

Staff News

A Ten-Year Retrospective: Managing Change at the Fund

An interview with Richard Erb on his tenure as Deputy Managing Director

Are you able yet to look back and reflect on your years here?

It's too early—I need some time and distance. The job still keeps me as busy as ever, and the last few months have been particularly intense for the MD and myself. We had to work through the transition and create a new structure with three DMDs, as well as carry on the day-to-day work.

I've enjoyed the work enormously. And I feel lucky to have held this job at a time of such change in the world economy and in the Fund's role within that broader context.

What are the main changes you have seen in the DMD's role?

My job expanded with the activities and work of the MD, and of the institution as a whole. It has been a period of dramatic growth in the membership of the Fund. The range and depth of our country work has increased a lot. Our technical assistance program is far larger and more diverse than in the past. Personal computers and networks have replaced typewriters, and the fax is crowding out the

telex, among other technological innovations. These things are changing the way we work and our internal and external communications.

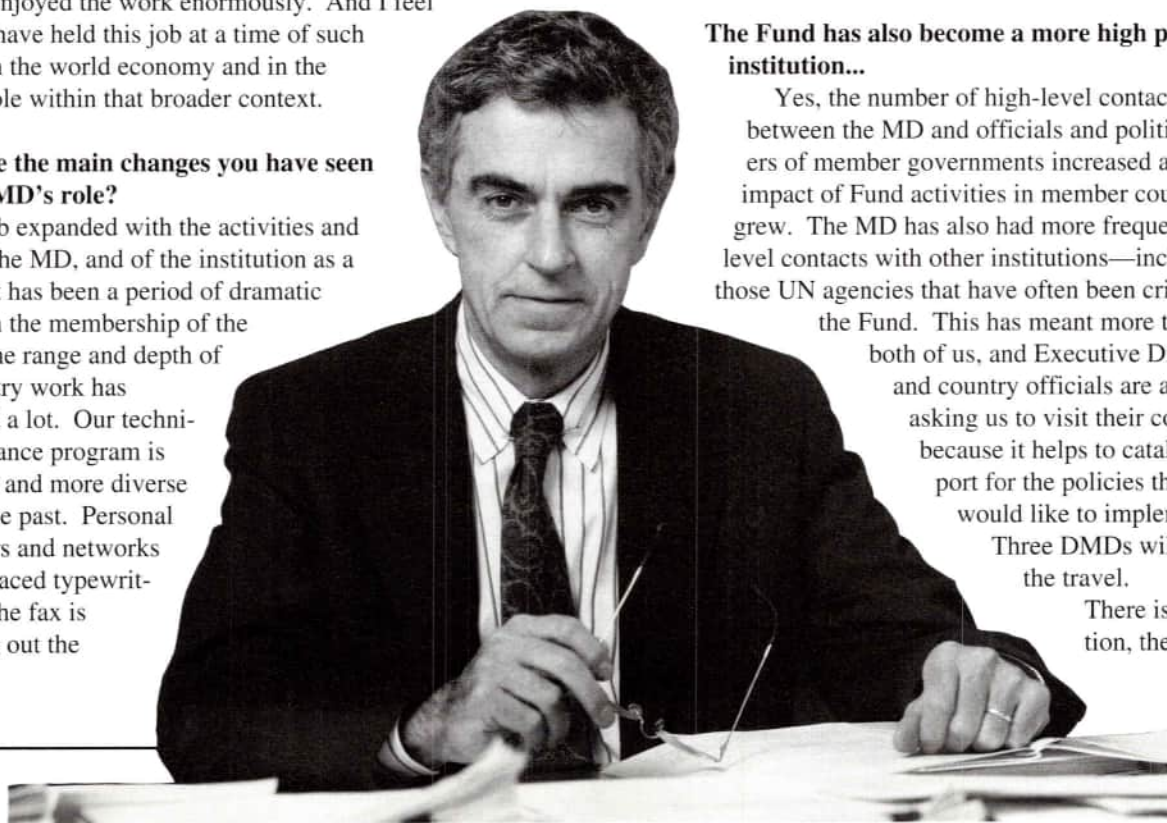
Other things naturally follow from this. The number of staff and organizational units has had to increase. The Board is larger, and its agenda longer and broader. And the staff has become more diverse, with all the opportunities and challenges that diversity brings.

The Fund has also become a more high profile institution...

Yes, the number of high-level contacts between the MD and officials and political leaders of member governments increased as the impact of Fund activities in member countries grew. The MD has also had more frequent high-level contacts with other institutions—including those UN agencies that have often been critics of the Fund. This has meant more travel for both of us, and Executive Directors and country officials are always asking us to visit their countries, because it helps to catalyze support for the policies they would like to implement.

Three DMDs will spread the travel.

There is, in addition, the increas-



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ing demand to explain Fund policies publicly. The MD spends a great deal more time now giving speeches and interviews. I've done more; so has the staff. And there are many requests for us to do even more. This is a natural consequence of the larger impact the Fund is having, and is a part of the Fund's public accountability.

What impact has all this had on the internal running of the institution?

The Fund traditionally has had a flat organizational structure with many units reporting to the MD/DMD. This maintains short lines of communication between staff, the MD, and the Executive Board. But keeping this flat structure working as an integrated whole is a demanding challenge for management at all levels. This is particularly so, given the importance attached to the principle of uniformity of treatment, to speaking to a member with a harmonious if not single voice, and to responding quickly to member needs.

With only two people at the top, a high degree of delegation is required. Given our increased work load and the number of units reporting to us, I found it necessary to establish more formal procedures to foster collaboration across units. The Technical Assistance Committee, the Personnel Committee, the Surveillance Committee, and the Working Group on Fund Policy Advice are examples.

I know these bodies have not been universally popular and that some people see them as too much bureaucracy or as a threat to departmental independence and department heads. But from my perspective they have performed a number of functions that enable the institution to work as an integrated whole. That is not to say that present arrangements are perfect; I am sure my successors will want to look at some aspects with a fresh eye.

Are there other examples of internal changes?

It became clear in the early 1990s that managers and supervisors at all levels had been responding to growing external demands by devoting less time to internal matters. The FY1992 -FY 1994 medium-term budget explicitly sought more staff resources for internal management and supervision, and to reduce excess work pressures. It was the first time that a multiyear plan had been put to the Board.

Along the way we were overtaken by events in the transition economies, which intensified demands on all of our staff and managers, and necessitated an even greater increase in budget resources. I hope external demands will settle down for a while now and permit a period of consolidation and achievement of the management and personnel objectives that the MD and I have emphasized. If new demands arise, it will be important to protect these objectives by reducing other activities.

I should add that one aim of the medium-term budget framework adopted a few years ago—and the companion work on personnel policies—was to keep an eye on longer-term needs. It takes three years to fill a vacancy and bring a new staff member up to speed. Office space takes time to find and acquire. So you have to be thinking ahead. We tell our members to aim their fiscal and monetary policy in a medium-term perspective. We have to follow our own advice.

What do you see as the most important structural issue to emerge from the staff survey?

One of the most important issues is the need to address the actual and perceived difference in treatment between economist and noneconomist staff.

The economist stream is commonly thought to be homogeneous, when, in fact, it includes many specialty streams, including technical assistance,

statistics, country work, and policy work. There now exists a relatively broad set of policies and practices for the economist stream covering recruitment, early orientation, mobility, and promotions. They were not developed overnight, and initially the efforts focused on the requirements of area departments. Today I think there is much greater cohesion and mutual respect among the various economist specialties. Increased mobility played a key role in this transformation.

From the Economist Program, to the Review Committee, to the creation and evolution of mobility procedures and incentives, it took many years to develop the personnel practices and procedures for what is now called the economist group. That same effort must now be made for those serving in other functions. Less turf protection and greater cohesion across the support functions, and between support functions and economist activities, are clearly necessary.

