

Staff News

Getting to Know Lyn Blatch

The New Ombudsperson Shares Some Initial Thoughts On Her Appointment

MS. BLATCH'S appointment was the unanimous recommendation of the Ombudsman Search Committee. Prior to joining the Fund, Ms. Blatch was the Ethics Counsel of the U.S. Securities and Exchange Commission. Her professional experience has involved the resolution of employment-related disputes. She assumed her duties on October 17, 1994; Staff News interviewed her shortly after she took up her appointment.

What was it that particularly piqued your interest in becoming the Fund's Ombudsman?

Well, I've been practicing labor and employment law for approximately 25 years, so the role of Ombudsman is something that fits right in with the rest of my background. But what particularly appeals to me about the Ombudsman's role is that the objective is to assist people in finding their own solutions. In other words, you do not dictate to them how to solve a problem, but rather provide information and help them come up with a practical solution. That's how I view the process. In a way it's a form of counseling, but it's not as "soft"

as some may think. I do not see myself as a psychiatrist or a psychologist. I have a legal background, and I think to be effective one has to understand the intricacies of the rules and regulations, and how due process and employment systems work, and those kinds of things. But as Ombudsman, I would try to help people find solutions, rather than dictating solutions.

Another aspect that interested me is that the Fund has a very fine reputation, and its staff is the cream of the crop. Combine that with the fact that the staff does not have recourse to the courts, and you have circumstances which are bound to generate some interesting situations for an Ombudsman.

Actually, in a way the Fund is ahead of most U.S. institutions. It is only recently that Ombudsmen are being used in U.S. agencies and corporations, whereas the Fund has had one since 1979. Also, Fund staff have had access to



Contents

The New Ombudsperson 1

An interview with Lyn Blatch

Fear of Mice 5

The new windows environment

Flexible Work Schedules 7

Making it work

Applying for Vacancies 11

Improving your chances

Madrid '94 13

Reflections on the Annual Meetings

The View From the Board 15

Godert Posthumus reflects

Medical Benefits Plan 18

What exactly is Medline?

Volunteer Corner 23

Activities of INVOLVE

Assignment: Moscow 25

A unique temporary assignment

Farewell to Gene Herbert 28

Gene shares some thoughts

Staff Day 31

SAC's first annual celebration

Staff Notes 35

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an objective grievance procedure, which again is not available at all U.S. institutions. And of course, just recently, the Administrative Tribunal has been established so the staff does have access to a binding decision by outside third parties. Whether or not many cases are filed, the existence of the Administrative Tribunal may affect the dynamics of things considerably.

Incidentally, do you prefer to be called Ombudsman or Ombudsperson?

A number of us have been laughing about this recently. Ombudsperson is, I know, quite a mouthful, but it is what I prefer. Actually, it seemed all the choices posed difficulties. Those familiar with Scandinavian languages tell me that "Ombudsman" is not a male suffix, but I believe it is perceived that way by many, and so wanted to make a change. Some use the term "Ombuds" and that is appealing because it is shorter and easier. However, again I am told by those familiar with the language, that the word "Ombuds" has an entirely different meaning. That left "Ombudsperson." It is an awkward word, but I remember how odd it sounded to me, six or seven years ago to hear the word "chairperson" and now it seems perfectly normal. That is what got me over the hump to say "Ombudsperson." I slip myself sometimes and call myself "Ombudsman," so no one needs to worry that I will take offense if they too slip back into old terminology.

At the Securities and Exchange Commission you were Ethics Counsel. Can you tell us how the role of an Ethics Counsel differs from the role of an Ombudsperson?

Substantively, what I dealt with was quite different. I did not deal primarily with employment-related issues. I dealt with very complex

issues involving securities law, conflicts of interest, and criminal ethics statutes that apply to U.S. employees. What was very much the same is the process. There too, my approach was not so much to dictate the outcome, but rather to provide information (which I think will also be the case here), and help people understand what the standards are and what solutions would or would not work at a practical level. Through the process of discussion and questions and answers, we tried to arrive at a creative solution to the problem.

Your work experience as an attorney and an ethics counsel seems to have been focused on the U.S. environment. How different do you think your role will be in a multicultural environment like the Fund?

For the most part, my work so far has been with U.S. citizens. However, the Securities and Exchange Commission did a great deal of technical assistance. Our officials went to China and to many of the former Soviet Union countries to provide technical assistance in setting up securities exchanges, and officials from many countries came to the Commission. I was often consulted on related ethics issues. Also, the Commission sponsors an international institute each year attended by officials from all over the world. These officials would seek advice from me as to what kind of ethics program they should set up in their countries to ensure that their employees, for example, were not trading on inside information.

Also, in my career prior to the Commission, I wrote decisions on many of the allowances, benefits, and items such as home leave, that are unique to employees who live in a foreign country. And, while on detail to the White House last year, I worked closely with the State Department on a



lot of nominations of ambassadors. So I would not call myself an expert in the international area, but I certainly have some experience.

Actually, I am very much looking forward to that aspect of my new position. I recently attended the orientation course for new staff, and Mr. Al-Jasser spoke about the Executive Board. He was talking about what a wonderful quality such diversity brings to the institution. And that is certainly the way I feel. I find it very enriching. I think, too, the role of the Ombudsperson will be especially helpful in a multicultural environment. In my own mind, I call it "translating." One person is saying one thing, but the other person may be hearing it differently. I believe the Ombudsperson may be able to be very helpful in bringing them closer to an understanding.

Have you had the opportunity yet to look at the Report on the Status of Women in the Fund and, if so, do you have any initial reactions to it?

I've just read through it briefly. I haven't had a chance yet to read it

thoroughly or to really explore the back-up data. But I'm very impressed with the study. I'm impressed that management sponsored it. My instinct is that not too many organizations would do that if they did not have to. You might see studies like that, but more likely than not somebody ordered them to be done. So I think it shows good faith on the part of management to have authorized the study and to give it support. The quality of the report itself was very impressive. I think it will provide a wonderful benchmark. From this point forward, you have something concrete to measure against. That is invaluable.

Did you have any initial reactions to the proportion of women in senior-level positions in the Fund?

The absence of a female department head really did strike me; I was rather surprised at that. Being a little bit ahead of the baby boom in the United States, I am ahead of the age curve, and I am accustomed to being one of "the first women." So I am aware, at a very personal level, how slow progress

can feel at times. Nonetheless, I think the absence of female department heads is rather stark, and I would assume that the Fund is eager to remedy that. Because of its mandate, the Fund has been successful in ensuring a wide nationality distribution, but I think it is important that the gender issue not be overlooked. Once you get women into the more senior positions, my experience is that you get women moving up because it is easier to hire your own kind and promote your own kind. That's only natural, and it's a part of human nature, whether you're male or female. That automatically will raise the profile of women in every way.

And the survey of staff views - any reactions to that?

Here again, I have only had time to briefly look at the document and am not aware at all of what kind of follow-up has or has not been done. However, the issues that jumped out at me are very similar to the issues I see being raised elsewhere, and that have been raised by staff who have sought my assistance in the short time I have

been here. One of these is the concern that managers are promoted because they are very good in their technical areas, but they may not be as good in terms of their managerial skills. And so the institution has to communicate the message that it's good for a manager's career to be a good manager. That's a pressure that occurs in a lot of institutions because the managers are under pressure to get the work done and meet their deadlines, and feel that they literally do not have time to be a good supervisor. There is a value judgment involved that the institution needs to address. I'll be interested to see what happens when the Fund moves forward on the exercise to evaluate supervisors. I think that exercise could be very informative.

The Ombudsperson's terms of reference, as well as GAO 31 relating to the Grievance Committee, are currently being revised. What are the major changes that will affect the Fund staff at large?

Since I am so new to the Fund, it is difficult for me to be certain of the practical implications in certain proposed changes. Nonetheless, a great deal of progress has been made, thanks in large part to the efforts of the SAC, the outgoing Ombudsman, Gene Herbert, Nick Zumas, Chairman of the Grievance Committee, and Administration. At this point, I can only say that some significant issues have been identified, and substantial progress has been made. I hope all will be resolved soon to everyone's satisfaction. It would not be appropriate for me to comment further at this stage of the discussions.

Have you met with Mr. Narvekar?

I have met with him and had a number of discussions on a variety of matters. The relationship thus far has been most productive, and I look

forward to working with him in the future. He has made it clear that I will have access to him as often as I feel it is needed.

"The earlier you catch a problem, the less likely it is to get severe"

Do you have any personal objective or goals for yourself over the five-year term?

What I would hope to accomplish (or at least try!) is to have the staff become less fearful about using the Ombudsperson. I would count that as a real plus. On the flip side of that, I'd like to think that when managers hear that the Ombudsperson is involved, instead of groaning and rolling their eyes, their reaction would be, "Oh good, now we may be able to find a solution that we can live with." It would also be nice if the culture here would increasingly recognize that you can solve problems without attaching blame ... that you don't have to belabor the point, or even decide if somebody did something wrong. You can often work toward a solution without doing that. It can be counterproductive to become defensive or to sit in judgment and condemn when you could put that energy toward identifying more specifically what you think can improve a situation. Both managers *and* those they supervise can share that responsibility. In that sense,

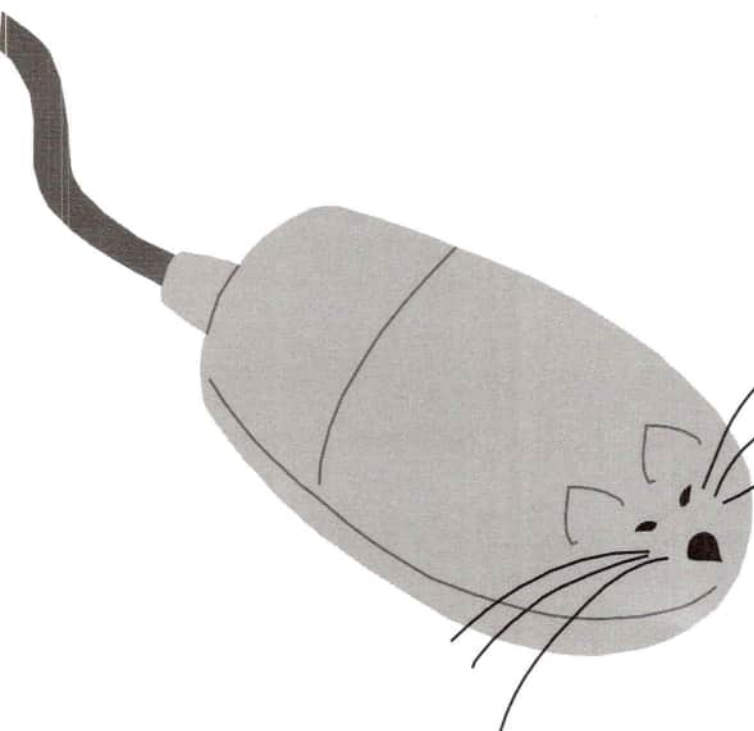
I'll probably be tough on some people! Everybody does have responsibility for their career. Nonetheless, there is an imbalance of power between management and staff, and I think the Ombudsperson can offer some equalizing action and help people find a solution that everyone can live with. So if that improves, I'll feel very satisfied.

Is there anything you would like the staff to know about you, through Staff News? Do you have any advice for the staff?

To reiterate what I tried to communicate at SAC's Staff Day reception, it really is a no-risk situation to come for a first consultation. The confidentiality is absolute, and the decision whether or not to discuss the matter with anyone else will be made by the staff member. I will not make that decision for them. Another thing is that it is often better not to wait until you're in a crisis. What often has to happen to find a good solution is that attitudes have to change. A staff member cannot change the attitude of a manager, but can often gain a new insight or perspective by discussing a matter with a disinterested third party such as an Ombudsperson. Even if the Ombudsperson never takes the matter further, hopefully staff members will leave this office feeling more comfortable about how they should handle themselves, or what they should or should not do about the problem they have. The earlier you catch a problem, the less likely it is to get severe. That is not to say there will not be severe problems, and I do not think the Ombudsperson can fix everything. But even those situations which cannot be fixed can often be improved.

Fear_{of} Mice

Adjusting to a Windows Environment



MICE are invading the Fund. Not the warm-blooded, furry kind, but the mechanical ones that give computer users the ability to speedily race around their screens, pointing, clicking, and dragging. You have seen them. They are small, white, hand-held devices connected to the user's computer by a chord, and usually sit on a mousepad—a small square of wetsuit material. There are over 600 mouse users in the Fund, spanning all departments. The only department

that is completely overrun with mice, however, is SEA, whose 55 staff members have been using mice since April when the department converted to the Windows operating system.

How does a mouse work? The mouse must have a static-free flat surface for its rollerball to make contact with. The user directs the cursor on the screen with the mouse by moving it around on its mousepad and then quickly “clicking” a button on top of the mouse to select. The four primary mouse commands are: point, point and click, double click, and click and drag. People usually pick up the first two commands easily. Double clicking sometimes gives people trouble, however, because it has to be done quickly, and the user's hand has to be absolutely still while doing it. “People also have trouble clicking and dragging—it is really one movement, a press and drag—they try to click it and then drag it in separate movements and it doesn't work,” explains Barbara Alexander, a technology trainer in the Staff Development Division's Training Section.

Staff in the Training Section note some typical problems people have in adapting to the new technology. Commonly, “people pick the mouse up and use it like a remote control for the TV,” because that is something they are familiar with, according to Cindy Bilbray, another technology trainer. A difficulty that new users often have is heavy fingers, which is similar to driving with a “lead foot” on the gas pedal, not realizing that the

other hand to operate the function keys" to save time.

