Working Group on Noneconomist Mobility and Staff Survey Task Force grapple with the issue of how to increase mobility for support and noneconomist professional staff, the two-year old Temporary Assignment Program (TAP) seems to be getting particular attention. After unsuccessful efforts to promote swaps and to orchestrate additional mobility through a formal Noneconomist Committee, the TAP system's relative success seems an important breakthrough. Its initial success, although much greater at the support than professional level, has spurred discussion of using the program as the focal point to expand mobility opportunities for noneconomists and to tie mobility assignments more closely to career development.

Juaben Siriboe, a Personnel Officer with the Staff Development Division, recently completed a review of TAP assignments over the past two years. The findings, which drew upon the responses and suggestions gathered from questionnaires, highlighted four areas in which the Temporary Assignment Program could be strengthened.

- Supervisors need to invest more time in planning and supervising TAP assignments. Siriboe recommends staff members meet with prospective supervisors and draw up a statement of goals.
 - TAPs can be a primary means of developing managers in noneconomic departments. Short-term assignments can give individuals new responsibilities and afford departments an opportunity to assess management capabilities.
 - Departments must be willing to create more assignments at grades A9 and above. Departments, which have been reluctant to see their best staff go on mobility, must be encouraged to take a longer-term view of career development. Siriboe felt that senior personnel managers are in an excellent position to make the case for mobility in their departments.
 - Additional resource will be needed if mobility is to be expanded in noneconomic departments. Over the past two years the large number of vacant budgeted positions has provided the Temporary Assignment Program with additional resources. But as these vacancies are filled and the size of the Fund again stabilizes, the program will have to rely on resources explicitly budgeted for this purpose. Currently the TAP has five staff years budgeted to it.
- Siriboe feels that while the TAP is a very useful vehicle for mobility, it remains a means and not an end. The Fund, with the assistance of ADM, the Working Group on Noneconomist Mobility, and the Staff Survey Task Force, will be wrestling with the broader concerns regarding career development for support and noneconomist professional staff.

Managing Director's Remarks on Professor Baron Robert Triffin

Iwould like to express my great sorrow at the death in February of Professor Baron Robert Triffin, a son of Belgium and a distinguished former staff member of the Fund. Robert Triffin was one of the most important contributors not only to our understanding of the international monetary system but also to its actual evolution in the postwar period.

He was a leading staff member of the Fund in its early years, becoming the first head of our European office in Paris in 1948. There he devised proposals for moving toward multilateral payments arrangements in Europe which led to the formation of the European Payments Union in 1950. In the late 1950s, his analysis of the potential tensions in the gold exchange standard—including the so-called Triffin dilemma between a strong dollar and adequate global reserves—foreshadowed the collapse of the Bretton Woods system of fixed exchange rates. Moreover, his proposals for reform—the so-called Triffin Plan—were a precursor to the introduction of special drawing rights in 1969 and the strengthening of

regional monetary cooperation, most notably in Europe beginning in the early 1970s. In fact, Triffin moved back to Europe in 1977, after 40 years in the United States, partly to participate more fully in the emergence and development of the European Monetary System.

He was a true European, and, more than this, he was a true "citizen of the world." His untiring creativity and enthusiasm; his consistently far-seeing, wide-ranging, and pioneering analysis; and his flair for finding practical solutions provide an inspiration for us all. Remarkably, as early as 1957, he wrote that "The fundamental dilemma of international economic relations in the twentieth century lies in the inadequacy of national sovereignty as a framework for policy decisions and their administrative implementation in an interdependent world." How could one better describe the need for, and difficulty of, international economic cooperation now, 35 years later? I like to think that our current discussions on the need for improved international economic cooperation would have met with Robert Triffin's approval.

Fitness Center Sponsors Spring Competitions

The IMF's Fitness Center has been a hotbed of competition lately. Walleyball, Squash, and Racquetball Tournaments have all yielded new champions.

Eleven teams competed in a late March-early April Walleyball contest that saw a team of Akbar Ghani and Najib Miran beat out a team of Bob Crites and Prem Pillai, with third place going to Lawrence Nagle and Dustin Smith.

Sixteen participants entered a mid-April squash tournament that saw George Tsibouris beat out Binkim Chadha for the title. Third and fourth place went to John Wilson and James Daniel, respectively.