I have emphasized the need to increase mobility, but it is also necessary to review recruitment, orientation, training, and other policies, including, for example, related job grading issues. I emphasize mobility because many in the noneconomist group feel that they can't rise to certain management levels because economists are chosen. But too often the potential noneconomist candidates are so specialized that they have little direct experience with other activities even within their own departments. The tendency then is to choose someone with a broader knowledge of the institution for management positions.

I should add that this problem of excessive specialization is not unique to noneconomist streams. There still are many staff in the economist streams who have had limited mobility and have become too specialized. Mobility and breadth of experience—or versatility as I like to put it—are key requirements for managerial jobs.



DMD Erb with former Managing Director Jacques de Larosière.

This is something the MD and I feel very strongly about. The idea that someone is brought into a narrow specialty and remains there for an entire career is hard for us to comprehend. That sort of specialization is a high-risk strategy for individual careers and for an institution that must constantly adapt to changing demands.

Finally, I would like to comment on perceptions that there is a second-class status accorded to the noneconomic, or support, functions in the Fund. At least 50 percent of my time is devoted to these functions, and I definitely do not consider that work a second class activity.

The survey task force and other recent studies have produced recommendations that then seem to get bogged down. How do we do a better job of translating recommendations into action?

I believe that more has been done than is generally realized, including intense efforts at the departmental level. A status report is necessary. At the same time, much remains to be done on an institution-wide basis. The more difficult issues cut across departmental lines, and it is often not

easy for all concerned to reach a consensus without active OMD involvement and follow-up. This was, in fact, one factor in the decision to create three Deputy Managing Director positions.

What is the status of the women's group recommendations?

I recently issued a brief status report. Many of the recommendations address working relationships, attitudes, and values. These changes would also benefit men and make the institution more productive and a better place in which to work. I also think that women outside the economist stream, at all grades, will benefit from progress on noneconomist mobility.

It should generally be easier to avoid future problems, but if there is evidence of past discrimination, how do you address that?

Many recommendations provide guidance on how to break down barriers, and they are important and should get broad support. How to deal with other recommendations, including salary differentials, is something I don't want to prejudge at this stage. I have already begun to discuss the issues with my successors because they will need to carry on this work. Given the questions that have already been raised concerning the statistical work, it would be useful for the MD to have a "second opinion" from other experts.

Has staff morale improved in recent years?

It's very hard for me to say. I hear fewer general complaints today than I did three or four years ago, but I don't know how much weight to give that. In any case, sweeping statements about the state of staff morale are not very helpful, and there is a danger that they simply feed on each other in an unhealthy way. What is needed, but hard to get, are concrete causes of staff

problems and concrete solutions that do not themselves lead to new morale problems and that can be defended from an organizational and budgetary perspective. The staff survey, the women's study, and other such efforts certainly help. But many of the findings are themselves highly qualitative, and the solutions are controversial among the staff.

For example, one complaint that I often hear is that there are not enough promotion opportunities. And yet, the flat structure of the Fund provides more opportunities for promotion than would exist in a more traditional structure. On the other hand, very low staff turnover at all levels reduces the opportunities for promotion relative to other organizations where turnover is higher. Job grading could be relaxed to increase promotions, but that would be a one-shot solution and would immediately attract criticism, as in the past, that there was excessive grade creep in the Fund.

With work pressures remaining high, and budgets constrained, benefits being re-examined, first-class travel cut back, and salaries being modestly increased, are we entering a period where morale could be strained?

Some of the assumptions in that question are curious. Over the past ten years I have often heard talk about benefits and wages being squeezed and that this is a cause for poor staff morale. And yet the organization has done very well in defending and maintaining a compensation and benefits package that enables it to attract the best people.

We had to fight a major battle in the second half of the 1980s over the compensation system, and there was, in fact, a significant salary increase for staff when the new system linked the Fund payline to a broad outside market, including Europe.

Since then, staff salary increases have moved with the outside market. The benefits package was also subjected to a major review by the Board around the same time. Although minor adjustments have been made in the structure of benefits, there has not been a reduction in the overall benefits package.

Yes, we have entered a period of budget consolidation, but available resources will continue to increase significantly under the FY 95 budget as vacancies are filled. In addition, sig-



At a WEO press conference, DMD Erb with Managing Director Michel Camdessus and Flemming Larsen.

nificant effort and resources are being spent to expand office space and to maintain the high quality of that space. It was not easy for the Board to accept that we continue to fill the vacancies. We will have some 90 additional staff coming on board this year, which should help reduce work pressures over time.

Clearly the Fund's budget is not going to be growing in the near future, but we have just gone through a period of rapid growth, including an addition of 150 staff years in the context of the medium-term budget strategy I described earlier and another 350 staff years to meet the work requirements associated with the institution's new members.

Finally, I know it can be frustrating when the Board appears to want us to do more with less, but I don't think we should allow our morale to sag just because we have to defend our budgets and compensation to our members. Board members are simply doing their job by challenging us on budget and compensation matters. And we should remember that in recent years many member governments have been cutting their budgets.

Are you satisfied that we have shifted sufficient resources into human resource management?

No, I don't think we have, but the resources coming on stream over the next year will eventually help. Work indicators—and the BRS is very helpful in that context—give a broad sense of how resources are being allocated. Demands on the institution will continue to be intense, so priorities will need to be monitored to be sure that human resource management is not squeezed and that excessive work pressures can be reduced.

Is there anything you'd like to say to the staff?

I referred earlier to the growth in the demands on the institution. I believe this is the best testament to the quality and dedication of all Fund staff. In many ways the need to promote cooperation will become more intense as world economic integration increases. If the Fund continues to respond promptly and effectively to the needs of decision makers in our member countries, it will be asked to take on new responsibilities.

Staff work hard, and often in difficult and uncertain circumstances. Mission schedules or Board requests for work can change suddenly, creat-

(Continued on page 12)

Staff Advisors

An Informal and Unofficial Approach To Preventing Harassment

"Often, providing opportunities for people to come and talk about their problems is already part of the solution," notes Hector Elizalde, reflecting on his role as a harassment advisor. Elizalde is one of eight staff members selected in September 1993 to provide guidance and support to other staff members seeking ways to deal with offensive or improper behavior in the work place.

The appointment of the harassment advisors is part of a joint effort by the Administration Department, the Staff Association Committee, and the Working Group on the Status of Women to develop an effective

harassment policy. The impetus to revisit the Fund's harassment policy, which was first articulated in 1987, came when the results of the Fund-wide Staff Survey revealed that a "disturbingly high number of staff reported that they had been subjected to sexual harassment within the last two years" (Staff Bulletin 93/8, June 18, 1993, page 1). "The results did surprise us in the Administration Department," says David Cutler, "as I think it surprised many others in the Fund."

The fallout from the 1991 Anita Hill/Clarence Thomas hearings also served to heighten people's awareness of the issue of harassment in the work place, and, in

What Is Harassment?

Any behavior that creates a hostile, offensive, or intimidating work environment:

- Unwanted
- Repeated
- Interferes with an individual's work performance

What Is Sexual Harassment?

Any behavior of a sexual nature that is unwelcome, offensive or embarrassing to individuals exposed to the behavior, or that creates a hostile or intimidating work environment. Examples:

- requests for sexual favors
- repetitive suggestive comments or innuendoes of a sexual nature
- exhibition of sexually oriented material
- crude or obscene language
- excessive or exaggerated compliments
- persistent and unwanted invitations to social activities
- unsolicited physical contacts

Sexual harassment is particularly serious when it is linked with direct or implied threats or promises about the career prospects of the person being harassed.



From left to right are Fund staff advisors Anneta Orraca-Tetteh, Pamela Bradley, Prabhavathi Job, and Lynnette Girvan.

particular, to stimulate thinking about what actually constitutes harassment and what the Fund has been doing to address it.