About 65 people were trained in connection with the SEA pilot, and the courses included about an hour just getting comfortable with the mouse before going on with other aspects of the training. At first "it took a little while for people to get used to the mouse, but now it has become a natural reflex so when people turn on their computer, they automatically

I found it obvious how to use the mouse right away. As a piano player, it was not difficult to get used to striking a key twice rapidly and lightly. I think pianists probably have an inherent advantage in using a mouse."

Eventually, everyone who works on a computer will have to learn to work with a mouse, because the graphical user interface--any computer interface that substitutes graphics for characters, which usually works with a mouse or

trackball--is the interface of the future. Windows 3.0 and 3.1 are the most famous GUIs, with the Apple Macintosh being second. Appropriately, GUI is pronounced "goo-ey."

Overall, people like and appreciate the mouse. "The mouse has definitely made my work easier, especially in terms of moving quickly through spread sheets in Quattro Pro and getting at formulas in cells with just a click," says Elie. Pihuan Cormier, a Staff Assistant in SEA agrees: "I function much faster with the mouse, and find that most of the time I am clicking more than I am typing." Sathya is also happy with her mouse,

saying it has made her life easier and her work faster. Some staff in SEA have also gotten into the habit of traveling with their mice. "Most people don't like the trackball that is built in to the laptop's keyboard, so they unhook their mouse and take it with them on mission," Natalie explains. Carolyn Francis, the Acting Administrative Officer in SEA, sums up her department's experience with the mouse, noting that "after some initial growing pains, most people have adapted well to the new environment."

Sharon Metzger

mouse is sensitive and doesn't have to be pressed hard. Also, new users often don't realize that they can pick the mouse up while they are trying to navigate their pointer around the screen when their mouse reaches the edge of its pad. Barbara explains, "When I was first training people they would get to the edge of their desk, run out of room, drag the mouse onto a book and roll across the floor in their chairs to use the mouse." Cindy concurs: "I have heard of people using the wall to roll their mouse on when they run out of space on their desk."

While the mouse is an important new tool, the Training Section emphasizes that it is not a substitute for the keyboard, but should be used along with it. Cindy notes: "as users become more efficient with the mouse with one hand, they find they can use their

pick it up," said Natalie Hairfield, a Research Officer in SEA. Cindy agrees: "In general, it takes about one day to get comfortable, and two weeks for the mouse to become an extension of your arm." People do, however, acclimate themselves to the mouse at different speeds, depending on their previous experience. Sathya Menon, an Administrative Assistant in SEA said, "When we converted to Windows, it was my first time using the mouse, and I was a bit afraid, but in a matter of hours I felt comfortable with it." Elie Canetti, an Economist in SEA, remembers his training: "I think

Making It Work

Staff Members Use Flexible Schedules to Balance Demands

"I T WOULD be interesting to read about how other staff, particularly women, are managing to balance their careers with their personal lives." This was the thrust of a number of suggestions that we received, in the recent *Staff News* readership survey, on topics for future articles. So we set out to quiz some women who have managed to adjust their Monday-to-Friday, 9 to 5:30 work schedules in an effort to cope with other demands on their time.

Their reasons for seeking a change in their established work patterns varied, as did the actual changes they made. Ellen Nedde, Economist in WHD, believes she may be the only economist to have taken advantage of the long-term homeworking policy. To reduce commuting time and thereby allow her more time to be with her small child, Ellen began in January 1994 to work at home two days a week. She recently decided to give up working at home in order to convert back to the 80 percent work schedule she followed last year. She is also "taking advantage of the new policy permitting earlier starting times, although I am aware that it may be difficult for me to leave at 4:00 every day."

Prabha Job, Administrative Assistant in CTA, made creative use of her accrued annual leave last summer to enable her to be at home for four afternoons each week to resolve her child-care problems.

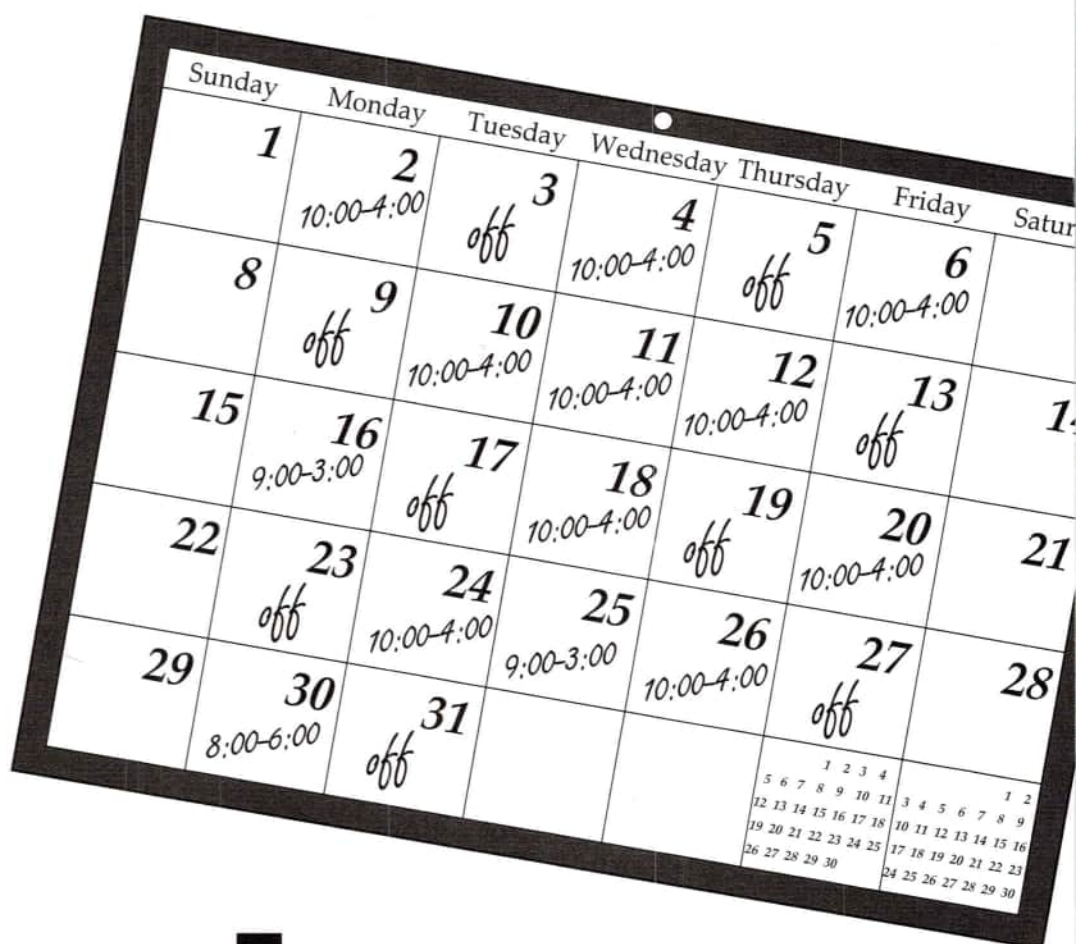
Marina Primorac, Assistant Editor in EXR, has three young children and arranged her schedule to spend more time with them. She begins work in her office at 7:30 a.m. and works at home for short periods so that she can leave the office early a few days each week.

Karen Swiderski, Deputy Chief of INS's European Division, wanted to spend more time with her two-year-old twins. She converted to part-time

status in January 1994, and normally works three days a week.

The birth of her second child prompted Carolyn Ragland, Personnel Officer in ADM, to change her schedule. After taking a month of leave without pay following her maternity leave, she began a part-time (80 percent) work schedule.

Although Elisa Diehl, Editorial Officer in EXR, now works full-time, she began her Fund career as one half



of a "job share," so that she could spend more time at home with her then 9-month old child.

Other staff have rearranged their normal work-week to allow them more flexibility for educational pursuits. One staff member who did so says, "For some time I had wanted to complete an advanced degree to improve my career opportunities, but I was reluctant to leave my career to attend university." Most of the degree programs in which she was interested scheduled their classes on alternating Fridays and Saturdays; however, her annual leave balance was not large enough to hold out, and neither a compressed work week nor LWOP for one day each pay-period was feasible under current Fund policies. For a trial period, she is now working on a flexible basis that allows her to attend classes.

All of these women agree that the key to achieving flexibility in their work schedule is to develop a well-thought out and convincing proposal that takes into account the needs of the work unit and that anticipates possible objections. The proposal has to reassure the supervisor, at the time the request for flexibility is made, that the overall workload will not suffer. Moreover, they all emphasize the need to remain flexible themselves, and to adjust their schedules to meet pressing workload demands.

On the issue of flexibility, Carolyn says: "I remain flexible and I do not leave promptly if I have a pressing issue which I have to resolve." She says she regards her part-time working schedule as a privilege and not an entitlement, "and with this in mind, I remain flexible when the work demands that I put in extra hours at the office." Marina agrees: "A flexible attitude is essential; if supervisors are willing to be flexible, it is only fair that you try to minimize the impact of your unusual working arrangements on

them and on your colleagues." She assures flexibility by setting up a safety net at home with a roster of people she can call on for childcare if she needs to stay late in the office unexpectedly. She adds, "The fact that I have free time in the afternoons means that I don't generally need to take administrative, sick, or family leave to take care of medical appointments."

Part-time staff admit that their workday seems very rushed. Most of those who have converted from full-time to part-time employment believe that they now work even harder than they did as full-timers, perhaps because they want to ensure that their work doesn't suffer. Says Carolyn, "Staying ahead of one's workload is always a challenge in the Fund, but on a reduced schedule, staying ahead becomes even more critical. Because this work schedule is extremely important to me, I always want to go the extra mile to ensure that my supervisors remain happy with my work arrangements." Ellen adds that on the few occasions when she worked a full-time schedule while officially on part-time status (80 percent), "I viewed it as uncompensated overtime that is typically performed by professional staff." Indeed, for staff on part-time schedules, there is a sense that, in effect, they handle just as much work as their full-time colleagues. One such staff member notes, "In fact, my supervisor acknowledges that I handle a full-time job on a reduced workday."

Karen feels that her work responsibilities as Deputy Division Chief have not changed significantly since she adjusted her working hours. "I have managed to get the work done by putting in longer hours during the three days I am here, varying the number of days at the office each week to fit the workload, and working more efficiently (helped by my familiarity

with the work after having held the same position for several years)." Karen feels that she takes less sick leave and annual leave than when she was a full-timer, and she makes sure that medical appointments and other personal errands are done on her days off. Carolyn, too, says that she is reluctant to take time off during her working hours for medical appointments, whether for herself or for her children.

We asked women working on a part-time basis (and therefore earning only a proportion of the wage bill for their budgeted positions) how their departments had allocated the "remaining" funds. In Karen's case, her department used the excess funds to finance consultants for external training missions. However, most of the women seemed to be unsure how their departments had used the excess funds, although several of them noted that a part-time contractual appointee or a vendor employee could presumably be hired if needed by their work units. In fact, occupying the other half of a budgeted position was exactly how Elisa came to the Fund in 1985 on a part-time contractual basis: "I had a 9-month old child and had just left a full-time job when the opportunity for a job share arose in the Fund." She feels that the arrangement worked very well, and that her supervisor and her colleagues "took the change in stride. We complemented each other and worked very well together."

When confronted with the question of whether or not these women would recommend flexible working arrangements to others in similar circumstances, all of them said that they would. They cautioned, however, that there were one or two things staff need to be aware of: "One has to be prepared to work even harder, trying to pack an 8-hour day into 4 or 5 hours." says Prabha. Carolyn confesses that although her immediate supervisors

reacted positively to the change in her schedule and have been supportive, "I have met envious, teasing, and flatly negative remarks about my commitment to my Fund career."

One point that several women stressed was the lack of access to concrete information in the Fund on what specific options are available to staff who wish to introduce some flexibility into their work schedules. There is a sense that informal arrangements are in effect for a number of staff whose supervisors and SPMs have been willing to use discretion in interpreting the existing policies to meet requests for, say, a compressed work-week (also referred to as "9/80", meaning one works 9 longer days in a two-week period). But there seems to be a perception that a few departments are particularly rigid and unwilling to consider any working arrangements that do not conform with the "letter of the law," i.e., the Fund's formal administrative policies. Moreover, as one staff member notes, "Even the GAOs for part-time employment are not current."

And almost all the women we consulted about their experience as part-timers questioned the justification for the strictly enforced two-year limit on their conversions from full-time to part-time status. One part-timer notes that the World Bank has eliminated the limit it had on part-time work, and adds, "If a part-time arrangement is working to everyone's satisfaction, I see no reason to place artificial limits on how long it can continue. If there is a fear that making part-time arrangements more flexible will result in a surge of demand for part-time work, I think it is unfounded. Many feel that they could not afford the salary cut. Also, there is the perception that entering into these arrangements is too costly in terms of promotion prospects."

Another part-timer adds, "The limitation of two years bears no relation to the needs of staff who may desire two months or five years for this kind of work schedule. Furthermore, now that the Fund allows more variations in the number of part-time hours worked (as opposed to just 50 percent), it ought to recognize that this work arrangement could be suitable for an indefinite period in someone's career." Karen's

"There is an impression that most managers just assume that flexible policies simply don't work"

response echoes the sentiments of the other women when she is asked if the Fund could make greater use of part-time arrangements for its staff: "Part-time arrangements can take many forms—not just working fewer days per week but also, for example, working more at some times of the year than at others. Taking account of the many possibilities, I am sure there is more scope for part-time than people now realize. Such arrangements have become very common in the private sector. This has not just been for the benefit of employees but also their employers who have found it an effective way to recruit and retain good staff. I don't see why things should be so different at the Fund. One advantage of more flexible work arrangements would be that it would be easier to recruit women." Elisa suggests, "Maybe the Fund could start a bulletin board to enable people inter-

ested in flexible schedules to communicate with each other about such things as job trades and job shares."