A racquetball contest that extended nearly three weeks in May and attracted 19 participants was won by Steve Symansky. Phil Torsani placed second.

Bragging rights may not have been the principal motivation for 42 staff members who joined a popular "Reach the Beach" contest that extended over two months and was meant to prod participants into getting into shape for the summer.

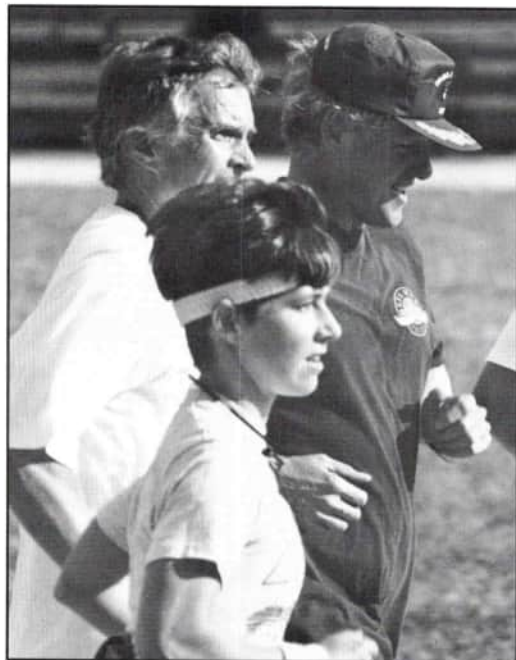
To enter, participants had to weigh in at the Fitness Center and meet with an instructor who gauged their body fat. Participants, in cooperation with the instructors, set individual goals for how much weight would be lost. And the

commitment was not made lightly. Each participant chipped in \$20 to the program, which would be forfeited if they failed to reach their weight goal.

The Fitness Center held weekly weigh-ins to track everyone's progress and dispatched motivational messages daily by e-mail. In the end, 16 of the 42 reached their goal and 26 are still, Ruth-Ann Hrenebach reports, "somewhere near Easton, Maryland." A total of 179 pounds were shed, and the Fitness Center hosted a beach party on June 9 to reward those who made it to the beach (their weight goal) with prizes and a share of the pot collected from those who stalled along the way.

IMF Staffer Finds Company on an Early Morning Run

It's not often that the wire services have their cameras out for your morning run. But then, Pat Price (foreground) had company this particular morning.



There are excuses and there are excuses. Pat Price, a Records Assistant in PDR's Surveillance Policy Division, had, well, an unusual one on June 7. More than forty minutes late, she bumped into her division chief as she came in. "Sorry I'm late," she said, "but I was running with the President." Charles Adams eyed her doubtfully, muttering "Yeah, that's what they all say." The following day, though, she had proof.

Both AP and UPI had been covering the President's early morning run. Both wire services had taken her photo and sent her prints.

"I'd gotten a late start that morning," recalled Price, who normally runs 4 or 6 miles several days a week. "I was half way through my run and had just completed a lap around the Reflecting Pool. I was about to do another when a runner came up behind me and said the President was running on the other side of the Pool." She reversed course and fell in behind a three-man Secret Service entourage, hesitant to press further without permission. The Secret Service runners, however, encouraged her to move forward and

run alongside President Clinton.

"I had to pick up my pace to catch up with him and to keep up, but I was amazed at how normal it all seemed. Often when you are out for your morning run, you'll fall in with someone and begin talking. It was just like that." The conversation, as

Clinton, Price, and a third runner who had joined them as they ran east toward the U.S. Capitol, centered on running and allergies. Price asked Clinton how much running he was able to do these days, and the President replied three or four miles a day, when he could. Lately, allergies more than workload, were cramping his running. The allergies actually improved as he ran, he said, but he could barely breathe when he began.

As they crossed intersections, the Secret Service escort took the lead, waiting for a break in rush hour traffic before proceeding. Soon the three officers fell back, one on each side and one behind. It was all so fluid, Price said, that it seemed natural. The runners ran past the Smithsonian buildings and crossed over onto the Capitol Grounds. "No steps today," Clinton shouted over his shoulder to his Secret Service contingent. "I usually go up and down the steps," he explained to Price and the other runner, "but not today."