In the past, staff members seeking help or wishing to report harassment incidents have had recourse to several channels. These channels include departmental managers, Administrative Officers, any of the personnel officers in the Staff Development Division of the Administration Department, the Ombudsman, and the counselors in the Staff Counseling Services of the Medical Department (a joint Bank-Fund service). Yet, according to various sources, including the Administration Department and the Ombudsman, relatively few formal complaints of sexual harassment have been reported in the past several years.

So, how does one account for the Survey results? Do most occurrences go unreported? And, if so, why? Are people unclear about what constitutes harassing behavior? Can a multicultural institution, such as the Fund, expect its staff members to behave according to a uniform code of conduct? What role should the institution assume?

Why Add Harassment Advisors?

The decision to add harassment advisors to the list of available channels was part of an attempt to find answers to these and other related questions, beginning with the disparity between the Survey results and the small number of formal complaints received through available channels, according to ADM.

As noted in Staff Bulletin 93/8, "given the particularly sensitive nature of concerns about sexual harassment and the reluctance of many individuals to come forward with complaints, we need to find more effective ways to assist those who feel they have been subjected to this behavior." Says

The Fund's Harassment Advisors

	Ext.	Room	Depart.
Pamela J. Bradley	38424	12-510	EXR
Hector Elizalde	37796	8-517	LEG
Fernando J. Gaitan	38909	IS8-1268	ADM
Lynnette A. Girvan	38856	9-120	EUI
Prabhavathi D. Job	34110	5-306	CTA
Anneta S. Orraca-Tetteh	36512	8-119	AFR
Joslin M. Landell-Mills	37540	10-204	WHD
Ulrike Wilson	38281	8-404	AFR

Dinah Nieburg, who spearheaded the training session for the advisors, "A key reason why staff don't come forward is that they don't want to get anyone in trouble, so in that sense going through official channels is already a difficult step. But they do want the harassment to stop, and so having this intermediary is a way to encourage people to come forward."

Advisors Selected by Their Peers

From the beginning, the advisors were conceived as an informal, non-threatening, and unofficial resource. Most important, they were selected by their peers. According to Mary Rowe, Ombudsman at the Massachusetts Institute of Technology (MIT) and a widely recognized expert on harassment-related problems, the general principle governing the choice of peer-selected advisors is that, "most people don't want a formal complaint mechanism. They want to talk the questions over with highly trustworthy people."

The eight advisors were selected from lists of candidates compiled by the Staff Association Committee, the Fund Working Group on the Status of Women, the Fund-Wide Task Force on the Staff Survey, and the Personnel Committee (made up of Senior Personnel Managers).

The idea was to come up with as broad a spread as possible—across gender, nationality, and occupation—so that virtually everybody in the Fund would be able to find at least one advi-

sor with whom he or she would feel comfortable discussing possible harassment.

Learning to Listen

Following their appointment, the advisors attended a full-day workshop led by Mary Rowe, the MIT Ombudsman. According to Nieburg, the workshop addressed five objectives:

- defining harassment;
- defining the role of the harassment advisor;
- establishing the advisors' functions vis-à-vis the complainant, the accused, and the IMF's formal management structure;
- defining the basic practices for helping a complainant; and
- finding ways to resolve cases—identification and determination of the best options.

Rowe described several case histories and how they had been resolved, and posed hypothetical situations and alternative ways of dealing with them. The group also met with Veena Darling from the Staff Counseling Services of the Medical Department.

"The training was very good," says Pamela Bradley. "It made it more clear to me what our role was. We're not expected to solve the problem; we're only expected to listen to people, tell them what their alternatives are, make sure they understand the alternatives, and guide them through the process, whichever alternative they choose." Ulrike Wilson said the training was useful because it "set out some of the limits of our assignment." To Lynnette Girvan, the most helpful part was being able to discuss case histories with Rowe, who had many years of practical experience: "You can't just look at a piece of paper and say, 'Well, this is the situation, and this is how to handle it.'"

Joslin Landell-Mills found Darling's counsel on the importance of listening particularly helpful. "You have

to sit and listen," says Landell-Mills, "because people come to you with all sorts of problems, and it's not always the problem they think it is when they come."

All of the training in the world can't make up for hands-on experience, however, according to Hector Elizalde: "What I learned in the training is that this is something you learn by doing."

Emphasizing the Personal

The advisors are all very much aware of the importance of giving staff members a chance to talk one-on-one in a sympathetic, nonjudgmental setting. Says Lynnette Girvan, the advisor should "take in what a person is saying, assist them as much as possible, either by encouraging them to talk to the person that they feel is harassing them; or steering them to the Staff Counseling service or, if need be, to the Ombudsman, or offering advice on filing a grievance."

Wilson said she came to see the advisors as "an initial sounding board for someone with a problem who doesn't quite know whether it's worth taking to a higher level, but needs to vent the problem and needs to figure out whether it's worth pursuing." To Fernando Gaitan, the advisors are a "resource to the staff. We can help staff to determine what it is they want to do. If they've been harassed, we would lend an ear, provide advice where wanted, and also suggest other avenues of recourse—ranging from referring them to the Staff Counseling Services to counseling them about making a formal complaint."

A Broader Definition

One outcome of the training sessions was the realization that, as Wilson says, "We are not sexual harassment advisors. We have been

reabeled 'harassment' advisors. That makes our assignment much wider than it initially seemed." Under the wider definition, sexual harassment is only one form of harassment, which is *any* behavior, verbal or physical, that unreasonably interferes with work or creates an intimidating, hostile, or offensive work environment. "Basically," says Elizalde, "what the Fund is

of clarity. What is acceptable in one culture is unacceptable in another. But how can an institution dictate a uniform code in a multicultural setting?

Most of the advisors do not believe this rationale is justifiable. Says Bradley, "People have to recognize that even if one sort of behavior is acceptable in their culture, it is not necessarily acceptable in the Fund.

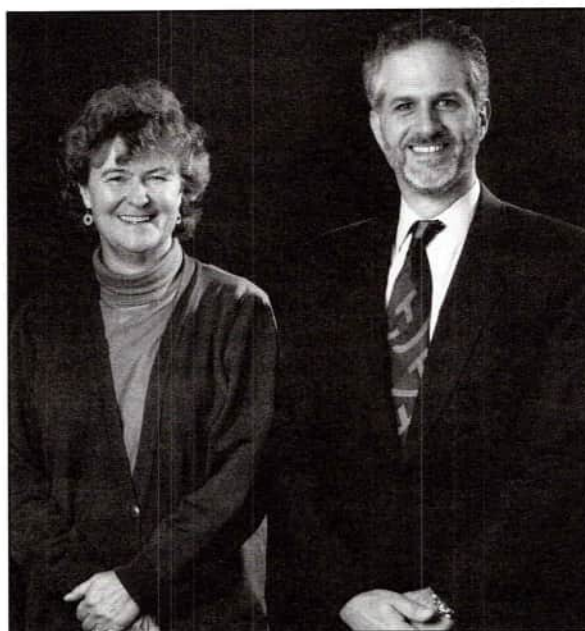
There has to be a *Fund* culture, an acceptable Fund culture. How you behave in your own country or at home by your own fireside is your business. But when you are in the Fund, you have to behave according to the Fund culture."

Continues Bradley, "the Fund needs to be clear on a code of conduct and to ensure that deviations from that code of conduct are taken seriously." Gaitan agrees: "Such a code is essential. 'New staff should be introduced to it from the beginning, and it should be disseminated regularly to all staff.'"

Credibility and Confidentiality

The appointment of the advisors was intended to meet the fear many staff members have expressed of reprisal, as well as their reluctance to get involved—or to involve someone else—in a formal procedure.