All the women surveyed agreed that there is a fair amount of skepticism in the Fund when it comes to endorsing the concept of flexible working hours. Long hours at the office seem to be expected of many staff for reasons beyond their control. Also relevant is the perception of a number of staff that supervisors tend to reward and encourage those who spend long hours in their offices.

Some noted that there is an impression that most managers just assume that flexible policies simply don't work. Some were also disappointed that in the recent report on the Status of Women, relatively little attention was devoted to issues relating to family and personal life.

Should the Fund do more as an employer to help staff achieve a balance between their personal and professional lives? One part-timer advises, "If the Fund wants to retain good staff, it's important to realize that people have different needs at different points in their lives."

Marina adds, "The Fund should give a wholehearted commitment, rather than a grudging one, to initiatives that it has decided are feasible. Leaving the decision to individual departments means that people in enlightened departments such as mine benefit, while others suffer in comparison. It might take time, but slowly the people to whom a work/personal life balance really matters will migrate to the more receptive departments. I have talked to senior Fund staff who have maintained a healthy balance without harming their career, and to other senior staff who regret the excessive time that they spent at the office instead of meeting personal commitments. I think in the long run the Fund is better off if it has employees who are happy, healthy, and balanced."

50th Anniversary Time Capsule

What to Pack for Perpetuity?

A bottle of Chateau Lafite-Rothschild cost \$3.73 in 1958 (a bottle of 1989 Medoc from this vintner now retails for \$99.99 at LaSalle Liquors on K Street); a bottle of Courvoisier cognac cost \$6 (Courvoisier V.S.O.P. now sells for \$38 at LaSalle). Enough peanuts and potato chips for the dedication luncheon and an evening reception cost \$15; the canapés, shrimp, sirloin of beef, cheese rolls, and salad, considerably more. The “girl” (for canapé preparation) and the bartenders were hired for \$10 and \$15.35 each, respectively.

So says an archived cost accounting of the festivities surrounding the dedication and cornerstone-laying of the Fund’s “flag building” in April 1958. Inside that cornerstone was a time capsule—a sealed copper box 9 by 18 by 4 inches in dimension—containing, among other memorabilia, facsimiles of the Articles of Agreement and Bretton Woods Final Act, a gavel made

from wood from Bretton Woods, signed photographs of the Executive Board with three successive Chairmen (Messrs. Gutt, Rooth, and Jacobsson), lists of Fund staff and of those responsible for the new building, representative Fund publications, and the March 1958 issue of *Interfund News* (ancestor of *Staff News*). This first time capsule—retrieved from the cornerstone in March 1994 when the flag building was demolished during the World Bank’s construction of its new Main Complex—will be incorporated, along with a new time capsule (with dimensions extended to 9 by 18 by 6 inches), in the cornerstone of the renovated 19th Street lobby and main entrance. A dedication to commemorate the Fund’s 50th Anniversary will take place during the April 1995 Interim Committee Meetings.

But what to pack in an attaché case for a very, very long-term mission? The Time Capsule/Cornerstone

Working Group (Jim Boughton, Yves Gisse, Jim McEuen, Jim Prust, Cindy Reichhardt, and Sarah Tenney) requests your ideas about what the new time capsule should contain. Please send your suggestions by Tuesday, January 17 by e-mail to the STAFFNEWS address (please identify your e-mail message by listing “Time Capsule” on the subject line), or by hard copy to Yves Gisse (Room 12-521) or Sarah Tenney (Room 12-419). Materials to be considered should be nonperishable and should relate to the cultural-historical “moment” (1994-95): the Fund itself (including staff activities and 50th Anniversary), the Fund’s relationship to the local community (including the replacement of Western Presbyterian Church), or the Fund’s role in the world at large (including mission work). Respondents will be acknowledged in a note to be included in the new time capsule.

Jim McEuen

Hotel Notices Around The World

In a Tokyo hotel: Is forbidden to steal hotel towels please. If you are not person to do such thing is please not to read notis.

In a Bucharest hotel lobby: The lift is being fixed for the next day. During that time we regret that you will be unbearable.

In a Paris hotel: Please leave your values at the front desk.

On the menu of a Swiss restaurant: Our wines leave you nothing to hope for.

In a Hong Kong supermarket: For your convenience, we recommend courteous, efficient self-service.

In a Rhodes tailor shop: Order your summer suits. Because is big rush we will execute customers in strict rotation.

Similarly, outside a Hong Kong tailor shop: Ladies may have a fit upstairs.

In a Bangkok temple: It is forbidden to enter a woman even a foreigner if dressed as a man.

In a Copenhagen airline office: We take your bags and send them in all directions.

In a Norwegian cocktail lounge: Ladies are requested not to have children in the bar.

On an air conditioner in a Japanese hotel room: Cooles and Heates; if you want just condition of warm in your room, please control yourself.

On a sign posted in the Black Forest: It is strictly forbidden on our black forest camping site that people of different sex, for instance, men and women, live together in one tent unless they are married with each other for that purpose.

Excerpt from The Far Eastern Economic Review, 9/28/89

Applying and Interviewing

How to Improve Your Vacancy List Chances

DURING one lunch hour last month, the Career Development Section of the Staff Development Division (SDD) presented a "Workshop for Job Applicants." The workshop was designed for staff who are thinking about applying for an advertised vacancy or for a TAP position.

Finnie John, one of the Career Development Section's Personnel Officers, briefly explained the vacancy list process and the role of the SDD in receiving and reviewing candidates' applications, forwarding the applications to the advertising department, and providing constructive feedback to the successful candidate as well as the unsuccessful candidates. She also provided some tips to guide staff in the application process.

The vacancy application, Finnie stressed, is a candidate's introduction to the recruiting department. "First impressions are very important," she cautions, adding, "Initial but critical judgments about your suitability may be formed on the basis of what you have written about yourself." For this reason, she considers Sections 2, 3, and 4 of the vacancy application to be especially important. She cautions staff against assuming that if they have been in the Fund for a number of years, they and their reputations are well known and they need not

spend much time elaborating on their skills and experience.

Finnie offers seven tips that staff should keep in mind when completing these Sections:

- *Be specific* - For example, in a job requiring administrative skills, don't simply say, "I have strong administrative skills," but give concrete examples of how you have demonstrated your ability to carry out administrative responsibilities.

- *Be relevant* - Relate the skills and experience you have with those stated in the position requirements. Give examples of your accomplishments, and remember that actual work experience in the areas required is more highly valued than formal training.

- *Be concise* - Lengthy narratives may bury important facts about yourself that you need to get across to the recruiting department.

- *Be accurate* - Avoid inflating your skills. Claiming that you are "proficient" in Lotus when in fact your only exposure has been to attend an introductory training course could cause embarrassment and loss of credibility at the interview.

- *Be comprehensive* - Respond to all the questions on the application form. Blank spaces convey the impression that you are not serious about the job.

- *Be prepared to substantiate* - You must

be prepared, during the interview, to substantiate the statements you make in your application form, and to provide fuller explanations and examples if requested.

- *Be thorough* - Ensure that your application is neatly presented, and do a careful review—for spelling and grammatical errors—before submitting it. (Finnie suggests that it may be a good idea to enlist the help of a trusted friend, or your designated Personnel Officer, in critically reviewing your application.)

Pat Haskell, the Fund's Career Consultant, offered advice and guidance to applicants on how to handle the interview process. She says she always gives the same three words of advice to people who are going to be interviewed: "Research, research, research!" Find out as much as you possibly can, she advises, about the work unit to which you are applying. What are its main functions and responsibilities? What is its role in the organization? Who are the senior departmental managers?

Pat readily admits that even those candidates who thoroughly "research" the unit to which they are applying are likely to be filled with a certain amount of anxiety and trepidation about an upcoming interview. But she believes that a candidate who is well-prepared for an interview is more likely to be successful than candidates who have not done their "homework." Pat says this advice is applicable in all job interview situations, whether inside or outside the Fund.

Before the interview, Pat advises, you should review the position requirements stated in the Vacancy List, and the relevant job standard. If possible, talk with others who have done the job in the past, or who have held similar jobs in the same work unit. Consider how your abilities relate to what is needed in terms of your skills, education, and training, and

experience both inside and outside the Fund. Review the job factors, and develop specific examples of how you have demonstrated and used the skills and qualities that the advertising department is seeking in a candidate. Consider why you think you would be good for the job.

During the interview, listen carefully to the interviewer's questions, statements, and concerns. If possible, ask the interviewer what the work unit is seeking in a candidate. Provide examples of how you have demonstrated the skills and qualities that are being sought, and express interest and enthusiasm for the job. As for typical questions and comments you may encounter, Pat offers the following examples:

- Tell me about yourself.
- What are your strengths?
- What are your weaknesses?
- Why do you want this job?
- You have too much experience for this job. Why do you want it?
- We have many qualified applicants. Why should we select you?
- Do you have any questions?

Other commonly asked questions seek information about what you have done in the past. These often include, "How do you set priorities?" "Describe an innovative change you've implemented." "You mentioned that you often generate your own work assignments. Please give me an example." Not all interviewers will pose these kinds of questions, but you should, Pat says, be prepared to articulate your responses in case you are called upon to do so.

If you *don't* get the job, Pat and Finnie agree, do find out from the SDD Personnel Officer when you receive the feedback if there are factors that would make you a stronger candidate in the future. Determine how you can acquire the skills, experience, and training to strengthen your candidacy for future openings. Finally, you

may find it helpful to review the materials on interviewing and career development that are available in the Staff Development Center (Room 6-312), or to consult a career counselor for general advice on your future career, or for specific coaching on interviewing.

Above all, *don't get discouraged!* Some staff tend to feel that since they have applied unsuccessfully for positions advertised in the past, it is probably not worth their while applying for future vacancies. Nothing could be further from the truth. Applying for positions and being interviewed will add to your experience in these situations and will increase your self confidence. Very few people succeed in "landing" the first Vacancy List position for which they apply. You may not be successful the first time, nor the second, nor the third . . . but certainly you cannot hope to be selected unless you submit your application for a position that interests you and for which you feel you are qualified!

ANOTHER CHANCE!

If you were unable to attend the November workshop on interviewing and applying, you'll be pleased to know that the Staff Development Division plans to offer a similar workshop early next year.

Memories of Madrid

THE FUND/Bank Annual Meetings is by far the largest gathering of its type. Registration now routinely tops 13,000, which is quite a tall order for the organizers. For example, each and every one of the participants, from the Chairman of the Board of Governors to the people who help keep the offices clean, has to be registered and issued a badge.

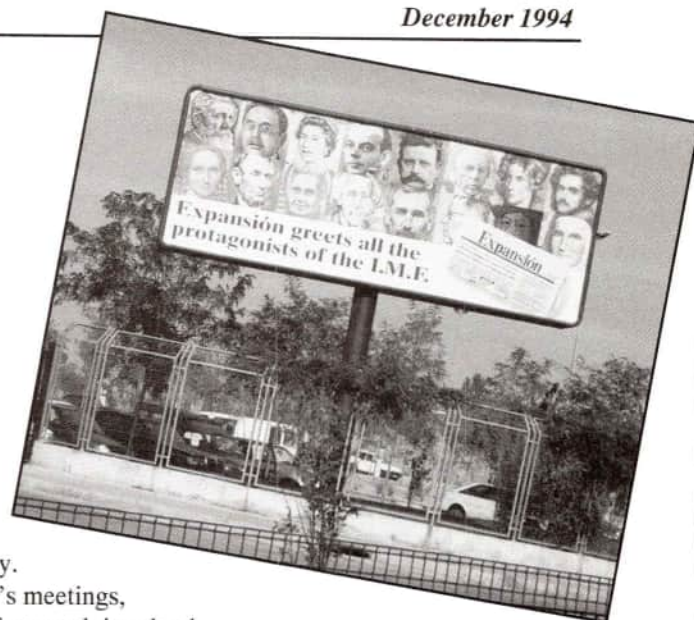
Every overseas meeting comes with its own set of problems and characteristics. This year, for example, trying to impose a regular American-type workday caused some consternation for the local residents who are used to the more traditional Spanish working hours, with a three-hour siesta in lieu of the lunch "hour." One returning staff member suspects that the locally recruited staff may *still* be trying to readjust their internal clocks to Madrid-normal.

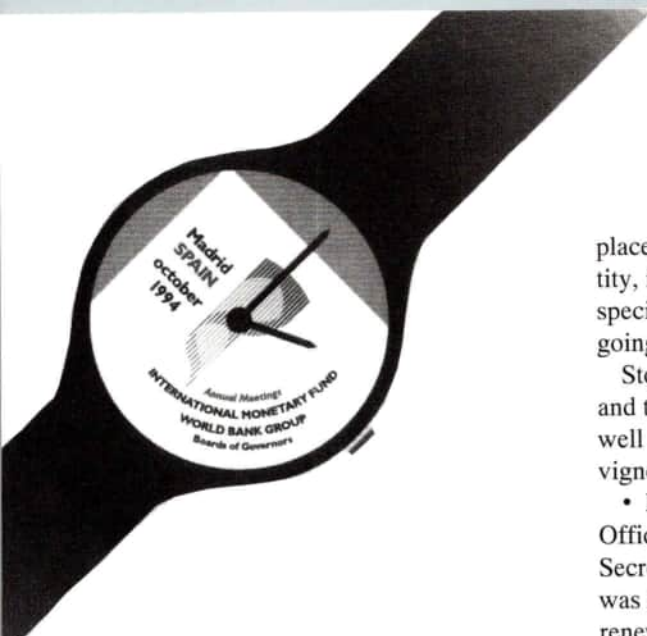
Upon arriving in Madrid, staff and delegates were provided with a guide published by the Sociedad Estatal Madrid '94, a company that had been entrusted by the Ministry of Economy and Finance to prepare for the event. Evidently the Madrid '94 team thought the delegates and staff would be a *risqué* lot; in addition to providing visitor information on museums, restaurants, shopping centers, and other facilities, the guide also listed Madrid's sex shops.