As they turned and headed back downtown, Clinton talked about how thrilled he had been to be able to run with the winners of the Boston Marathon recently. "It was astonishing to hear the President of the United States so excited about running down to Hains Point with these marathoners. I guess it's your perspective. I've done marathons," Price said, "and I've run with world class runners, none of that seemed as exciting to me as running with the President."

"In retrospect, I'm still amazed at how normal it all seemed. It was only when we stopped and waited for traffic that I thought about how exposed he, and we, were. That's when you really realized how vulnerable you were. As we were coming

back up the Mall, a photographer dashed out into the path to take a photograph of us. The Secret Service moved very quickly to position themselves in front of the President."

As they paused at intersections to wait for breaks in the rush hour, the conversation branched out in directions alternately philosophical and mundane. Price, who felt that she and the other runner had deliberately avoided political topics to give the President a chance to relax on his run, broke the casual tone of their conversation only once, to thank Clinton for going to the Vietnam Memorial. The conversation turned thoughtful. The reflective mood shifted two intersections later, when a lime green car sped by, catching everyone's eye. "What kind of car is that?" Clinton asked. A Honda Del Sol, she informed him,

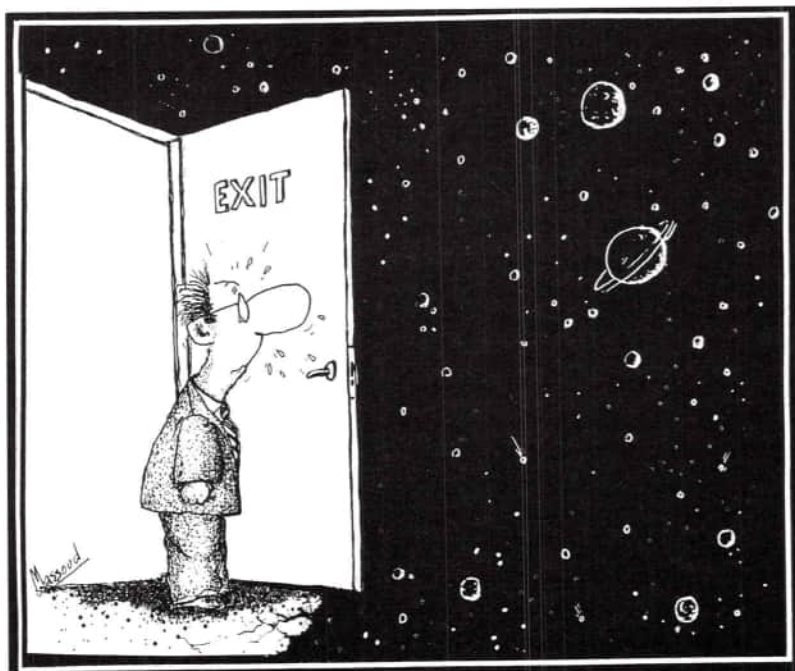
adding that in a few years Chelsea might be looking for a car like that.

The pace, which was faster than normal for Price, began to take its toll. "I knew I had to pick an intersection soon and quit. I wanted to be able to say something when I left." As the runners paused again for traffic at 11th Street, Price bowed out. "Mr. President, you are dusting me, but I want to thank you for letting me run with you," she said. "Well, thank you," Clinton replied, stopping to talk and shake hands.

It was only afterward, as the President, the other runner, and the Secret Service contingent moved on that she noticed the full extent of the entourage: the helicopter over head, the Presidential limousine, two press vans, and at least three Secret Service 4x4s.

"If I had met the President in any other context, I wouldn't have known what to say," Price admitted. "But when we were running, it just seemed so natural to chat." As soon as Price got back to the Fitness Center, she called her husband, then her parents in Richmond. "Do you think I could get a thing done that day?" Price asked. "I must have told that story about fifty times. When I got the photos from AP and UPI, I told it all over again."

Ruth-Ann Hrebenach, the head of the Fitness Center, notes that more and more of the Fund's runners are seeing the President on their morning runs. She; Denio Zara; and members of the Fund's advanced running group, joined a large group for a mid-day run with Clinton on the Mall. "But to date," Hrebenach said, Pat's the only one who has had an extended run."



When the fire alarm sounds, I am sure we all would like to cooperate as fully as possible. To be sure I knew what to do, I checked the instructions in the new telephone directory, where I found the following:

(f) Walk to the nearest stars; DO NOT USE THE ELEVATORS.