The advisors' independence of any institutional framework (like ADM or management) partly satisfies this requirement. They do not share their information with the Administration Department, management, the Staff Association, or any other organized body. They may refer a staff member to the Ombudsman or to the Staff Counseling Services; and they will advise any staff member who wishes to pursue a complaint beyond the informal first stage. But the advisors have no formal ties to any agencies or institutions.



Left to right: Ulrike Wilson and Fernando Gaitan. Two other advisors, not shown, are Joslin Landell-Mills and Hector Elizalde.

trying to do is to provide everyone with a place where it is pleasant to work and nobody is subject to any type of harassment or abuse by anyone."

Establishing a Fund Culture

What still remains unclear to a number of the advisors, however, is the Fund's policy on harassment: the Fund unequivocally opposes harassment, but it is not so clear on what constitutes harassment.

A number of the advisors mentioned the cultural diversity of the Fund as a possible reason for the lack

Of equal, if not more, importance is their ability to ensure confidentiality. Says Girvan, "People might still be concerned about making a complaint and having it known all over the Fund. They really should be reassured that all information is going to be kept confidential." Says Landell-Mills, "it ought to be laid down in black and white that everything we deal with is on a confidential basis; none of the information we get will be given to anybody else unless the person consulting us wants it to be." Gaitan concurs: "We are committed to confidentiality; without it, we would have no credibility."

Stopping the Behavior vs. Apprehending the Offender?

One issue yet to be resolved is how to maintain records without violating confidentiality. There is definitely a trade-off between identifying repeat offenders and putting a stop to clearly egregious behavior, on the one hand, and ensuring that anyone who believes he or she is being harassed (or who is being accused of abusive behavior) can talk to somebody without fear of reprisal or exposure.

Says Elizalde, "There should be a way to determine the existence, if any, of repeat offenders—to establish a system that will catch them—but, at the same time, provide for the necessary confidentiality, respect, and protection of the parties involved."

The institution, if it is committed to a harassment policy, should have means at its disposal to weed out and discipline offenders. According to Rowe, line managers and supervisors should have the right to take action against clearly egregious behavior. "But," she continues, "it is important to encourage people to come forward. If people get the feeling that these counselors are keeping records, many of them will be discouraged from seeking advice. Every organization needs clearly and specifically charged

people who will not share information—or will not do so without express permission."

The advisors have agreed among themselves that they will not pass on any information unless a complainant specifically requests it. Nor will they discuss specific cases among themselves. They are aware, however, of the arguments in favor of keeping some records. A possible compromise under consideration is that one of them would act as the central repository for all data. Another possibility is for them to check informally and periodically with the Ombudsman about major cases or repeat offenders.

Although this issue remains unresolved, the advisors are unanimous in the way they view their role. For most people who are subjected to harassment, the primary goal is to find ways to stop the harassment. The general feeling among the advisors is that their function is to help these people realize that goal, even at the expense of the secondary goal of identifying and disciplining offenders. "The point of having informal advisors from the staff like us," says Landell-Mills, "is to encourage staff members who are having problems and whose problems are affecting their work to resolve them. If they feel that the system isn't confidential, then they're not going to come to the harassment advisors."

The harassment advisors are only a part of an effective harassment policy, which should also include regular reiterations of a policy statement, institution-wide sensitivity and training programs, and clearly defined disciplinary procedures. The harassment advisors are intended to serve those people who have avoided the other more official channels that the institution has made available to them. Better yet, says Wilson, "Maybe just the fact of our existence will serve as a deterrent in itself. Maybe as a result, there will be very few cases. That would be the best outcome of all." *Sara Kane*

Fund's Policy On Harassment

Employees of the Fund, in carrying out their work at headquarters or on mission, are entitled to protection from harassment of any kind. All employees should be aware that harassment in any form—in particular, on the basis of race, religion, gender, sexual orientation, or national origin—constitutes misconduct, providing a basis for disciplinary action up to and including termination of employment.

Harassment is any behavior, verbal or physical, that unreasonably interferes with work or creates an intimidating, hostile, or offensive work environment.

Sexual harassment includes sexual assault, unsolicited requests for sexual favors, requests for sexual favors linked to implied threats or promises about career prospects, unwanted physical contact, visual displays of degrading sexual images, sexually suggestive conduct, or offensive remarks of a sexual nature.

The Fund is committed under this policy to stop harassment and associated retaliatory behavior. All Fund supervisors have a responsibility, first, to refrain from any action that could be perceived by their staff as harassment; and, second, to stop harassment in the areas under their supervision.

Any Fund staff member who feels harassed is encouraged to seek assistance and resolution of the problem. The Fund provides a variety of resources and procedures for that purpose. These procedures are intended to ensure confidentiality, prevent reprisal, and achieve prompt resolution of complaints while protecting the rights of the persons bringing complaints and of those against whom complaints are made.

Excellence & Equity

What's happening with the recommendations of the Working Group on the Status of Women in the Fund? An interview with Margaret Kelly

In April the Working Group on the Status of Women in the Fund issued its report and action plan. Margaret Kelly, who chaired that working group, speaks with Sara Kane about the study's findings and the status of its recommendations.

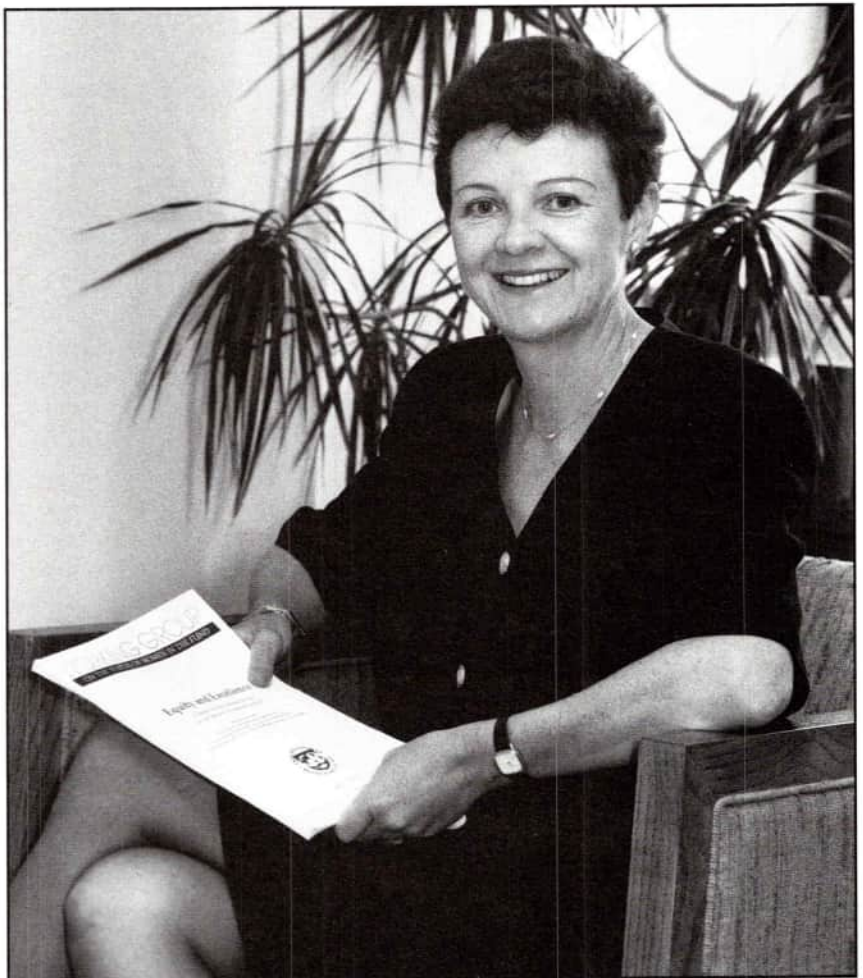
What prompted the creation of the Fund's Working Group on the Status of Women?