Traditionally, arrangements for overseas meetings are handled by a team culled from the host country's

Ministry of Finance or central bank, rather than by a private company. Preparations for this year's meetings, according to the guide's foreword, involved "a considerable organisational effort" and "entailed a major challenge from the point of view of logistics."

Did the Madrid '94 group outshine the representatives of previous host governments in streamlining the logistics for the 1994 Meetings? Some staff attending the meetings (most of whom were veterans of previous annual meetings held overseas) cited the added complexities owing to the





fact that the Meetings were housed in four separate buildings (the IFEMA, the Palacio Municipal de Congressos, the Triangle building, and the Ferrovial building). Many staff weren't convinced by the statement made by Enrique Alejo, President of Madrid '94 in a *Spain Now* interview: one advantage, he said, in having separate buildings is that "mentally locating each part is made easy by the fact that each section is at a different physical location and it avoids the Meetings being a 'totum revolutum,' with everything going on in the same

place; each building has its own identity, its own occupants and its own specific uses; one knows what one is going to do in each of the buildings."

Stories abound on the NGO debate and the Greenpeace incident. Less well known, perhaps, are the following vignettes:

- Irene de Heurtaumont, of the Paris Office, who was working for the Joint Secretariat on the registration desk, was happy to have the opportunity to renew an old school acquaintance from her student days in Switzerland . . . none other than His Majesty King Juan Carlos.

- An unidentified group of mischief-makers displayed posters in the student-inhabited area promising that the first hundred callers to the telephone number displayed would be rewarded with free Big Macs. Unfortunately for the harried Fund and Bank staff fielding the calls, the number shown on the poster was that of the Joint Secretariat, and staff devoted hours to persuading a host of hungry—and disappointed—callers that they were NOT speaking with the local McDonalds.

- Participants were invited to buy a "customized" souvenir in the form of an Annual Meetings watch—a bargain at 4000 pesetas! [See advertisement at left.] Meanwhile, for the more budget-conscious souvenir collectors, the Banco Exterior Argentaria handed out free Annual Meetings T-shirts to every customer changing dollars into pesetas.

- During a "good-bye and thank-you" gathering of the hard-working Annual Meetings staff assigned to his office, the Managing Director turned the tables on Denio Zara, the Supervisor of the Fund's Photographic Unit. Our photo below shows Denio carefully centered in the group portrait; the man behind the camera is duly acknowledged in the masthead inside the front cover.

- And for our computer-literate readers: after supporting Annual Meetings operations for 13 years, the UNISYS mainframe is being retired from Annual Meetings service. It will be replaced by a new PC-based host in time for the 1995 meetings.



The View from the Board

Godert Posthumus Reflects on His Eight Years Of Service as an Executive Director

ALTHOUGH the Executive Board is the permanent decision-making body of the Fund, most Fund staff have little contact with individual Executive Directors and may have only a vague understanding of what the Executive Board actually does.

Godert A. Posthumus, of the Netherlands, recently completed eight years of service as an Executive Director. Those years were witness to dramatic political and economic changes in the world and in the Fund. There were 149 members in the Fund in 1986 when Posthumus first took his place on the Executive Board as the Executive Director for Cyprus, Israel, the Netherlands, Romania, and Yugoslavia. By 1994, Fund membership had swelled to 179, and Posthumus's constituency had grown to include Armenia, Bulgaria, Croatia, the former Yugoslav Republic of Macedonia, Moldova, and Ukraine, as well. The number of people working at the Fund also increased substantially over these eight years, and this increase brought with it many changes to the nature of employment at the Fund.

Following is an interview with Posthumus, in which he provides us with some insights about the Fund and the changes he has seen from his vantage point on the Executive Board.

What did you do before you became an ED at the Fund?

I worked in the Netherlands, at the Ministry of Finance. I was Deputy Treasurer-General and Head of the Financial and Economic Policy Department for about ten years. Before that, I was at the



Ministry of Foreign Affairs, in the Development Cooperation Department.

So, your previous experience prepared you well for work at the Fund.

When I came to the Fund, I felt that both those previous employment experiences came neatly together, as well as with the kind of work done here at the Fund.

In the eight years that you've been an Executive Director, what changes have you seen in general in the Fund, and specifically on the Board?

There have been a lot of changes, of course. When I came to the Fund, we were in the midst of the debt crisis in Latin

America. Then in 1989-90, there were the revolutions in Eastern Europe and the former Soviet Union. That made, of course, a tremendous difference on the Board—in our work, an enormous change.

Yes, for one thing, your constituency suddenly expanded.

It was fascinating, compared with the past, and there was much more to do: many more countries to establish contact with, to travel to, to work for. It was a big change—for me, at least.

Another change we have seen on the Board is that the terms of Executive Directors are a lot shorter than they used to be. Why is that?

I do not know whether terms have shortened on average during the time I was here. They may have, I'm not sure. I'm now number three in terms of years of service on the Board after Mr. Kafka and Mr. Ismael. In general, the terms are too short [two years]. Some constituencies have systems where the Directors stay here at least four years, which I think basically should be the minimum, not two years.

At the fiftieth anniversary conference in Madrid, the suggestion was made that maybe the Board should be reconstituted at the deputy ministerial level. Such a reconstitution, it has been suggested, would give it more clout because there is also a feeling that the Fund is moving into a stronger exercise of its surveillance function. What do you think about this?

I am not sure that it is necessary to reconstitute the Board at a higher level to give it more influence. I think the issue is more: to what extent are countries willing to listen to the Fund's

advice. If they are, a good selection of Executive Directors and a continuing effort to maintain the quality of our work are the best ways to strengthen the role of the Fund.

“The Board is not into the day-to-day management of the institution . . . we are at a distance from a lot of the staff problems.”

In my view, another forward-looking step would be to publish Article IV consultation reports, or their conclusions, one way or the other. That is, in itself, probably a good thing, because the Fund's policy advice would be heard by parliaments and public opinion. We should then be able to maintain the frank and high-quality character of the results of the Article IV consultations. There's a role for the Board there. The Board should continue to examine closely the economic policy advice that the staff is giving in the Article IV reports and in the program documents. I think it is better that we go in that direction rather than setting up new bodies or smaller forums.

Have you seen any change in the Board's relationship with the staff? For example, the report of the Working Group on Communications said that staff felt they were isolated from the Board, and there wasn't much of an understanding of what the Board did, particularly regarding matters of concern to the staff, like

benefits and the compensation exercise.

In the first place, you must recognize that the Board is not into the day-to-day management of the institution, and we are at a distance from a lot of the staff problems. We may hear about them, but we are at somewhat of a distance. I am therefore not sure that if the staff have the feeling that they are not treated the way they should be treated whether the Board is the institution to do much about it. What the Board can do is discuss overall personnel and management policy with management on an incidental basis, probably with input from the Staff Association. But, you see, the Board might well have 24

different opinions, and this would not help clear up a situation, especially in situations where many personal relationships are involved. I myself, to be honest, therefore have not tried to go very deeply into those issues, because I have the feeling I'm too far removed from them.

Now, the second thing is that, of course, we take positions on benefits and salary. There I have the feeling that we haven't done too badly. I think we have progressed a lot there. We feel we should keep the institution interesting to attract the best candidates from all countries. That makes for some complicated ways of setting salary levels. But I have the feeling that we are in a reasonably good position. We realize that people who come here give up a lot in their own countries. On the other hand, we see that they get a lot. And I'm not always certain that the staff itself realizes what good jobs they have here. I can see it—their jobs—in the past eight years I have worked here. And I have worked among people elsewhere who are basically of the same quality and

working in the same high-quality organizations. The Fund's work is very interesting at most levels. I'm not sure that this is always fully realized by individual staff members.

The compensation system was set up mainly to depoliticize the compensation issue. There has been some concern that the issue is again becoming politicized. The principle concern of the Staff Association has been that the system be adhered to. And we have been grateful to members of the Board who felt the same way—not necessarily about what the compensation figure should be—but that there be a commitment to the system.

We must realize that for some Directors, it's more difficult. Executive Directors have to act independently in these issues. But for some Directors, acting independently is a lot more difficult. I have authorities in the Netherlands and in the other countries who very explicitly recognize that I have to have an independent position, even though I am also supposed to represent their interests. And I have never asked for "instructions" on the salary issue, but I know their position. It is a sensitive issue. Civil servants' salaries are always political issues. So here we can only hope that the Board and management will both act independently and, at the same time, responsibly.

How can we reconcile the budget constraints we are facing with the continuing pressures on the staff?

Budget constraints are political as well as financial issues. One interesting thing is that we have a budget that has only expenditures; we don't discuss how to raise income during the discussion of the budget, but at a later time when we decide on the rate of charge. All the members of the institution, whether they are borrowing

members or whether they are members with part of their quota being made available to the other members—they all help to finance the Fund. So, the budget constraint has not really been much of a constraint. That's not a good system. That's never good for an institution, and I hope that will change in the next few years.

We may also be unhappy about the present size of the institution. It may have been growing too fast. The difficulty is if you say that we have grown too fast, but everybody seems to have a lot to do, then you have to ask: what are we doing too much of, and where is it that we should cut? We should be willing to identify the activities that should be cut, rather than just saying that we are too big.

What makes an effective Executive Director, and do you have any words of advice for your successor?

I'm not going to advise my successor. An effective Executive Director has to reconcile his two responsibilities: he has to represent the interests of his countries, and he is responsible for conducting the business of the Fund. He should therefore not talk about the "instructions" from his authorities, but should act as an independent member of the Board. After all, he is being paid by the Fund, not by his authorities. So that is the basic orientation which should be there. It is true that this is not always the case. Here again, an Executive Director "representing" a number of countries has, to some extent, an easier position than one who is appointed by his authorities.

Given your widely diverse constituency, how do you reconcile all of them?

The main thing you have to do there is to keep the member countries informed and build trust with them. That's the other side of it. You have to

go to them and talk with them, and they should get the feeling that you take their interest into account. I do not only do what the Netherlands wants me to do—although it goes without saying that their views are very valuable input into my work—but I have to take into account what, for example, Ukraine, Bulgaria, and Israel think. Then I have to decide about which position to take on the Board, and they have to accept the results of the Board's decisions.

What are your plans for the future?

Well, I have been lucky! I will be serving on the Council of State, which is an advisory body to the Government and is, in fact, the oldest state institution in the Netherlands, having been set up more than 400 years ago. It advises the Government on draft laws before they are sent to Parliament. Members are appointed for life (but retire at age 70), and are thus independent of any party or faction. They represent a broad spectrum of Dutch society and have experience in fields such as municipal affairs, social issues, foreign affairs, and finance.

You will certainly be able to use your experience at the Fund in this new post. Do you have any final words about working at the Fund?

I had a great time, I must say.

Sara Kane



Medical Benefits Plan

Intracorp's Voluntary Services Help Guide Informed Choices

BEING an informed health care consumer isn't easy. Wrangling over the cost of a new home or a new car is child's play compared with the decisions that confront a person, or a family, before major surgery. Which treatment or procedure is best? Are costs excessive and inappropriate? Numerous studies indicate that quality is not correlated with cost; a much cited Pennsylvania study on bypass surgery found the best outcomes associated with the mid-range of costs. But how is a patient or a patient's family to make an informed choice? And how does a health insurance provider, in this case the Fund, ensure that its health care dollars are efficiently and effectively used?

The national health care debate may be over in the United States for the moment but relentlessly rising health care costs—though slowed by the uncertainties surrounding the health care debate—give no indication of reversing their course. In recent years, the Fund has had to pay—as have most employers—increasing attention to tracking health care costs, identifying inefficiencies, and helping its members become more cost-conscious. One of the more striking statistics is the disparity between the rate at which members of the Fund's medical benefits plan are hospitalized (slightly below the U.S. norm as computed by the National Center for Health Statistics) and the average hospital stay (the Fund's 1993 rate was more than double the national norm). What is going on here?

One way in which organizations have promoted more efficient use of health care is through utilization reviews. Many managed care programs use these reviews on a mandatory basis to ensure that treatment is appropriate and cost effective. In

1993 the Fund, following a growing trend in the United States, began using a utilization review and case management service—Intracorp—on a voluntary basis. If you have precertified for a surgical procedure or used the 800 number on the back of your medical insurance card, you have contacted Intracorp, which provides a health care information service (Medline), preadmission certification/continued stay review, and case management (for longer-term illnesses or rehabilitation). But if you are like most Fund staff (approximately two thirds by current estimates), you haven't had occasion to use Medline Plus and you probably are unfamiliar with what it can, and cannot, do for you. Some unease and a good deal of misunderstanding have surrounded the introduction of the program, which is designed to help staff navigate the always complex and often byzantine U.S. health care system, and do so in a cost-effective manner.

"Whose interests is it protecting anyway?" one staff member asks, reflecting a frequently voiced doubt about Intracorp's goals. "It's obvious that the program is only meant to save the Fund money," another notes. But John Nicoson, who heads the Fund's Insurance and Pensions Section, emphasizes that it is not just the Fund that has a vested interest in ensuring that members of the medical plan receive the best care at the most reasonable rates. Eventually everyone pays for unnecessary procedures and inflated costs; no one benefits from inappropriate treatment or padded bills.

Some early complaints about Medline have centered on its toll-free information service. Staff members have often sought phone diagnoses, and they haven't got





them. "Expectations haven't been in line with what the service provides," Nicoson admits. Staff members have called expecting to speak with a physician or seeking treatment information, but the service was never intended to take the place of, or second guess, an attending physician. Callers speak with nurses or physician assistants, and they are counseled, for example, about the side effects of medications, the broad outlines of illnesses and treatment plans, and the average length of a hospital stay for particular procedures. Intracorp can provide information on specific illnesses and put people in touch with national organizations that provide specialized information.