I certainly will try, although it may not be possible to get back by c.o.b. My question is this: When Phase III is completed, will we be able to take the elevators to the Milky Way?

Jim Boughton

Attention Photographers

The Federal Research Division of the Library of Congress is looking for photographs of the former Soviet Union to illustrate a series of handbooks that will update its country study.

The book will cover recent history; physical environment; population, health, and welfare; religion; language; culture; economy; government; foreign relations; and national security.

If you are willing to share your photos or slides, please contact Helen Fedor at (202) 245-5229. All materials will be returned.

If your photo or slide is published, your work will be acknowledged and you will receive a copy of the book.

THIRTY-YEAR STAFF

Andrew Beith
Aida Brana
Gulnar Djeddaoui
Isacco Bruno Valentini

TWENTY-FIVE YEAR STAFF

Mireya Castro Ahl
Elizabeth Baxter
Ernst-Albrecht Conrad
Gerda Harris
Sujanaleelei Khandagle
Surinder Nath
Pamela S. Padmore

TWENTY-YEAR STAFF

Jean Boyd
Edgardo Decarli
Barbara Del Fierro
K. Burke Dillon
Christian A. Francois
William T. Grundy
Catherine Hung
Ian McDonald
Anoop Singh
Myriam Watrin
Hartmut Wiesner

SEPARATIONS

Michael J. Brimble
Mary Jean Brutout
Yannick Chevalier-Delanoue
Lawrence K. Duke
Nestor A. Espenilla, Jr.
Jocelyn Gilbert
Lastenia N. Guillen
Paul L.C. Hilbers
Jocelyn Horn
Charles A. Karl
Jong-Wha Lee
Rita Medina
Leon J. Morelli
Rosemary Y. Mungul
Luis Fernando Ochoa
Mark Precious
Soh Yong Rew
Chaiha K. Rhee
Nathaniel Russ
Abebet G. Selassie
Suzanne N. Sock

Samuel Stephens
Nasarudin Sulaiman
Ignacio Tampe
A. B. Van Den Broek
Tin Win

TRANSFERS

Claire Adams to Treasurer's from Research Department.
Arun Adarkar to Central Asia Department from Southeast Asia and Pacific Department.
Renee A-Jaoudi to IMF Institute from Bureau of Language Services.
Hassan Al-Atrash to Office of Executive Director from Policy Development and Review.
Mark Allen to Policy Development and Review from Support Group, Resident Representatives and Advisors (Poland).
E. Aguirre-Carrillo to External Assignment (Colombia) from Legal Department.
Jeanne Arcaro to Fiscal Affairs Department from Treasurer's Department.
Richard Barth to IMF Institute from African Department.
Rifaat Basanti to African Department from Fiscal Affairs Department.
Eric Bell to Middle Eastern from Central Asia Department.
Janet Billenstein to Administration from Secretary's Department.
Nicole Bourassa to IMF Institute from Support Group Secretarial Staff.
Robin Broadway to Administration from External Assignment (Philippines).
Marcello Caiola to Office of the Managing Director, Office of Internal Audit and Review from Statistics Department.
Joan Campayne to EU2 Department from Legal Department.

Daniel Citrin to EU2 from Central Asia Department.

Aldith Clague to Office of Executive Director from Support Group Secretarial Staff.

Bonnie Coles to EU2 Department from Western Hemisphere Department.

Sharmini Coorey to Western Hemisphere to Policy Development and Review Department.

Carlo Cottarelli to Monetary and Exchange Affairs Department from Fiscal Affairs Department.

Marie Therese Culp to Middle Eastern Department from African Department.

Amelia De Lucio to Monetary and Exchange Affairs Department from IMF Institute.

Melanie Dieckmann to EU2 from Central Asia Department.

K. Burke Dillon Support Group, Resident Representatives and Advisors (Russian Federation) from EU2 Department.

Paul Josef Duran to Middle Eastern from African Department.

Sylvie Durand-Jansiac to Monetary and Exchange Affairs Department from EU1 Department.

Zia Ebrahim-Zadeh to African Department from Support Group, Resident Representatives and Advisors (Zaire).

Sena Eken to Middle Eastern from African Department.

R. Anthony Elson to Statistics Department from Western Hemisphere Department.

Muriel Esclassan to Middle Eastern Department from Bureau of Language Services.