At the request of the Personnel Committee, the Deputy Managing Director appointed the Working Group on the Status of Women at the end of 1992. The work of an earlier group, and a SAC study, had pointed to existing inequities. The group's work, however, had been hampered by a lack of resources. The Personnel Committee wanted to complete this work and have an action plan developed. Publication of the World Bank's comprehensive action plan on women added urgency to the Fund's study.

I agreed to chair the Working Group provided that consultants could be available to provide expertise and ease the time constraints that staff members would face in trying to carry out this work in addition to their regular jobs.

How did the Working Group go about this study?

The group began with a series of brainstorming sessions, which helped us identify the areas that needed investigation. We also sought input from different groups of staff. We then developed a work program that consisted of a number of studies, including a statistical analysis of grades, salaries, and promotion rates in the Fund by gender; an analysis of the Fund's working environment



and practices and how they affect women; a detailed examination, by gender, of the results of the Fund survey; and a review of relevant Fund personnel policies.

We realized very quickly that we also would need to become familiar with the vast amount of literature on women's issues and diversity and to look at comparator organi-

zations to see what they were doing to enhance women's roles. We also decided to look at labor market statistics to see what the outside market is like for men and women in areas in which the Fund recruits.

The group decided to use consultants for the statistical analysis of grades, salaries, and promotions. We also felt that the study of the Fund's environment would benefit from an outside perspective. Professors Ronald Oaxaca and Michael Ransom were asked to do the statistical analysis; and Madelyn Blair agreed to do the environmental analysis, help us review the literature, look at comparator organizations and labor market statistics, and help facilitate our meetings.

The Working Group did the rest of the work and produced the main report, which contains the action plan and pulls together the major findings of the consultants and the Working Group.

In formulating the action plan, the Working Group was particularly mindful of a request that the Deputy Managing Director had made early on. Mr. Erb asked that the action plan be precise and indicate who would be accountable for each action. It wouldn't be helpful, he said, if the Working Group were to dump everything in the lap of management. So we made every effort to identify concrete actions and to assign accountability for each action.

Was there a wide range of views represented in the group?

It was actually quite a diverse group, and that contributed greatly to its effectiveness. The group included three members of the Personnel Committee—one man and two women—and two members appointed by SAC—one man and one woman. It also had a fairly good representation by nationality, career stream, grade level, department, and gender. Given that

the group had only 12 members, that was quite a feat.

A couple of the members had worked on women's issues previously, but all came with open minds about what they would find. For the group itself, it was very much a learning experience—the group worked well because we went through this process together. We had to familiarize ourselves with a lot of data, with the information on Fund personnel policies and practices, with the literature, and with the findings of the consultants. We asked the consultants many

“The Fund knows it needs a diverse staff to be credible and effective.”

questions, and we didn't hesitate to ask that more work be done if we felt it was needed. Once we agreed on what all of this was telling us, then it was a matter of developing an action plan to deal with the issues we had identified.

Any real surprises?

To some extent each member of the group was surprised by different things. Some were surprised by the impact of artificial barriers and the lack of a career development scheme for noneconomist staff—something that seems to have a particularly strong impact on noneconomist women.

For me, there were possibly three surprises. One was the extent to which the Fund's environment and its personnel policies are not geared to maximize the potential of its female staff or to attract mid-career women or those with working spouses.

I was also somewhat surprised by the existence of inequity in the

economist group, because that is where most has been done—notably, the Economist Program, mobility, and career development—to level the playing field between men and women. The measured inequity is considerably lower than in some other career streams, but it is about 3.5 percent in terms of current salaries or 0.4 in grade levels. You might say 3.5 percent is not very much, but in current circumstances, it is one year's salary increase! Or to put it another way—about 75 percent of the Fund's female economists have salaries below what

would be predicted if they were paid according to the same “model” that determines men's salaries. One would expect 50 percent to be below, as is the case for men.

Third, I was surprised at the apparent magnitude of grade and salary inequities in some noneconomist career streams.

Questions have been raised about the methodology used in the consultants' statistical analysis of salaries, grades, and promotions...

Questions have been raised not so much about the methodology, which is pretty standard in labor economics, but about the statistical significance and robustness of some of the results. Some have asked whether all of the factors that might explain differences between men's and women's salaries and grades have been adequately captured in the analysis. On the first point, it is pretty clear that for women as a group and for some large career streams inequities do exist—the exact size of these inequities can be debated.

On the second point, the Working Group itself recommended that the statistical analysis be updated and further refined to take into account May 1, 1994, data on promotions and salary increases as well as more up-to-date information on qualifications, which

will soon be available on the Fund's new electronic personnel data base. It is proper for those who have to take decisions on the action plan to assure themselves of the validity of the statistical results. At the same time, we have to make sure that we are not testing and retesting because we do not like the results we are getting.

One of the more controversial recommendations of the study is that salary and grade be adjusted to right past inequities. What would this entail?

This does seem to be the most controversial recommendation, but it is only one of many recommendations. Let me first explain its rationale and then what the recommendation is because there is, I believe, some misunderstanding on that. The statistical analysis suggests that women are paid less and graded lower than similarly qualified men—this result is true even if one accepts as given the impact of career streams on grade and salaries. This result stems primarily from women being hired at lower grades and salaries than similarly qualified men (but differential rates of promotion may also be a factor).

If the Fund were to rely solely on improved recruitment practices to deal with this issue, it would take about 25 years to right this. The Working Group thinks that action is required sooner than that. We feel there is a need to look carefully at the grades and salaries of women already here and, where necessary, make some adjustments. We are not suggesting that such adjustments be made retroactive.

The specific recommendation calls for grade and salary adjustments to ensure that within each career stream women are "graded" and "paid" on the same basis as men. Appendix III of the report sets out a proposed approach for correcting salary and grade inequities. It does not recommend

mechanical adjustments to grades and salaries; it allows for the inclusion of qualitative factors that cannot be incorporated in a statistical analysis. The judgment of the project manager and departmental managers would be taken into account in a case-by-case review of individual women in the affected career streams.

Your report noted the virtual absence of women in top management positions and the all male-composition of the grievance process. Doesn't this make it a little difficult to push for greater movement on women's issues?

Getting women appointed to some top positions would in itself be a major step forward and would, I hope, improve the environment for making progress in other areas. I think we will soon see women in top management positions because the Fund from the very first has understood the value of diversity. The Fund knows it needs a diverse staff to be credible and effective.

The grievance procedures are a particular concern because experience elsewhere shows that you need grievance procedures that are comfortable for both men and women. Grievance procedures that involve only men can pose difficulties for women, particularly when the issues concern sexual or gender harassment. Without any reflection on the individuals now in these positions, it would be desirable for the next appointments to include women. We know there is no shortage of women with excellent qualifications for such positions.

Is there a timetable for implementing the Working Group's recommendations?

The Working Group is not in charge of implementation. Our job was to identify the issues and develop an action plan, but of course, we do have views on the timetable.

First, we hope that management will adopt an action plan quickly. The statement issued to all staff by the DMD on June 23 is a first important step in this direction.

Second, a senior advisor needs to be appointed to be in charge of implementation. In the past, the recommendations of many reports have been adopted, but not implemented, partly because no one person or group has been responsible for implementation. The experience of comparator organizations, including the World Bank, shows that organizations that dedicate senior resources to implementation are more successful in dealing with women's issues than those that do not.

Third, a project manager should be appointed to deal with the question of grade and salary inequities. This needs to happen quickly because there is a whole new set of data as of May 1, 1994. These include data on new hires, promotions, and salary increases since May 1993. In addition, the new electronic personnel data base will have more up-to-date information on education—on both the field of study and on the qualifications and training staff acquired while working at the Fund.