Members of the Fund's medical benefits plan may also consult with Intracorp before elective (nonemergency) surgery. The precertification procedure allows patients to discuss procedures (including whether in-hospital surgery is the only or preferred option) and their physicians' proposed treatment plan. Precertification also alerts both patient and insurer to the expected cost of a procedure. In the Fund much confusion and wariness has come to surround one of the most common reasons for hospitalizations: deliveries. If a member of the medical plan calls Intracorp to precertify a treatment plan and cost, the patient's doctor, hospital, and in this case, the utilization review process (Intracorp), will likely agree on the area norm—one night for vaginal deliveries and two nights for C-sections—although the Fund permits longer stays if individual circumstances and the advice of the attending physician warrant.

Two staff members who contacted Intracorp and precertified their deliveries later complained that they and their doctors felt pressured to accept the area norm as an absolute. Others, who worry that their options are more limited if they precertify, have opted

not to do so. "Why should I precertify?" asked one pregnant staff member. "I don't want them to tell my doctor what he can and cannot do. I trust my doctor and I believe he will act in my best interests."

Staff fearful of having their benefits constrained may not precertify, but for all the wrong reasons, Nicoson argues. Precertification allows a member of the medical plan to discuss the expected treatment and hospital stay, review options, and evaluate projected cost. Precertification isn't a vise so much as an opportunity to raise questions and make informed choices.

A less common but much more trying circumstance for staff members is having to face an extended hospitalization or long-term illness or rehabilitation. These often tax the physical and emotional resources of families attempting to cope with difficult and stressful decisions, deal with multiple health care providers, and evaluate complex charges and procedures. Intracorp's case management services have been, if several staff comments accurately reflect the staff's broader experience, some of the most appreciated aspects of Medline.

One staff member's experience reflects both start-up problems with the service and its capacity to assist staff with long-term and difficult cases. The problem, which the Fund believed was exceptional, offered valuable lessons that have resulted in improvements in the program. In this instance, the staff member's initial contact with Intracorp was unsolicited. MetLife called in an Intracorp case worker when it was unable to get in touch with a staff member who was on mission and who had had a family member hospitalized on an emergency basis. The Intracorp case worker, who had unauthorized contact with the young patient and his doctors, was pulled from the case when the staff member returned and complained

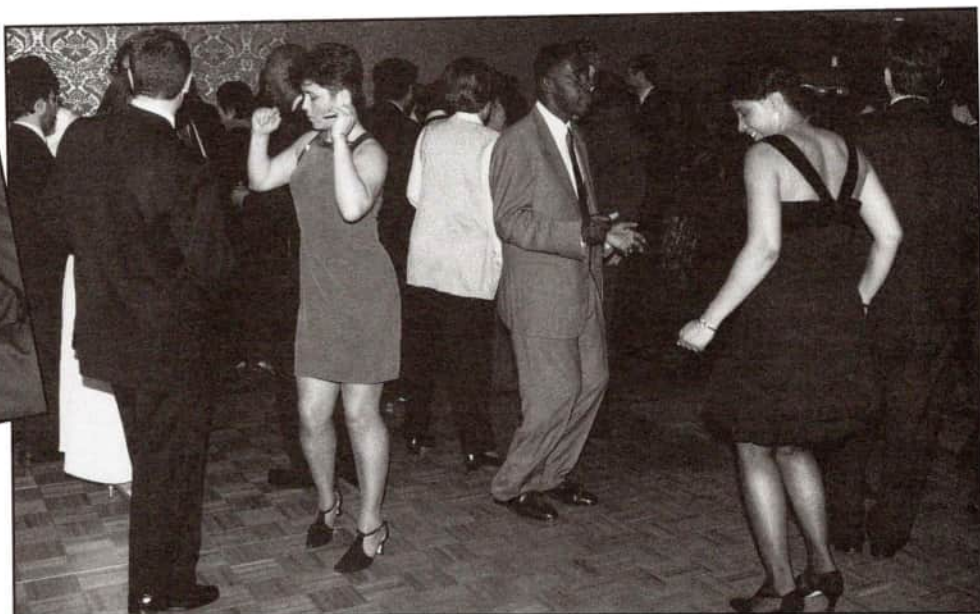
bitterly to both the Ombudsman and the Fund.

Intracorp apologized profusely and the incident, which angered and frightened the staff member, helped Intracorp and the Fund define more clearly what Intracorp's role should be as a voluntary utilization review program. The same staff member later sought Intracorp's help in reviewing and managing the long-term treatment of her family member. "I initially wanted nothing to do with Intracorp, but I had a change of heart," the staff member says. "I was dealing with so many providers and doctors. I wanted an advocate in the profession who would be on my side. I was very careful about the releases I signed, but I was extremely pleased with my case worker, Martha Andrews. She went to the hospital and discussed the treatment plan with both me and the doctors. She then reviewed my bills and told the providers that we would not pay for services that had not been outlined in the treatment plan and okayed by me. She dealt with the hospital, and that was a tremendous help."

Nicoson reiterates that under no circumstances does MetLife initiate the utilization review or case management process. He stresses the voluntary nature of the program and assured staff that they, not Intracorp and certainly not MetLife, determined what aspects of the treatment would be reviewed for precertification or care management. Patient information is never shared with the Fund, he emphasizes, unless the staff member chooses to share it. Such information is only shared with MetLife to the extent necessary to process a claim.

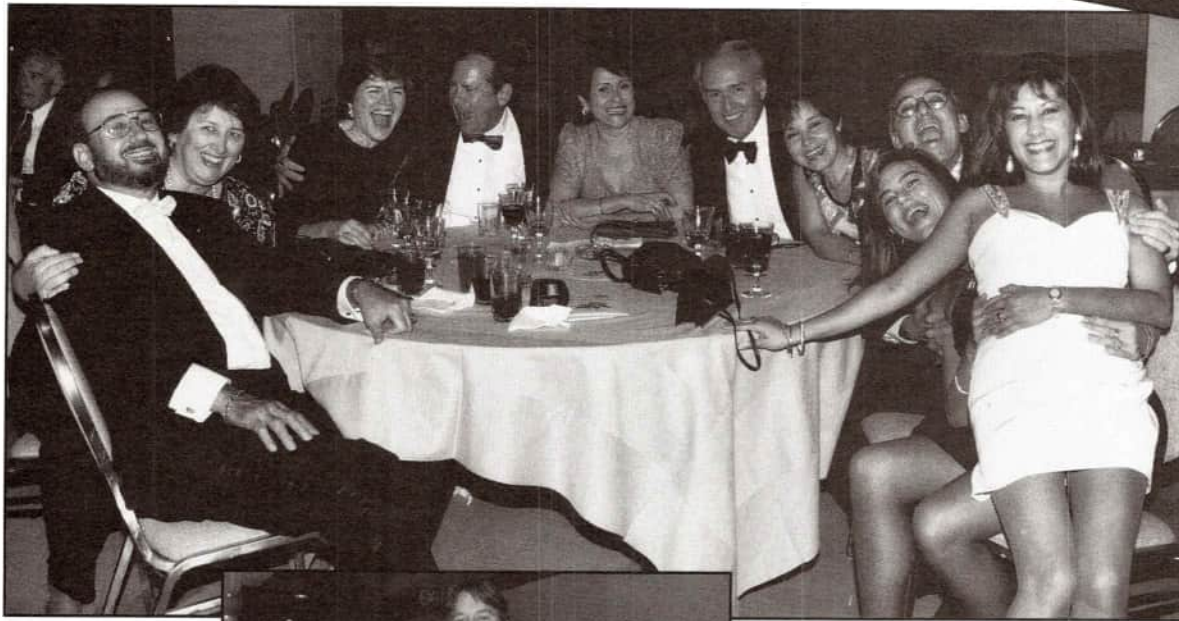
Staff members determine the level and nature of Intracorp's involvement. "The voluntary model of utilization review and case management that the Fund has adopted," Nicoson notes, "is

Continued on page 22



Christmas Party 1994







Continued from page 19

much more geared to patient advocacy. There is no intention of coercing the patient or undermining the authority of the physician." Intracorp can offer another perspective and additional information. It can do as much, or as little, as you permit it to do, he adds. "It's in everyone's interest to obtain quality care at a reasonable price. The most expensive isn't always the best; and the more the patient knows about treatment, outcomes, and options, the better off he or she is."

Sheila Meehan

Medline Plus

The Fund's Medline Plus Program covers three distinct services, all of which can be accessed by dialing 1-800-433-IMF1 (a toll-free number). These services are:

- **Medline**, a medical information service, allows members of the Fund's medical benefits plan to ask questions about a wide range of topics, including prescription drugs, medical procedures, and average hospital stays. The service does not, however, intend to offer diagnoses over the phone.
- **Preadmission Certification/Continued Stay Review** allows enrollees who face elective surgery to review accepted guidelines for hospital stays and procedures and examine proposed treatment plans.
- **Case Management** provides assistance to enrollees whose medical needs include complicated procedures (often involving several specialists) and longer-term hospitalization or rehabilitation. In such instances, a nurse can be assigned to work with individuals and families in weighing medical options, reviewing treatment plans, and checking medical bills.



Groundbreaking for Phase III

In a groundbreaking ceremony that took place on December 15, 1994, the Managing Director dug a shovelful of earth on the building site at the corner of 19th and H Streets to mark the official beginning of the Phase III construction project. On hand for the ceremony were Messrs. Sotnick and

Mathison of the Kling-Lindquist Partnership, and Messrs. Lamphere and Thomason of Tomkins Builders. Representing the Administration Department were Graeme Rea and Tim Cole; Joan Powers, of the Legal Department, and Richard Erb also attended. The Managing Director

noted that this project had begun in the late sixties when one of his predecessors and fellow countrymen, Pierre-Paul Schweitzer, had the foresight to buy up land on which the Fund's headquarters could be constructed gradually as the demands of the institution grew and, with it, the staff.

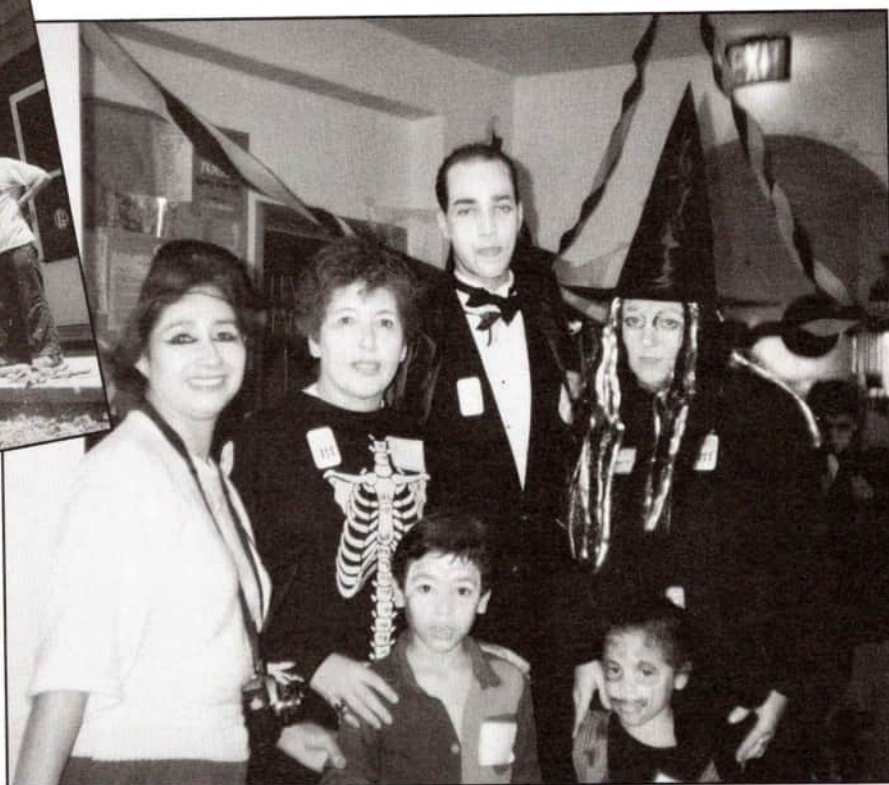
Volunteer Corner

A NUMBER of respondents to our recent readership survey indicated an interest in learning more about staff activities in community services, and how they might volunteer. To provide you with information on such activities, we are initiating a new feature in Staff News called "The Volunteer Corner." Please let us know if you would be interested in sharing information here on your group's activities.

INVOLVE is a volunteer club in the Fund that started in March 1994. It was formed to provide ad hoc volunteer opportunities for those who want to do community service but are unable to make a commitment. INVOLVE, besides providing volunteers on a regular basis for Christmas in April and the Servathon, has also joined the Greater DC Cares Business Shares program. Under this program, Greater DC Cares searches the community for projects in need of volunteers and then offers them to members of its program. To date, INVOLVE has participated in four of those projects. Usually, INVOLVE is notified about two weeks ahead of the project date, which does not allow much time for organized recruitment. So far, though, this has not been an impediment to the volunteer spirit that seems to be growing among the staff.

Volunteering for INVOLVE is a way for you to see what is needed in the community and what you might like to pursue further on your own. Or, perhaps, you may decide that you like the spontaneity provided by INVOLVE. It offers a wide variety of volunteering opportunities. The average





project usually needs about 15 volunteers. To date, we have provided teams of from as little as 2 to as many as 60 volunteers for the following 15 projects.