Josefina Fernandez to Statistics from Treasurer's Department

Joaquin Ferran to Office in Europe from Policy Development and Review Department.

Martin Fetherston to EU1 from Southeast Asia and Pacific Department.

Robert Floyd to Treasurer's Department from Statistics Department.

Jose Gil-Diaz to Western Hemisphere from Support Group, Resident Representatives and Advisors (Bolivia).

Jean-Pierre Gollé to Monetary and Exchange Affairs Department from Administration Department.

Eileen Jackson to Office of Executive Director from Support Group Secretarial Staff.

Graeme Justice to EU2 Department from Western Hemisphere Department

Reza Kibria to Office of Executive Director from South-east Asia and Pacific Department

Insu Kim to Southeast Asia and Pacific from Support Group, Resident Representatives and Advisors (Bangladesh)

G. Russell Kincaid to EU1 from Policy Development and Review Department

Malcolm Knight to Middle East Department from Research Department

Nasibu Kobola to Support Group Secretarial Staff from Office of Executive Director

Eliahu Kreis to Support Group, Resident Representatives and Advisors (Argentina) from Western Hemisphere Department

Joslin Landell-Mills to Western Hemisphere from Policy Development and Review

Michel Lazare to Middle Eastern Department from African Department.

Ngoc Le to African from Bureau of Language Services.

Paulo Leme to Policy Development and Review from Western Hemisphere Department.

Ian Lienert to IMF Institute from African Department

Leslie Lipschitz to African Department from EU1.

Isabel Maluwetig to Administration Department from Fiscal Affairs Department.

Emmanuel Martey to Middle Eastern from African Department.

Mauro Mecagni to Policy Development and Review from EU I Department.

Elizabeth Milne to Monetary and Exchange Affairs from South-east Asia and Pacific Department.

Jitendra Modi to Support Group, Resident Representatives and Advisors (Jamaica) from Fiscal Affairs Department.

Thomas Morrison to Statistics from African Department.

Alexander Mountford to Secretary's from External Relations Department.

Carlos Muniz to Western Hemisphere from Support Group, Resident Representatives and Advisors (Argentina).

Wilhelm Nahr to Support Group, Resident Representatives and Advisors (Mongolia) from Statistics Department.

Karim Nashashibi to Middle Eastern from Fiscal Affairs.

Michael Niebling to Support Group, Resident Representatives and Advisors (Ethiopia) from African Department.

Saleh Nsouli to Middle Eastern from African Department.

Arne Petersen to Monetary and Exchange Affairs Department from African Department.

John Prust to Office of Deputy Managing Director from Office of the Managing Director.

Dominique Raelison-Rajaobelina to IMF Institute from Statistics Department.

Thomas Reichmann to EU1 Department from Western Hemisphere Department.

Franek Rozwadowski to African Department from Policy Development and Review.

Thomas Rumbaugh to South-east Asia and Pacific Department from African Department.

Ali Salehizadeh to Middle Eastern Department from Treasurer's Department.

Edward Saunders to Statistics Department from Middle Eastern Department.

Mohammad Shadman-Valavi from Policy Development Review Department to EU2 Department.

Jenaro Simpson to EU2 Department from External Affairs Department.

Anoop Singh to Policy Development and Review Department from EU1 Department.

Janice Smart to External Relations Department from Administration Department.

Erich Spitaeller to Support Group, Resident Representatives and Advisors (Viet Nam) from EU1 Department.

Siddharth Tiwari to Support Group, Resident Representatives and Advisors (Russian Federation) from Policy Development and Review.

Rosa Valdivieso to Middle Eastern Department from African Department.

Delano Villanueva to Middle Eastern Department from Research Department.

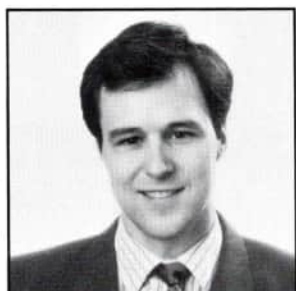
P. Van Den Boogaerde to EU2 Department from Middle Eastern Department.

Jan Van Houten to Policy Development and Review Department from EU1 Department.

Jiansheng Wang to World Bank from African Department.

Sherwyn Williams to Middle Eastern Department from Statistics Department.