To the extent that additional objective information is available on other variables that have a legitimate effect on salaries and grade assignment, it would be appropriate to include such information at this stage. We have no idea what impact the inclusion of more recent and up-to-date information will have on estimated salary and grade inequities. This revision should not be a major, time-consuming exercise, but it does need to be done before a final decision can be made.

Fourth, each department should move quickly to prepare its own action plan. You may wonder why departmental action plans are needed in addition to an overall action plan. Departments seem to be in quite different situations, so a certain amount of "tailoring" may need to be done. In addi-

tion, departments—the department head, SPMs, and division chiefs—are responsible for making most of the hiring and promotion decisions.

Finally, the recommendations for which the Administration Department will be primarily responsible could also be expedited. In some cases these involve modifications or endorsements of recommendations by other groups—the staff survey task force, the AO working group, and the working group on noneconomist mobility. Training, including training on sexual harassment for all staff, should move forward as quickly as possible.

What is the role of the Personnel Committee in all of this?

The Personnel Committee has three roles. First, it will comment on and review the report's recommendations. The terms of reference also provide for a review by the SAC, which has already endorsed the report's recom-

The main reaction to the report has been a question: what is going to happen and when?

mendations, and by the Administration Department. The Personnel Committee has met twice on the report.

Second, once agreement is reached on the action plan, each member of the Personnel Committee will help develop an action plan for his or her department. And, finally, the Personnel Committee will have an ongoing monitoring role.

What impact will the DMD transition have?

I would not expect this to have a major impact. Mr. Erb will be here until September, and two of the three new DMDs are previous Fund staff members who know the institution

very well, so it should be a very smooth transition.

Does the proposed study to look at nationality, race, and other types of discrimination have the potential to duplicate or delay the Working Group's recommendations?

The analysis done by the outside consultants suggests the need to look at women as a group, because gender-based discrimination shows up as being additional to other types of discrimination. So I don't see any reason to delay action on the recommendations of the Working Group. Moreover, many of the recommendations are in the interests of all staff and the Fund as a whole, so the sooner they are implemented, the better.

How have women reacted to the report?

The main reaction I have had is a question: What is going to happen—and when?

An Interview with DMD Richard Erb

(Continued from page 4)

ing ripple effects throughout the institution.

The loyalty and dedication of the staff are among the Fund's greatest assets. But it is important for staff members to achieve over time a balance between work life and personal life. If family and personal life are neglected, individuals and the institution will suffer in the long run. I know it's not an easy balance to achieve, and that it is up to each individual to decide. But it is important for the institution to have a culture—as well

as formal guidelines and management priorities—that helps individuals achieve the right balance.

Will you miss the Fund?

Of course, but I am looking forward to a change. I have always argued for mobility within the institution. Don't stay in the same job for too long. But there is no sideward mobility for a DMD, and unfortunately—at least for me—no upward mobility. The only mobility is out of the institution, but I have never attached a great deal of importance to

job security. Job satisfaction and the person I work for have been the two key determinants of my job choices throughout my own career.

Any personal plans?

I don't have any plans right now. I will begin the serious exploration after I leave on August 31. It is partly a choice of what I want to do professionally, but it is also a choice of where my wife and I want to live and the lifestyle we want. My wife has her own professional career, so this will be a joint decision.



A portfolio review: Art Society Committee members (left to right) Jenaro Simpson, Caroline Verschoor, Jennifer Bramlette, Tom Walter, Simran Riyait, and Bogna Jezierska.

Art Flourishes in the Atrium

When you're walking through the atrium of the main building, admiring the paintings on display, have you ever wondered who's responsible for the free art show? It may come as a surprise to learn that it is a group of volunteers—the Fund's Art Society—that keeps the atrium's walls adorned with artists' work. Founded in 1962 to promote interest in art among the staff and to provide international artists with an opportunity to exhibit their work in an international organization, the Art Society is a nonprofit organization of staff members. With a membership of more than 300, it is the largest club in the Fund. The Art Society provides the Fund with an unofficial but very important link to the local community and to the world at large; and its exhibitions—which are open to the public and frequently covered by the media—serve to dispel the stereotype of the Fund as an organization of faceless, heartless policy wonks.

The Art Society organizes approximately eight shows annually. Each exhibition is opened with a wine and cheese reception, to which members receive invitations (all staff members, of course, are welcome at these openings). The exhibitions are occasionally organized in cooperation with embassies and other official cultural entities. Many of the openings in recent years have been true "multisensory" events, with food, drink, and music chosen to harmonize with the paintings on display. A retrospective of world-famous Indonesian painter Affandi several years ago was sponsored, in part, by the Indonesian Embassy and featured not only authentic Indonesian food and drink but also a full-size gamelan orchestra!

The Art Society Committee—a subgroup of 15–20 members—selects and organizes the exhibits, striving to represent a diversity of styles and techniques, as well as a variety of national backgrounds. The Committee meets about twice a month to review and vote on submissions for shows. (Staff

Volunteer efforts underwrite eight shows a year

members, incidentally, are welcome to make submissions for artists of their acquaintance.) Usually, the Committee will select a group show with a "theme," based on either the native country or region of the artists or their style of painting. Occasionally, artists of international stature are awarded solo shows.

Once a show has been approved and slotted into the Art Society's schedule, a subgroup—usually two or three members—will volunteer and/or be drafted to organize it. Committee members acknowledge that the difficulties sometimes encountered in finding time to organize these exhibits are far outweighed by the excitement of working with the artists and other staff members to put on a successful show.

Organizing a show has a drama and excitement all its own, Bogna Jezierska, the Committee member in charge of public relations, notes. "You know where to begin," she says, "but you never know how it will end. An exhibit has its own secret life, and before you realize it, you are engulfed in it." The small team takes a proposal and transforms it into a concept that features a list of artists, a title, a working outline, a schedule, and a budget. A plan of action gives order to the work, but flexibility is a must.

Jezierska observes that organizing a show gives you an opportunity to work closely with "VIPs" and allows some insight into their "glamorous life styles." In connection with the current exhibition on Polish art in the atrium, she was invited to a reception at the Polish Embassy, where she met some journalists and arranged for a newspaper interview with the artists and live coverage of the opening reception by a Polish radio station.

Organizing a show gives you even



The annual membership drive draws a crowd.

more valuable opportunities to meet and work with a wide range of colleagues in the Fund, including members of the Executive Directors' staff and designers and printers from the Graphics Section. There is also an emotion, Jezierska says, and an excitement when you see and touch art work for the first time, and "when you meet artists like the talented sculptress Bozena Biskupska and the Zadurawicz brothers and encounter this "other sensibility" that so much enriches and embellishes our life."

The Art Society also annually hosts a membership drive and prize drawing. This year the event took place on April 12 and was a huge success—all but doubling membership in the Art Society from the previous year. In the crowd that night were seven winners, who chose their prizes from the over 100 works of art that Committee members had brought in on consignment from local galleries and artists. Alessandro Zanello of PDR was the lucky grand-prize winner. He used his \$500 gift certificate to choose "The Clouds Rolled In," a serigraph by Marcy Shear Wolpe, and "Roofs," an oil painting by Stefanie Jezierska. Both works now reside in his summer home in New Hampshire, where, he says, "their mood and color scheme blend perfectly with their surroundings."

This auspicious beginning has set the tone for the 1994 season, notes Verschoor. A tapestry show, organized by Dirk Holger, ran from May to early June and was very popular. The Art Society received a large number of inquiries from staff about the contemporary tapestries, many of which were surprisingly affordable. More recently, Caroline Verschoor adds, the Art Society had a very successful opening of its Polish show on June 17.

As for future shows, Committee member Reimund Mink is putting the finishing touches on a one-man show of paintings by the highly regarded German painter Felix Droese. That show is scheduled to open in August. Next will be a group show of Mexican artists in October, to be followed in December by an exhibition, organized by Michele Brondy-Sherman, of the works of the famed French sculptor Cacheux. "We think his pieces may remind staff members of those of another famous French sculptor—Rodin," Verschoor says.