Christmas in April

(repairing and renovating homes for the needy)

DC Cares Servathon 94

(planting trees and cleaning up a low income housing project)

International Volunteer Services

(office, editorial, and business help)

Frederick Douglass Community Center

(producing a newsletter, helping with early child development)

World Bank Third World Book Project

(sorting and packing books for shipment to the third world)

Oyster School

(painting and plastering)

Ugandan Children's Choir

(providing transportation)

Union Gospel Mission School of Tomorrow

(teaching several life skill courses to the homeless)

Ayuda

(throwing a Halloween party for children of abused Latino women)

Miriam's Kitchen

(preparing breakfast for the homeless)

The Washington Home

(serving Thanksgiving dinner to the elderly, chronically and terminally ill)

Marshall Heights

(demolishing four apartments to prepare for new housing for the low-income families)

Anacostia Watershed

(cleaning up streams)

Anchor Mental Health

(distributing flyers during Mental Health Awareness Week)

INVOLVE's structure is informal and consensus usually takes place through e-mail and the occasional meeting. If you would like to become a member of INVOLVE and receive notices of events, send an e-mail to JROUSHDY. Membership is open to staff, their families, and staff retirees. Friends are welcome to accompany volunteers. Membership does not obligate you to volunteer. INVOLVE members will be glad to give you information on the club. You may wish to contact, for example, Kellet Hannah or Susan Fennell, who would be glad to share their experiences with you. Just ask your colleagues; you'll be surprised how many are participating!

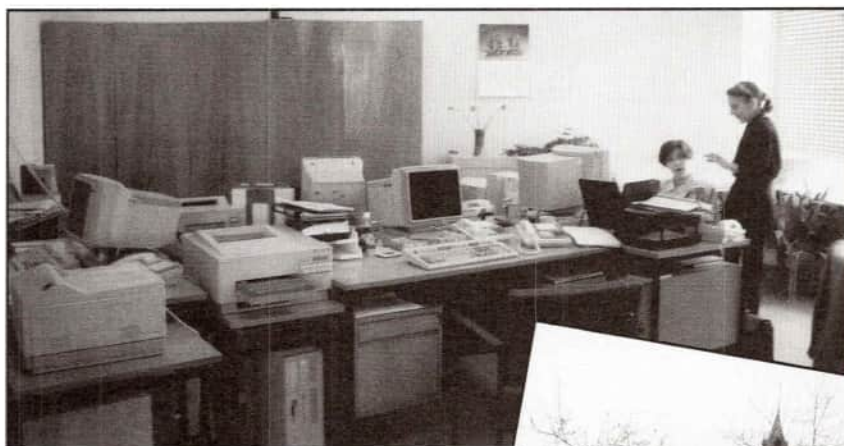
Juanita Roushdy

A Temporary Assignment In Moscow

An Assistant Shares Her Unique TAP Experiences

I'VE ALWAYS been aware of two adages: "opportunity knocks once" and "strike while the iron is hot." Well, sometimes opportunity knocks more than once. When I learned that there was a TAP position to send an assistant to Moscow for a year, I thought "what an opportunity." I didn't have to think twice about whether such an assignment would be good or bad, but rather knew that I needed to do this, and I immediately submitted my application. After being accepted, I had the good fortune of a one-week preassignment visit in May 1993. But I had had an inside edge, having had a similar opportunity many years earlier while in the World Bank (and this made my preparations a whole lot easier). In addition, I had already learned that by not setting my expectations too high, things would fall properly into place, which they did. I didn't want my first impressions spoiled by what others perceived Moscow to be.

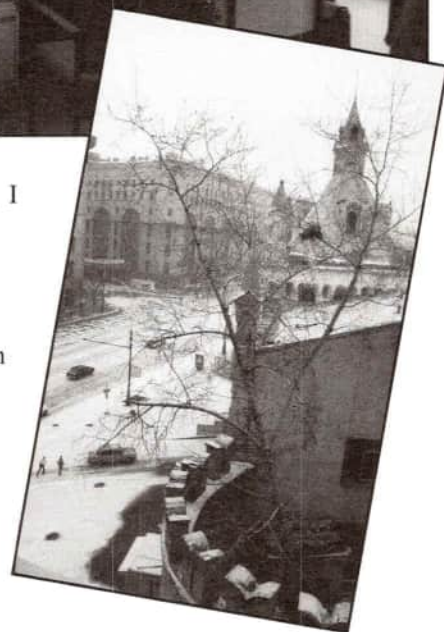
Once I knew that Moscow was to be a reality, getting ready in early summer for a cold climate was probably the most difficult part of the preparations. Finding both a heavy winter coat and boots in May/June was a difficult task with the stores geared for summer. And I completely forgot about fall! After many years of mission travel, I had my trusty "book of lists" to draw on to make sure that I wouldn't be missing too many crucial items (there were a few left out anyway!), but it didn't deal with extended time periods. Later, I was to find out that anything, absolutely anything and everything, is available in Moscow—for a price—and, more important, provided you are not in a hurry for it (anybody want to buy a powerboat—I know where to get one, or where the bird market is and what you find there, or



who has the best stash of pesto sauce). I quickly developed the motto, "buy it when you see it," it may not be there tomorrow, or ever again.

The second most difficult part of getting ready, I think, was cramming in a month of intensive Russian classes just to learn the alphabet and "say hello." My brain turned to jelly after six hours of tongue twisting every day. After passing the summer months in Moscow without lessons (instructors were all at their summer dachas), I was able to resume my Russian at a conversational pace with a wonderful instructor who I think got more from "picking my brains" to learn about life in the U.S. (of course in Russian) than what Russian I was able to learn, and now it's fading fast.

The remaining preparations were a breeze, except for packing up the apartment, as the people in Staff Benefits were most helpful. The preassignment visit made sorting out the piles of three everywhere much easier—but if only I could have had a taste of each season in that one week and, of course, I



couldn't predict that I would spend three months living in a hotel with my seven suitcases and two air shipment containers! Luckily, my sea shipment stayed in storage. The hotel agreed to let me have a microwave oven (purchased in Moscow, of course) in my room, and I got really good at making lasagna with makeshift equipment—yes, parboiled lasagna noodles were available at the Garden Ring

Supermarket, but ricotta was replaced with the local tvorog obtainable in the rynoks (farmers' markets).

Instead of spending my entire week's visit in May entirely assessing my personal needs, I divided my time so that I could also meet with the office staff, and get a feel for what their immediate needs might be—it is always easier to deal with problems face to face than via phone or fax—and assess what materials I could bring from headquarters for training, etc., and for thinking of what I could do back at headquarters in the month before my departure to speed up some of these processes.

My first impressions of Moscow were very favorable. I had expected the city to look ten times worse than what I thought to be a comparable place I knew: Belgrade (from before the breakup of Yugoslavia), but it was ten times better. Pale pastel buildings, subway stations with elegant marbles, bronzes, and stained glass; and plenty of birch trees everywhere all made the city pleasant. What left me most in awe were the apartment buildings—not that they looked nice (because they didn't), but that they were such massive structures of concrete, most with their self-contained bread and fruit and vegetable stores on the ground floor.

After spending some time working within the existing office structure and



seeing how the Moscow Office did things, I began the process of adapting and adopting Fund procedures. Then I turned to identifying, hiring, and training new secretarial staff, and eventually expanding that task to include the hiring and training of assistants for mission work. Many people throughout the Fund now know Carolyn and Irina, who ably assist those still bringing an assistant and those missions that—shush!—are able to rely only on the Moscow Office's mission secretaries for help. And, of course, there are now the special offices that have been set aside for anyone coming from headquarters to use. But I must not forget to mention the other support staff in the Moscow Office who, as a part of the complete team, now have a better understanding of how the Fund works and what is expected by headquarters. And, what's in a name—the office has four Olgas, three Alexys, three Natashas, and two Sashas.

When my year was almost up, it was decided I would stay an extra two months to help with the move to the new office building which had been delayed because of construction problems. Delays and waiting are an accepted part of life in Moscow and, to prove it, the townhouse I was supposed to occupy was still incomplete at the time of my departure. It may still not be ready!

What did I miss most while in Moscow?—foremost, squirrels. I never saw one my whole stay, although I was told they existed. Not even in “Novosibirsk” (aka Syetun) was a squirrel to be found. Then came proper bagels (cream cheese there was), stray cats, and fabric stores. And what do I miss now that I'm in Washington—the concurrent sets of fireworks circling the city a number of times a year (I could see three sets from my house at Syetun!), the winter ice sculp-

tures, the various types of open-air markets (daily and weekend), the ubiquitous kiosk (not that I frequented very many of them), Alexy's lunches, and our wonderful new offices (with, yes, the Fund's blue doors). What I don't miss—the gypsies; having to watch that my U.S. currency is too faded, or too worn out, or has the slightest tear (dollar-based stores won't accept paper money unless it's in good condition); and the threat of another “disturbance” such as befell the “White House”, as I had just moved into my house and had not yet unpacked and was therefore unaware of what had been happening there and at our office building right across the street; and finally, the chore of moving out of my townhouse and into the hotel each time a mission came that needed my help.

All in all, I had an enjoyable 14 months in Moscow, and what makes it all the nicer is that I can so easily keep in touch with my friends in the Moscow Office via E-mail, etc. And, of course, there is the Russian “immigrant,” a cat I brought back to remind me daily of life in Moscow.

I also hope that other support staff will be able to share such an experience in the future, perhaps in some place just as exciting as Moscow.

Nadia Khattak

Thanks for Your Responses to the Readership Survey!

WE VERY much appreciated hearing from you on what you like and don't like about *Staff News*, and your suggestions for future articles.

The overwhelming majority of the 337 respondents indicated overall satisfaction with *Staff News* in its current format. We were encouraged by such heart-warming comments as, "I have enjoyed reading it over the past 20 years, and keep up the good work;" "It's an excellent publication. Don't change a thing!" And "*Staff News* articles have become increasingly interesting reading."

A number of you would like to see shorter articles, more photographs, and a lighter, more humorous, approach. One respondent, for example, says, "Your recent issues have been nothing but boring, bland, and uninteresting."

Some of you feel that too many articles are devoted to management and senior staff, and to the Fund's operations. *Staff News*, you suggest, should leave these subjects to be covered in other Fund publications, and devote itself instead to interesting items on the staff at large, including the contractual appointees and vendor employees.

Among the topics you would like to see featured more frequently in future are articles on the Fund's clubs and societies, profiles of individual departments or divisions, how staff (particularly women) are coping with balancing career and family obligations, where people go after they resign from the Fund (or after the expiration of their fixed-term appointments), and anecdotes from mission experiences.

On the frequency of issuance, almost half of the respondents indicated that they are satisfied with the existing quarterly cycle (indeed, a handful of you prefer a less frequent cycle!). On the other hand, slightly more than half of you favored more frequent publication, with the majority of this group favoring issuance every two months.

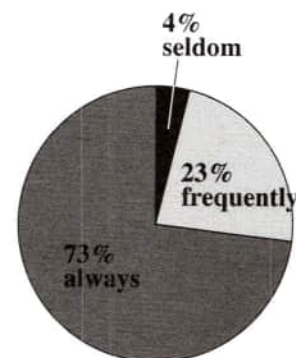
We will, of course, be taking your feedback into account.

A number of you suggested that we might more actively solicit contributions from the staff at large. We are therefore including, in this issue, (see page 37) a request for those of you who would like to contribute to *Staff News* (articles, cartoons, poems, photographs, etc.) to let us know of your interest.

Some of you questioned our request for demographic information; as one respondent put it, "Why? This is not *The Economist* or the *National Enquirer*!" The reason for seeking this information was to obtain a more detailed picture of what staff at all levels find useful in the publication; hopefully this will allow us to evaluate the mix of articles in future issues.

One final point: a number of you would like to see more "Letters to the Editor" where your opinions, questions, and concerns on Fund-related issues can be addressed frankly and appropriate responses can be sought and published. As a matter of editorial policy, we request that all letters be signed. However, should anonymity be requested, we will make every effort to comply if the letter raises an issue that is of sufficiently broad interest to be published.

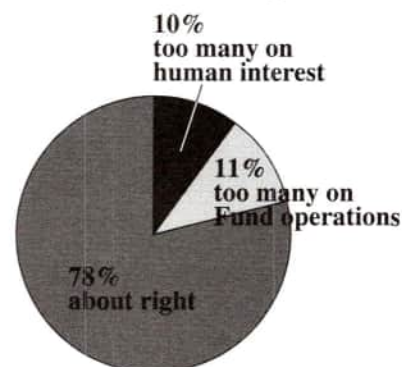
How often do you read *Staff News*?



How frequently should it be issued?



Is the balance of articles right?



Farewell to Gene Herbert

Reflections of the Outgoing Ombudsman



In July 1994, Gene Herbert completed his fifth year as the Ombudsman. Before his departure in October, he agreed to share with Staff News some thoughts on his experience in the Fund.

Did you have any surprises during your tenure in the Fund, or was it all pretty much as you expected?

No, it wasn't what I expected when I arrived. My first impression of the Fund, from what I had heard about it and from what I initially saw, was quite a bit different from the reality. The Fund does not appear to the outside observer to be a place that would have the kinds of personnel problems that it has. It's a very impressive institution from the outside. That's basically the only real surprise.

I've encountered a number of problems here that one could consider to be common to almost any institution but,

unfortunately, also quite a few problems—serious problems—that seem unique to the Fund.

But the bottom line is that Fund staff do not have any real recourse at all. The Fund is above the law in a very real sense and staff cannot, even if they wanted to, go to court. They don't have a union; there is no shop steward. The Staff Association doesn't have any real clout at all, and is terribly handicapped by a couple of things . . . one in particular is the annual election. A new group of people comes in every year without much in-depth knowledge and it takes them a while to get up to speed. One can observe that the SAC's own attitudes change during that year; they become more aware as the year goes on of the difficulties and complexities. They start off very trusting, very reasonable, and very enthusiastic, confident that they will be able to do something that their predecessors hadn't done. The "awakening" comes slowly, but most of them, when their term ends, say, "Under no circumstances would I go through that again."