Carolyn Worth to Treasurer's Department from Bureau of Computing Services.

**Geoff Barnard**

Canadian, is an Economist (MED). Educated at London School of Economics and currently a Ph.D. candidate at McGill University, he includes among his interests athletics, aquatics, and alliteration.

**Mohamed Bechri**

Tunisian, is an Economist (AFR). Formerly an Associate Professor at the University of Tunis, he holds degrees from University Paris I and USC-Los Angeles. He enjoys theatre, travel, and reading.

**Abdelmajid Benkhalifa**

Tunisian, is an Economist (AFR). Educated in Germany and Minnesota, he was previously a Division Chief at the Institute of Quantitative Economics in Tunisia. His interests include travel, outdoor activities, and reading.

**Juan Burdiel**

Spanish, is an Assistant (OED). Educated at the Complutense University of Madrid and Georgetown University, he previously served in the Ministry of Finance in Spain. His interests include architecture, literature, and skiing.

**Marcel Cassard**

U.K./Lebanese, is in the Economist Program (EU1). He is currently a Ph.D. candidate at Columbia University, and previously served as an Economist at the U.S. Council of Economic Advisers and at the OECD in Paris.

**Liz Craib**

Canadian, is an Administrative Assistant (OED). Previously a secretary at the Bank of Canada, she has a Diploma in Secretarial Technology. She enjoys sports and reading.

**Dominique Desruelle**

French, is an Assistant (OED). Previously an Assistant Professor at the Université de Montreal, he was educated at the Ecole Centrale de Paris and Princeton University. He enjoys movies, ice skating, and sailing.

**Charles Enoch**

British, as a Division Chief (MAE). Previously a Senior Advisor at the Bank of England and an Alternate ED in the Fund, he holds degrees from Cambridge and Princeton.

**Jeffrey Franks**

a U.S. national, is in the Economist Program (EU1). Currently a Ph.D. candidate at Harvard, he was educated at Princeton and Oxford universities. Before coming to the Fund, he was a consultant on developing countries.

**Antonio Galicia**

Mexican, is an Assistant (OED). Formerly with the Banco de Mexico, he was educated at ITAM, Mexico and American University. His special interest is model airplanes.

**Monica Hargraves**

a U.S. national, is an Economist (RES). Formerly an Assistant Professor of Economics at Brown University, she was educated at Princeton and the University of Rochester.

**Richard Harmsen**

Dutch, is an Economist (PDR). Educated at the Free University in Amsterdam, he was formerly with the Ministry of Finance of the Netherlands.



Mehnaz Hassan

Bangladeshi, is a Staff Assistant (CTA). Before joining the Fund, she was an Executive Secretary at the Bank of Kuwait and the Middle East in Kuwait. Educated at Sidheswari Girls College, she enjoys traveling and theater.



Eva Hays

Swedish, is an Administrative Assistant (OED). Previously an office manager with Scandinavian Airlines, she enjoys gardening, Nordic skiing, painting, and her two cats.



Georges A. Heinen

from Luxembourg, is an Assistant (OED). Educated at the University of Paris and UCLA, he was previously an Assistant to an Executive Director at the World Bank and a Project Officer with UNDP and WFP in Africa and Asia.



Janice Irving

a U.K. national, is a Staff Assistant (STA). She holds a DpHE in languages from Wolverhampton Polytechnic in England. Her interests include aerobics, traveling, and hill walking.



Claudia Jadrijevic

Bolivian, is a Research Assistant (MAE). Educated at George Washington University, her interests include tennis, painting, sewing, and crafts.



Beryl Jeffrey

a U.K. national, is a Staff Assistant (TRE). Before joining the Fund, she was a Secretary in the Ministry of Defense at the British Embassy. She enjoys travel, home decorating, and keeping fit.



David K.J. Jeffrey

Australian, is a Counselor (LEG). Educated at the Universities of New South Wales and Sydney, he was previously with the firm of Baker and McKenzie in Sydney and Washington, D.C.



Michelle Katics

a U.S. national, is a Research Assistant (FAD). Formerly a Research Assistant at the Federal Reserve Bank of Chicago, she was educated at Northwestern, and enjoys cycling, running, and hiking.



Aquil Koulizade

Azeri, is an Assistant (OED). Educated at Azerbaijan Economy University, before joining the Fund, he was Chief Expert at the International Bank of Azerbaijan. His interests include reading, travel, movies, and photography.