Although the construction work associated with Phase III might limit the number of shows that can be organized in 1995 and 1996, the completion of that project in 1997 should leave the Art Society with an even more magnificent setting for its exhibitions. Verschoor promises the Fund staff that as an art space, the new atrium will be the envy of most commercial gallery owners. **Tom Walter**

To Join the Art Society

If you love art and would like to donate some free time to organizing and setting up shows that will enrich your own life as well as that of many others, you may want to join the Art Society. Membership is \$15 a year. Enthusiastic volunteers are always welcome. For more information, please e-mail Caroline Verschoor (Cverschoor).

It's Not Just a Job. . .

The Family Career Transition Program Offers Guidance

Looking for a new job is challenging and, if relocation of a spouse is involved, the task can be daunting. To address this, the Fund and the Bank have collaborated to create a Family Career Transition Program (FCTP). The program is designed to address the needs of dual career couples and ease career transitions that spouses of newly recruited Fund and Bank employees face when they settle in the Washington area.

The Fund, recognizing changing recruitment needs and hoping to address staff confusion—even misinformation—about U.S. work permits, hired Ellen Harvey and Associates in 1990 to assist staff and their spouses. Initially, Harvey worked through the INFFO office where she conducted training seminars and one-on-one career counseling sessions with Fund and Bank spouses. Although the program started small, it established that there was a need for spouse career counseling and that such a service could legitimately address that need, explains Michael Gehringer, who was Chief of IMF Staff Benefits Division at the program's inception. In addition, Harvey surveyed spouses she had counseled during her tenure at INFFO, and the responses were favorable, indicating that there would be benefit from an expanded program.

Subsequently, the *Work-Family Agenda for the World Bank* was published—an appraisal of Bank needs, according to Brian Donnelly of the Joint Working Group, which published the report. An examination of these issues was prompted, Donnelly explains, by a 1978 change in U.S. law allowing G-4 spouses to work in the United States, the increasing number of dual career couples in the work force, and the Bank's desire to recruit more higher-level women.

Some of the major problems that an earlier Bank survey found were that job seeking

spouses: (1) were unfamiliar with the U.S. work permit process; (2) lacked knowledge about the equivalency of professional and educational qualifications; (3) were frustrated by the unique nature of Washington's job market—federal jobs are off-limits, and few large corporations are located in the Washington area; and (4) had difficulty with the emphasis placed here on networking and the "perfect resume." At about the same time, Donnelly noted, the Bank's Advisory Group of Higher-Level Women suggested steps the Bank could take to recruit higher-level women. These reports led the Bank to initiate a series of work-family programs; the creation of the FCTP was the first of these. Recognition of the similarity of the issues faced by Bank and Fund spouses, and the obvious logic of dovetailing the Fund's activities with the Bank's larger and more systematic approach to spouse career needs, led the Fund to redirect the resources it had earmarked for these services to a joint program with the Bank, Gehringer explains.

The Family Career Transition Center opened in November 1993 in the G building of the Bank. It has a team of four, who are available at various times to help spouses with their career needs. Ellen Harvey and Associates runs the Center, and her team brings diverse skills to the task of helping spouses. Ellen Harvey, a psychologist with 16 years of experience and the original consultant to the IMF, is experienced with spouse career needs. She offers counseling and conducts seminars. David Reile, career transition counselor and a psychologist by training, offers one-on-one spouse career counseling, and leads workshops and job



Ellen Harvey discusses the FCTP's services with spouses at an INFFO seminar.

search support groups. Dianne Catlett, Researcher, provides a much-needed research service for spouses, and maintains contacts with local companies and international organizations to update vacancy lists. Colleen O'Malley, an occasional instructor at the center who has been researching dual career couples, leads seminars. Annette Rauh, who recently received her Diplom (similar to an American MBA) from Germany, and whose husband joined the IMF in 1993, found the staff helpful, always taking time to answer questions.

The FCTP offers a wide variety of services, including:

- telephone counseling and research for spouses contemplating a move to the United States;
- one-on-one counseling;
- workshops and seminars;
- six-week job search support groups;
- research for spouses on the local job market; and
- a career library and computer center, including vacancy listings from international organizations.

Despite its wide range of services, the FCTP is limited to providing information, advice, and counseling. It is not mandated to find jobs for spouses or provide specific job referrals to employers. "The Fund's recruiters must carefully explain to potential recruits what the FCTP can and cannot do," notes Christer Ahl, chief of the Recruitment Division. "It is important to use the services of the FCTP as a selling point, but we do not want to lure candidates to join the Fund with the wrong expectations," he explains.

There are also some spouses the program cannot assist: those not sufficiently fluent in English to converse with a prospective employer and those ineligible for work permits (U.S. law prohibits employment of spouses in about 40 occupations such as taxicab driver, guard, bartender, and parking lot attendant). The FCTP does, how-

ever, provide lists of language programs for interested spouses.

Although all relocating spouses have different experiences and needs, remarks Harvey, the FCTP typically serves spouses in four distinct categories: those in mid-career who want to continue working in the Washington area; mothers, many of whom take time off from their careers, but want to keep abreast of developments to return later; new entrants into the work force; and spouses interested in continuing their education. The FCTP helps a spouse decide whether work, school, staying at home to raise children, or some combination of the above is the right one. Spouses often find volunteer work a good way to break into the Washington job market.

The program is designed for the unique needs of Fund/Bank spouses, who often have a high level of education and significant work experience, and most of whom are multilingual. Of the spouses who have been through the FCTP, 40 percent have Master's degrees, and 12 percent have MDs, JDs, and PhDs.

Along with education, persistence, states Harvey, is "the number one attribute of successful job-seekers." Time is another crucial element—Reile recommends spending 30 hours a week on a job search, and notes the average job search for a professional mid-career level position takes six to nine months. It doesn't take that long for everyone, however. Just ask Brinda Tayal Prakash, an Indian who is the spouse of an IFC staff member. Prakash visited the FCTP in late January for the first time, and, after about a month—and valuable assistance on everything from resumé writing and interviewing techniques to workplace dress codes—received three job offers within a week. She is now a financial consultant with Coopers and Lybrand.

Networking is another important skill for job seekers. According to Reile, only 10-15 percent of job-

seekers find employment through the want ads, and 65-80 percent through contacts. The job search support groups, Harvey states, have been particularly successful in bringing together spouses to help with a variety of needs. The support group has been one of the most valuable parts of the FCTP, Rauh observes, enabling her to make good friends. Caroline Mackenzie, a British spouse of an IFC staffer, has been looking for work as a market research manager. Mackenzie found her job search support group a great learning experience, especially the session on writing an "American style resumé."

Not all spouses are satisfied with the FCTP, notes Donnolley; some find "their expectations as to what the FCTP can do don't match the reality of the situation." Spouses who expect to find a "job ready for them, preferably with six weeks annual leave, and with the same salary their spouse is getting...get quite a shock when they come to Washington," he adds.

Despite its limits, the center provides a valuable venue for spouses to meet each other, and discuss their progress. Mario Salazar, an IMF spouse from the Philippines, finds the "day-to-day sharing from participants in the seminars is a valuable source of information." Salazar, now a retail sales manager for a 400-store chain, had only been here a few months when he started his job search, but received two offers within about a week after he started looking hard, having retooled his resumé, attended FCTP seminars, and practiced interviewing techniques. "I realized my dream, and Ellen Harvey was a big help," Salazar declares. Who could ask for more career satisfaction than that? *Shari Metzger*

The Family Career Transition Center is open weekdays from 9 am to 5:30 pm, and is located in the Bank's G Building. Their phone number is (202) 458-4760.