Do SAC members feel that their involvement is appreciated by the organization?

Some do, and some don't. Some are rewarded, and are supported by their departmental supervisors and Administration. There was a SAC chair not too long ago who received negligible support, and despite efforts to convince the department of the importance and time-consuming nature of the SAC duties, nothing really happened and this person ended up doing two full-time jobs.

You had indicated to Staff News when you first came to the Fund that having access to management (i.e., the MD, or the MD through the DMD) would be essential

in your role as a problem-solver. Has management been accessible to you?

Any time I have asked to see either the DMD or the MD, I have had very little difficulty getting to see either one. If they have very important meetings, it might take a few days, but that's fine. But physical access isn't always enough. Of course, the MD is deeply involved in representational activities, and he simply doesn't have the time . . . and he doesn't feel, I think, that he *should* get involved in the day-to-day operations of managing personnel. He has delegated that completely to the DMD.

And your access to the DMD. . . ?

I think perhaps he [Mr. Erb] didn't feel comfortable about getting involved in most of these matters. Also, there was a great deal on his plate. I don't know how anyone could do all that he was expected to do, especially without staff at that management level . . . true human resources *management* people. I'm talking now about the level above that of Director of Administration. There simply wasn't anyone, and I think that even the DMD himself would admit that personnel management issues were not his primary field of interest.

Do you have any comments on the outcome of the staff survey?

I still think the survey was a good thing. A classical management concept, however, is "Don't ask questions about what kind of change should take place unless you're prepared to implement or, as a minimum, to seriously consider the change." I think the management expectation was that the survey results would be far more positive than they actually were—wishful thinking, perhaps! But really, nothing has happened in the two years since the survey, and there was no prior preparation for whatever the results might turn out to be.

Do you think the appointment of the three DMDs will have an effect on implementing some of the survey recommendations?

Well, the key is certainly going to be the new DMD—Mr. Narvekar—who is responsible for personnel policies and practices. Mr. Narvekar is a very good listener and a great humanitarian. He is very approachable, but the real question is whether he would want to institute any significant change in the next few years. The other question is whether he will be willing to intervene in a number of individual cases. I hope he will have more time than his predecessor to get into some of these problems in more depth.

Some in the Fund feel that you tended to adopt the role of defense attorney for the staff, rather than mediator. Any comment?

Yes; my first comment is "Thank you!" I do strongly believe that if an Ombudsman is not seen in the role of a staff advocate from time to time, then he or she is not doing his or her job. Bearing in mind that I have probably seen, over the last five years, about 800 people, I don't think it can be said that I have appeared in the guise of a staff advocate in more than perhaps a few score cases. It's difficult sometimes for people to understand what the role of an Ombudsman is, but as you pointed out, an Ombudsman is a mediator. Without negotiation experience and skill, one cannot be a good mediator. The negotiating process consists of advocating the position of the *other* party to each of the parties involved. Doesn't that make sense? Therefore, in order to achieve the ideal "win/win" result, you have to stress the argument of the other party to the person you're dealing with. But that doesn't mean that the argument isn't similarly expressed on behalf of each party, because it *is*. Most people do not like an Ombudsman telling them that

their case is weak, lacks merit, or that they should really turn the other cheek, or compromise more than they have already done. This is not something that gets into *Staff News* or is widely discussed around the Fund; these are private matters that people don't want to talk about.

Roughly what proportion of people did you give that advice to?

That's a very difficult question, because each case is unique. For instance, someone will come in and say, "Look, I am so angry about this, what they have done to me, and I'm going to take it to Grievance." And it may simply be a matter of telling them plainly that this is not something that they could ever win at Grievance. But to bring them back to reality, I may say, "Yes, what's been done to you is not right, but it doesn't reach the level of something you should go to Grievance on." Is that in the category of telling them the Fund is right and they're wrong? No, not necessarily . . . the point is to listen to people, and to try and bring some reality to their situation. There are a number of staff here whose morale is very low, and about the only thing one can do is commiserate, because sometimes there *is* nothing that can be done. And they know that, and you know that. Not every problem has a solution.

In the Fourteenth Annual Report (your Fourth), you commented on the fact that according to the responses to the staff survey, 26 percent of staff feared reprisal if they were known to have approached the ombudsman. To your knowledge, have any steps been taken to ensure that people may approach you freely and without fear?

One thing I want to make clear is that everything that takes place in this office is kept strictly confidential. It is not disclosed to any third party without the specific, express consent

of the people who come to see me. The reprisals, therefore, are not based on someone "finding out" that you have seen the Ombudsman. In many, if not most, cases, it will be necessary to talk to a third party in order to resolve the situation, and word gets out that way. Invariably, in those cases, the department finds out that a person has seen the ombudsman. Is there reprisal? There is indeed! Can anything be done to change that, to cure that problem? I don't think so, because it's impossible to prove whether something negative occurred as a reprisal for having seen the ombudsman, or for some other alleged misdeed or alleged poor performance.

But, I must say at the same time, there's a recent allegation of a director who remonstrated with a staff member for having seen the ombudsman. Now this is a department head in the Fund, and I brought this incident to the attention of the powers that be, and nothing was done! They apparently felt powerless to do anything about it because it was only an allegation, and there was no proof. It's a credibility question, and that's a big problem at the Fund and elsewhere. At some point, a judgment has to be reached as to who is telling the truth and who isn't.

Another case involved a division chief who was allegedly screaming at and belittling an economist in front of other people, including non-Fund people. I asked the economist, "Well, would these other people be willing to come forward to corroborate your story?" and he said, "Probably not." Two weeks later, the same economist came back to me with an audio tape, and sure enough, I heard the division chief yelling and screaming! Certainly it was not behavior that the Fund tolerates. So I talked to his department head, but *he* felt that this particular division chief could do no wrong, and would accept no criticism of this

person, and so nothing was ever done about it.

Is this the kind of incident that should be brought to management's attention?

Yes, but to what avail? To put a positive spin on things, I hope that in the future, with greater emphasis being given to this whole area of human resources, and having one DMD devoting perhaps the majority of his time to it, I think more and more attention will be paid to this sort of thing.

Have you noticed any changes in the attitudes of management and/or staff during your five-year tenure?

Well, I think that staff have become more depressed since the survey. Some supervisors and managers have recognized, as they may not have done before, the human resource problems within the institution and the need to address them. In Mr. Erb's words, we haven't been paying enough attention to human resource management, and it's time now to shift the focus and deal with this more effectively. It has suffered because the Fund's agenda did not provide for people at higher levels to concentrate on the problems in this area.

What were your most memorable and satisfying experiences?

Oh, there have been a number of successes and, as you know, success in this position is defined by achieving a "win/win" result. There have been a number of those . . . enough successes, let's say, to keep my spirits up so that I could live with the inevitable frustrations.

Do you have any advice or suggestions for your successor?

I wouldn't begin to try to advise her! As I was told by my predecessor, you will make your own judgments about the people who come to see you, the

people you will have to deal with, and after you've been here a year, we can sit down and talk about it. And I followed that advice, and we got together after about a year and compared notes on some of the people, and there was a surprising degree of overlap. But one can't really advise someone who's new to the Fund about what it's like. Ms. Blatch is a very intelligent, very pleasant person who I'm sure will learn very quickly those things that are peculiar to this institution. There *are* peculiarities, but they aren't all bad by any means. You have to get to understand the Fund, and it really does take time. I think the learning process never ends, but I think she will need a little time to learn how this system operates.

How will the transition between you and Lyn Blatch be handled?

I have told Administration that I would be willing to be available, as needed, until the end of the year. There are also some cases of a continuing nature that I need to discuss with my successor, to the extent that the staff members concerned so desire, to ensure that there won't be any lapse of coverage.

And after that . . . a long vacation, perhaps?

No, a colleague and I are starting up a consulting ombudsman service to serve private industry by offering to design, staff, and operate integrated dispute resolution systems. We will provide all services, including arbitration, mediation, and conciliation, tailored to the needs of the particular client companies and institutions.

But I will miss the wonderful people of the Fund, who alone make it a truly vital and marvelous institution

1993/94 Staff Association

The First Annual Staff Day



THE UN does it, the World Bank does it, even the ILO does it. So it was high time the Fund did it: organize a Staff Day to recognize the contributions of staff members who go above and beyond their job description to look after the best interests of their colleagues.

The 1993/94 Staff Association Committee (SAC) decided it was time to recognize and thank those members of the staff who, throughout the years, have added to their regular job the task of representing the staff at large. Whether it be on the Staff Association Committee, a subcommittee or working group of SAC, or a SAC-appointed representative on panels dealing with issues related to staff interests, these people have carried a heavy load. It's no small task to give 100 percent to the job and be expected to monitor possible changes in Fund policies that could affect 100 percent of the staff.

So the 1993/94 SAC came up with the bright idea of celebrating the contributions of their colleagues. Ideas were passed around the SAC table at our regular Tuesday meeting. They ranged from a presentation of medals to deserving staff-members (too expensive to mint all those medals); getting Mark Russell to come and give a politically incorrect sketch of the Fund; having an Elvis look-alike drop in and mingle with the crowd; donating a free SAC mug to everybody who turned up. There was no shortage of imagination! In the end, the SAC decided to start small,

with a humble but notable program. After all, what if nobody showed up!

An Invitation

The invitation specified a Reception to be held between 4-6 p.m. It became clear about 4:05 p.m. that there was no need to worry about people not showing up. In no time at all the atrium was packed. The refreshments were flowing freely, and Leylâ Ecevit, as Chair of the SAC, started her opening remarks. On behalf of the 1993/94 Staff Association she welcomed everyone to the inauguration of Staff Day. It was a day to "give recognition to staff for their efforts to promote and improve the well-being of their associates, their colleagues, and by so doing, help the Fund as an institution, of which we are all proud."

Then Leylâ introduced Prabhakar Narvekar, who, as she pointed out, had served as a Fund staff member for four decades before taking up the position of Deputy Managing Director this year.

Mr. Narvekar

Mr. Narvekar thanked this year's SAC for initiating Staff Day, as he put it "a first in the life of the Fund." He reminded the gathering that there was a time, before the Fund doubled in size, when everybody knew everybody else and pressures were much less intense, but that was then and this is now.

He made it clear that an articulate Staff Association Committee can contribute to





the health of an institution like the Fund, and encouraged those present to put themselves forward for nomination to the SAC. He recognized that the Fund had problems that needed to be solved, and acknowledged that there is an unfinished agenda for these issues to which he expects to devote a great deal of time, but warned the staff not to expect "overnight miracles."

Before introducing Lyn Blatch, Mr. Narvekar took the opportunity to thank Gene Herbert, the outgoing Ombudsman, for his commitment to the staff. As Gene Herbert waved his farewell to the crowd the sound of the applause was clear testament to the staff's appreciation for this Ombudsman's diligent and caring work on their behalf.

Ms. Blatch

Lyn (short for Marilyn) Blatch's message to the staff was short and sweet: "come and talk to me." As the new Ombudsperson, she pronounced her role as mediator and trouble-shooter, and urged staff to come and see her before the problems got too big. As she so succinctly put it: "It won't do any staff member harm to come and talk to me—you can't lose anything."

Refreshments

During a short break in the program, the ever more-crowded atrium became a hive of activity around the buffet table. The wonderful spread offered by SAC included smoked salmon, cold shrimp, other exotic nibbles, and even a champagne punch. You'd think the cafeteria had been closed all day;

pretty soon, all that was left was some fruity decorations and a stained white tablecloth!

The speakers spoke on:

Mark Allen was next to speak. He had chaired the SAC in 1980/81 and has been an active member of the Staff Association since then. Mark described the need for a strong staff association as a way of having checks and balances in an institution as large as the Fund. Then *Margaret Kelly* spoke about some past Fund practices, including such things as the establishment of spouse points that were designated for use by a male staff member only! Oh, how times have changed, although there are still too many people in the Fund who think "spouse" is a female noun! As President of the Board of Directors of Bretton Woods,



Margaret also made a pitch to the gathering to “take out your frustrations on a tennis or golf ball, rather than on your colleagues!”

Patrice Guilnard, Senior Personnel Manager in BLS, spoke of a need for young fresh talent to join SAC. He said there is always a need for a different view, which coming from a Fund SPM was quite a revolutionary statement.

Then *Mary Allen* stepped up to the podium. Mary was bursting with

enthusiasm about the talents of the A1-A8 group of staff in the Fund. She practically threw down the gauntlet to management to come up with a way to utilize the gifts and capabilities of this underrecognized level of staff, and from the sound of the applause that followed her remarks, there was a great deal of support for her suggestions.

Staff Day, then, offered a bit of everything. There were representatives from Fund-sponsored clubs and groups

ready to enroll new members; there was a talented staff member who played the piano; and there were members of the Staff Association Election Committee, who must have been doing some talking that day, because the final roll call of staff who elected to be nominated for next year’s SAC totaled 12 people! But what made the occasion memorable was the fact that staff had a chance to pat themselves on the back, and recognize their

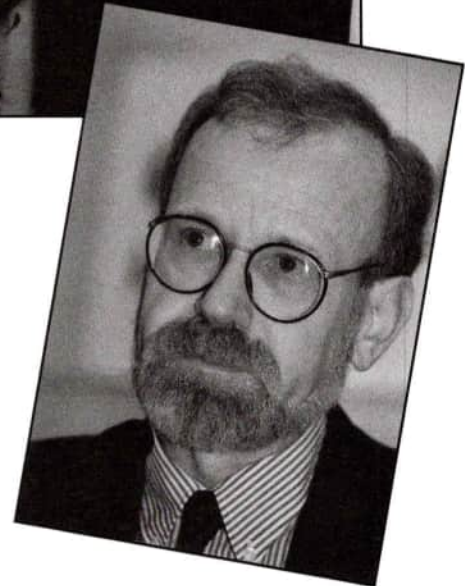
STAFF DAY



own and their colleagues' contributions to this institution.