Jaroslav Kucera

Czech, is an Economist (STA). Educated at the Prague School of Economics, he was previously Executive Director of the Statistics Department, State Bank of Czechoslovakia. His interests include geography and stamp collecting.



Ava Lilaonwala

Indian, is a Research Assistant (FAD). Educated in India at Sydenham College and NIIT, she was previously a Research Assistant in FAD and the World Bank. She enjoys traveling, tennis, basketball, and listening to classic rock.



Claudia B. Mariel

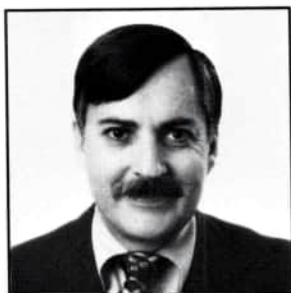
Argentinean, is a Staff Assistant (MAE). Formerly a contractual Bilingual Clerk/Typist (MAE), she holds a Certificate in Office Technology from Montgomery College. Her interests include music, dancing, and being outdoors.

New Staff



Caryl McNeilly

American, is an Economist (EU1). Previously with the Institute of International Finance and the Federal Reserve Board, she holds degrees from Princeton University and Pomona College.



Frank M. Meek

a U.S. national, is an Accountant (TRE). Formerly with NATO Maintenance and Supply, US S.E.C., and Peat Marwick, he was educated at Southern California. His interests include skiing, photography, and Z-gauge model railroad.



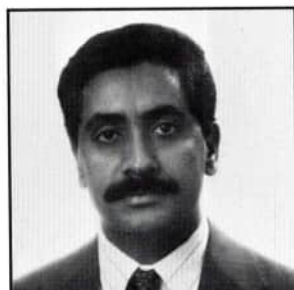
Gian-Maria Melisi-Ferretti

Italian, is an Economist (RES). Formerly a Research Officer at the Centre for Economic Performance at LSE and educated at Harvard and the Università di Roma. His interests include chess, tennis, soccer, and basketball.



Jeannette Morrison

a U.S. national, is an Assistant Editor (EXR). Formerly at the Brookings Institution, she holds an MBA in Finance from Wharton School. Her interests include art, aerobics, and entertaining.



Tijani Najah

Tunisian, is an Economist (AFR). Before joining the Fund staff, he was an Assistant Professor at the University of Tunis. He holds a PhD from the University of Paris II.



Susan del Carmen Olgiati

Argentine, is an Assistant (OED). Educated at Universidad Nacional de Buenos Aires, she had served with Banco Central de la Republica Argentina in the Foreign Trade, International, Official Sector and International Relations Departments



Inci Otker

Turkish, is in the Economist Program (TRE). Educated at Middle East Technical University (Turkey), and Carnegie Mellon. She was formerly with the Central Bank of the Republic of Turkey.



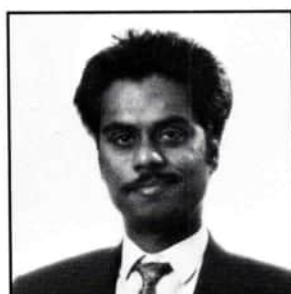
Jorge Roldos

Uruguayan, is an Economist (RES). Educated at the Universities of Rochester, Chicago, and the Universidad de la Republica (Uruguay), he was formerly a senior researcher at CERES in Uruguay.



Karin Selishev

Austrian, is a Staff Assistant, (EU2). She holds an MA in interpretation and translation, and was formerly with the Embassy of Austria. Her special interests include foreign countries (especially FSU), movies, and biking.



S. Sriramachandran

Indian, is an Accountant (TRE). Awarded the Elijah Watt Sells Award in the Uniform CPA examination in the United States, he had served as an Investment Specialist at the Ministry of Finance and Economy in Oman.



Alexander Sundakov

New Zealander, is an Economist (EU2). Educated at London School of Economics, he was formerly a Manager in the Macroeconomic Policy Group at the New Zealand Treasury. He is fluent in Russian, is married and has one daughter.



Therese Turner-Huggins

Bahamian, is an Economist (WHD). Previously with the Central Bank of The Bahamas, she was educated at the University of East Anglia and the University of Toronto. Her interests include women's issues, swimming, and parenting.