The piano was still playing when I left the Atrium and people were still gathering in groups to talk, and for a moment there, I could have sworn I saw Elvis edging toward the exit!

Linda Unterholzner





Marylen F. Balangue
Janet E. Billenstein
Eduard Brau
Patricia Chabrier
Sharon L. Dove
Barbara H. Jarvis
Linda S. Manning
Molly S. Singh
Haroldo L. Suarez
Luis Tassara
T. Tharumalingam
Barbara A. Virgo
Harilaos Vittas



Christer Ahl
Annette Berthail-Costa
Chungsuk Cha
Carl Chin

Jose P. Delgado
Robert S. Franklin
Jean-Pierre Gollé
George F. Kopits
Peter M. Keller
Leslie Lipschitz
Barbara J.H. Monsma
Mansour Nour
James Ogoola
Rosario Pahigiannis
Vilma Pauig
Juanita Roushdy
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Isacco Bruno Valentini
Sigrid Vollerthun
Silva Vori
Jeannine Ward
Fritz Zurbrugg

BIRTHS

To Robert Sharer and his wife
Karen, twins Nathaniel and Rachel, on
November 11, 1994.

Contributions Invited!

We are quite sure there is a mine of hidden talent out there among the staff! Please let us know if you would like to contribute to *Staff News*. Storytellers, cartoonists, poets, and artists are all most welcome to submit their creations to be considered for inclusion in future issues. Just let us know who you are, and what your contribution might be. You can reach us through either E-mail (STAFFNEWS) or the interoffice messenger service (IS5-1500).

TRANSFERS

Brian Aitken to Policy Development and Research Department from the Economist Program

Angel L. Antonaya to Joint Vienna Institute from IMF Institute

Ira Anwar to Western Hemisphere Department from Treasurer's Department

Geoffrey Barnard to Policy Development and Research Department from the Economist Program

Anupam Basu to African Department from Policy Development and Research Department

Ulrich Baumgartner to European I Department from Central Asia Department

Gerwin Bell to African Department from the Economist Program

Adi Brender to African Department from the Economist Program

Naly Carvalho to African Department from Statistics Department

Bankim Chadha to Central Asia Department from Research Department

Nurun Choudhry to the Support Group from Research Department

Filippo Cartiglia to European I Department from Policy Development and Research Department

Marcel Cassard to Research Department from the Economist Program

Ajai Chopra to Central Asia Department from European I Department

Mariano Cortes to Policy Development and Research Department from the Economist Program

David Cowen to African Department from the Economist Program

Joseph Crowley to African Department from the Economist Program.

Michael A. Da Costa to Western Hemisphere Department from Policy Development and Review Department

James A. Daniel to Fiscal Affairs Department from Central Asia Department

Samir El-Khouri to IMF Institute from Middle Eastern Department

U. Erickson Von Allmen to Policy Development and Research Department from the Economist Program

Ebrima Faal to Western Hemisphere Department from the Economist Program

Manal Fouad to African Department from the Economist Program

Jeffrey Franks to European I Department from Fiscal Affairs Department

Florencia Frantischek to Western Hemisphere Department from Statistics Department

Stephen Gilmore to European II Department from Monetary and Exchange Affairs Department

David J. Goldsbrough to Policy Development and Review Department from Central Asia Department

Xiaoning Gong to European I Department from Statistics Department

Emine Gorgen to Support Group, Resident Representatives and Advisors (Kazakhstan) from European II Department

Tessa Sapaula Henson to Secretary's Department from Treasurer's Department.

Yusuke Horiguchi to European II Department from Central Asia Department

Ken Ling Hwang to Research Department from Treasurer's Department

Stephen Yung-Li Jen to Policy Development and Research Department from the Economist Program

Alicia B. Jimenez to African Department from Administration Department

V. Hugo Juan-Ramon to Western Hemisphere Department from IMF Institute

Malangu Kabedi-Mbuyi to IMF Institute from African Department

Juha Kahkonen to European I Department from Central Asia Department

Elizabeth Hull Kalantari to Administration Department from Secretary's Department

Alfred Kammer to European II Department from the Economist Program

Se-Jik Kim to Research Department from the Economist Program

Desmond Lachman to Policy Development and Research Department from European I Department

Françoise Le Gall to European II Department, on secondment from the IBRD

Alessandro Leipold to European I Department from Secretary's Department

Susan Lipworth to Central Asia Department from European I Department

Mark Lutz to Central Asia Department from European I Department

The Thiet Luu to Support Group, Resident Representatives and Advisors (Laos) from Statistics Department

Tonny Lybek to Monetary and Exchange Affairs Department from the Economist Program

Michael Marrese to European I Department from European II Department

Paul Robert Masson to Research Department from European I Department

Kanitta Meesook to Southeast Asia and Pacific Department from Policy Development and Research Department

Eric A. Meyermans to European I Department from the Economist Program

Francesco Mongelli to Middle Eastern Department from the Economist Program

Maritza Roxana Moran to the Office of the Deputy Managing Director from Administration Department

Johannes Mueller to African Department from the Economist Program

Martin Muhleisen to European I Department from the Economist Program

Paul Mylonas to European I Department from Policy Development and Research Department

David Ordoobadi to European I Department from the Office of the Managing Director

David Orsmond to Fiscal Affairs Department from the Economist Program

Inci Otker to Treasurer's Department from European I Department

Eswar Prasad to Research Department from Western Hemisphere Department

Gerard Raymond to Statistics Department from Western Hemisphere Department

Matthew Saal to Monetary and Exchange Affairs Department from the Economist Program

Julio Santaella to Research Department from the Economist Program

Fabio Scacciavillani to European I Department from the Economist Program

Stephen Schwartz to Policy Development and Research Department from the Economist Program

Sunil Sharma to Research Department from European I Department

Brock K. Short to Middle Eastern Department from Monetary and Exchange Affairs Department

Anoop Singh to Central Asia Department from Policy Development and Research Department

Esther C. Suss to European II Department from Support Group, Resident Representatives and Advisors (Latvia)

Gilbert L. Terrier to Western Hemisphere Department from African Department

Alun Thomas to Western Hemisphere Department from the Economist Program

Harry Trines to European II Department from the Support Group

George Tsibouris to Fiscal Affairs Department from the Economist Program

Rachael Van Elken to European I Department from the Economist Program

E. van der Mensbrugghe to European II Department from Policy Development and Review Department

Iqbal Zaidi to Middle Eastern Department from the Support Group

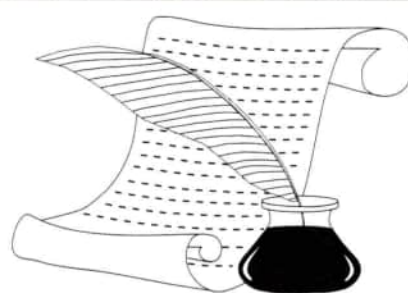
Letters to the Editor

IN MEMORY . . .

Friends and colleagues of former staff member Laura del Corona-Borgia will be sad to learn of her death from cancer in August of this year. Laura worked in the Joint Library from February 1970 until 1988, when she left for medical reasons. Laura's body was returned to

Italy for interment near her parents. She is survived by her husband, Norgen Muurman who has requested that anyone wishing to make a contribution in Laura's memory should send it to the Lombardi Research Center, 3800 Reservoir Road, Washington, D.C. 20007.

Jeanne C. Nash



New Staff



Ghada Fuad Abu-Rahmeh
Jordanian, is an Administrative Assistant, OED. Educated at GWU, she was previously a Personnel Manager for a manufacturing company in Jordan. Her interests include tennis, swimming, and reading.



Marco Annunziata
Italian, is in the Economist Program (FAD). He holds a Ph.D. from Princeton University, and was previously a Research Fellow at the Institut d'Economie Industrielle. He enjoys literature, movies, tennis, and soccer.



Angana Banerji
Indian, is an Economist, MED. She holds a Ph.D. in economics. Her interests include photography, art, music, and reading.



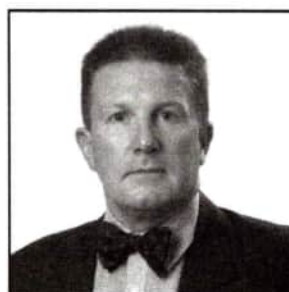
Adolfo Barajos
Colombian, is an Economist, WHD. He holds a Ph.D. from Stanford University. Formerly a Research Economist at the Banco de la Republica in Colombia, he enjoys music, movies, squash, basketball, tennis, and raising his twins.



Sabina Bhatia
Indian, is a Recording Officer, SEC. She holds an M.A. in international political economics, and was previously an intern at the American Enterprise Institute. She is interested in art and films.



Sonia Brunschwig
a Swiss/French national, is an Economist, AFR and holds a Ph.D. from Boston University. She was previously an Instructor at Boston University. Her interests include martial arts (Aikido), Latin American dance, and hiking.



John Crotty
Australian, is a Deputy Chief, FAD. Educated at the University of Queensland, he is a Fellow of the Australian Society of CPAs. He was formerly Deputy Commissioner in the Australian Taxation Office.



Daniel Daco
Belgian, is an Assistant, OED. Educated at Louvain La Neuve University in Belgium, he was previously an Advisor at the National Bank of Belgium. His interests include classical music, reading, squash, and soccer.

New Staff

December 1994



Christina Daseking

German, is in the Economist Program (MED). She holds a Ph.D. from the University of Goettingen, and formerly served as Academic Assistant there. Her interests include travel, movies, and volleyball.



Vikram Haksar

Indian, is in the Economist Program (WHD). He holds a Ph.D. in economics from Cornell University, and includes singing, skiing, and squash among his interests



Thomas M. Howard

a U.S. national, is a Senior Computer Systems Officer, BCS. He is a Ph.D. candidate at GWU and holds an M.B.A. in statistics from University of Chicago. His interests include woodworking, sailing, cooking, and yoga.



Takatoshi Ito

Japanese, is a Senior Advisor, RES. He holds a Ph.D. from Harvard University and was previously a professor at Hitotsubashi University in Tokyo. He lists the violin and tennis among his hobbies.



Billy Jack

Australian, is an Economist, EU1. With a Ph.D from Oxford, he was previously an Economist on the Joint Committee on Taxation, U.S. Congress, and a Lecturer at Sydney University. His interests include public finance and music



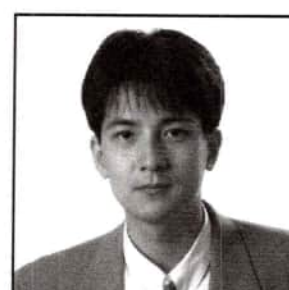
José Justiniano

Bolivian, is an Advisor, OED. Educated at the University of Buenos Aires, he was formerly Governor of the Central Bank of Bolivia as well as Bolivia's Financial Representative in Argentina.



Pascal Irenée Koupaki

Beninese, is an Advisor, OMD. He has an MBA in economics and finance, and previously served with the Banking Commission of the WAMU in Abidjan. His interests include soccer and music.



Hiroaki Kuwahara

Japanese, is an Economist, STA. He was previously an Economist at the Bank of Japan. His interests include shougi and boxing.



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Jorge Leiva

Chilean, is an Advisor, OED. He was previously a Professor of Economics in Chile, Colombia and Venezuela; an Expert at the UNDP; and Advisor to the Minister of Economic Affairs in Chile. He holds an M.A. from the University of California.



Olin Liu

Chinese, is an Economist, STA. She holds a Ph.D. in economics, and includes reading and traveling among her interests.



Gabriele Monnett

a U.S. national, is a Staff Assistant, INS. She holds an M.A. in Russian studies from Ohio State University. Her interests include Kandinsky and 19th century Russian literature.

New Staff

December 1994



Bhaswar Mukhopadhyay
Indian, is in the Economist Program (MED). He holds an M.A. from the Delhi School of Economics, and a Ph.D. from New York University. He enjoys music, traveling, photography, squash, and tennis.



Jean-Claude Nachega
Zairian, is a Research Assistant, AFR. He is a Ph.D. candidate at the University of Louvain, and holds an M.A. in economics from University of Namur, Belgium. His interests include music, reading, tennis, and basketball.



Takahiko Nakao
Japanese, is an Advisor, PDR. With an M.B.A. from the University of California at Berkeley, he previously served in the Ministry of Finance, Japan. Included among his interests are classical music, reading, golf, and swimming.



Lars Erik Nordgaard
Norwegian, is a Counsel, LEG. Educated in Oslo and Brussels, he previously served with EFTA. His interests include literature, music, cross-country skiing, golf, running, and traveling.



Veerathai Santiprabhob
Thai, is in the Economist Program (AFR). He holds a Ph. D. in economics from Harvard University. His interests include squash, classical music, and exotic traveling.



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Italian, is an Assistant, OED. He holds an M.A. in social sciences from the University of Chicago.



Jumana Shammout
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Abebe A. Selassie
Ethiopian/British, is in the Economist Program (AFR). Educated at the London School of Economics, he previously served with the Council of Ministers in Ethiopia. His interests include music, cinema, and soccer.



Bart Turtelboom
Belgian, is in the Economist Program (RES). He holds a Ph.D. in economics from Columbia University, and includes travel among his interests.



Alicia Gomez-Artigas Weissel
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Takashi Yoshimura
a national of Japan, is an Economist, MAE. Educated at the University of Tokyo and at Harvard Law School, he includes golf and music among his interests.