A Journey to Uganda

A recital in DC drew a staff member to an orphan program half way around the world

Hellen Nabbagala, a member of the Daughters of Charity Music, Dance, and Drama Group, was 11 years old when she recited a poem entitled "Born of a Woman You Suffer" last September at the IMF Visitors' Center. That recital, arranged by Hajar Ataie of the International Families of the Fund Office (INFFO), drew me to Uganda following a safari in East Africa last December. With the assistance of Betty Katana, recently returned to Kampala from Washington where she was the Embassy's UWESO (Ugandan Women's Effort to Save Orphans) contact, I found Hellen and the other children of the Group, along with Daughters of Charity founder Sister Rose, and Administrator Grace Kahoza, living in an aged house in Kampala. The children were baking and decorating cakes and party foods. A stream of people came by, picking up food and putting in orders. Through baking and cooking, and by performing at weddings, receptions, funerals, and parties, the children try to support themselves and pay their school fees.

Accompanied by Hellen, eight-year old Costa Naggayi, and ten-year old David Bbosa, and driven by Leone Ellyne, wife of the IMF's resident representative, I visited the Daughters of Charity orphanage at Kiwanga, nine miles outside of Kampala, where 150 children—some handicapped or ill—live and attend school, raising pigs and growing vegetables to sustain themselves. In South Uganda, another 500 children are raised by the Daughters of Charity. All of these children are either orphaned or abandoned because of the death or illness of their parents and extended families or because of their own illnesses.

I left Kampala after only two days, awed by the love the children display for each

other, and the joy that seems to transcend the pain and grief expressed so eloquently in Hellen's poem.

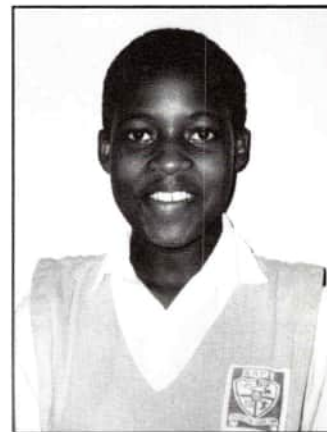
While UWESO (to which the IMF contributes monies from INFFO bake sales and other events) concentrates on reuniting families, providing scholarships, and helping relatives care for orphaned children, the Daughters of Charity provide housing and education for those unable to be reunited with extended families. Both need assistance to accomplish their tasks. About \$200 a year will pay school fees for a child to attend primary, vocational, or secondary school. Money for food and clothing is always in short supply.

Last year's performance at the Visitors' Center was one venue for the children's U.S. tour, which also included participation in the International Children's Music Festival and at which the Group were rated the 1993 "best performers."

This year the Group is hoping to again tour the United States to raise funds to support themselves and the other children. They would like to perform at schools, colleges, churches, and private organizations in the Washington area. UWESO and the Daughters of Charity are both indigenous charitable organizations, registered with the National Council of Voluntary Social Services and the NGO (Nongovernmental Organization) Board. They are nonpolitical and interdenominational.

Staff, families, or work units who would like to sponsor a child, assist in arranging performances in the metropolitan area, or otherwise help either UWESO or the Daughters of Charity care for the growing numbers of orphaned and abandoned children can contact Jan Smart (e-mail:Jsmart) on 37079.

Jan Smart



Hellen Nabbagala

Born of a Woman You Suffer

*I did not ask to be born
All the same I was
Picked from a dustbin
By a good Samaritan I grew
He too had to die of aids
That you know
Who is to care for the unknown
Away in chorus they chased
Down the streets I fled
Into the market I found friends
Verandas, garages and ditches
Oh how I love my homes
Born of a woman you suffer*

*Whom should I blame for this
You abort miscarry and throw away
Why, this must stop
The love I deserve I seek
Government come in now
Though we are taken for caring
Parental love misses
Solve your problems parents
At least before we are born
With mother and father we are
consoled
It's terrible out on the streets
It's terrible out on the streets
Oh born of a woman you suffer*

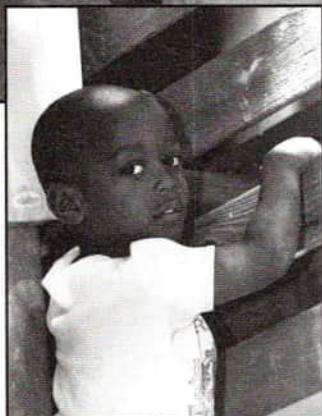
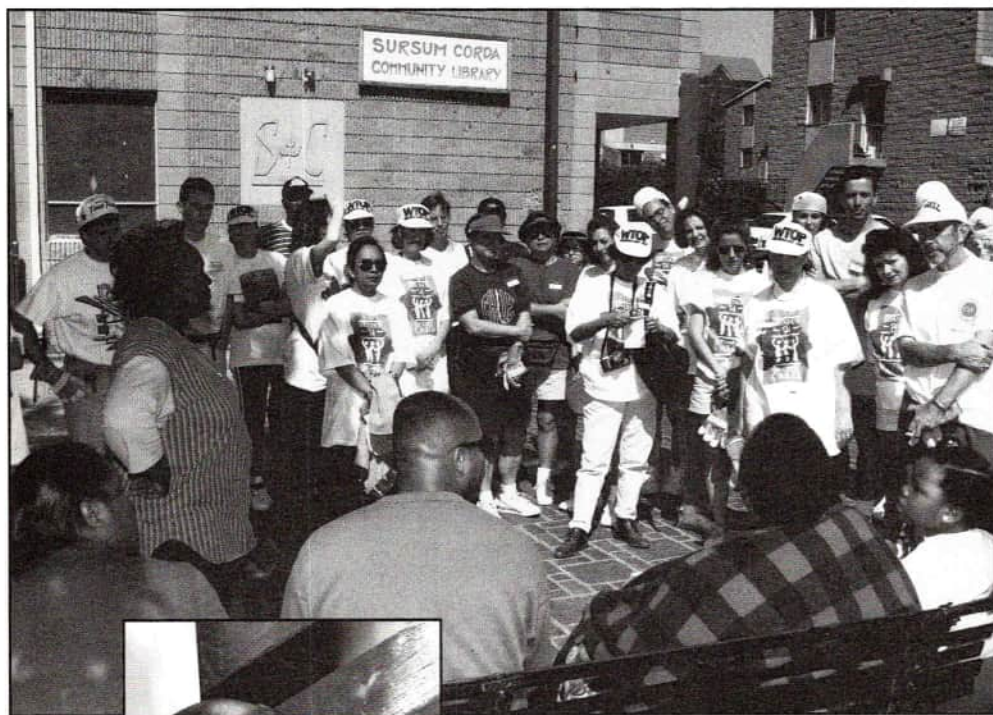


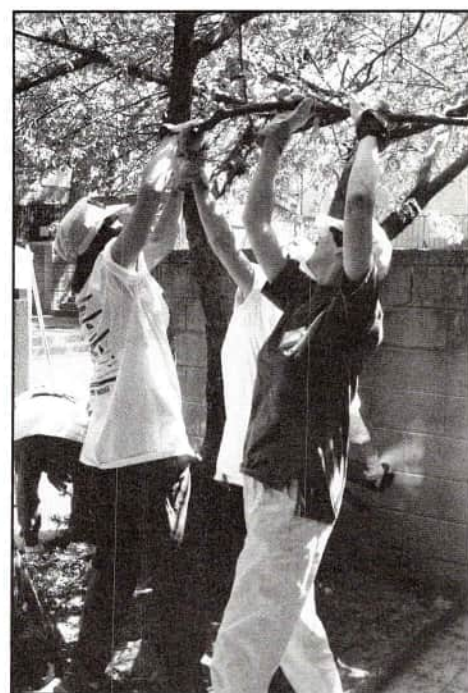
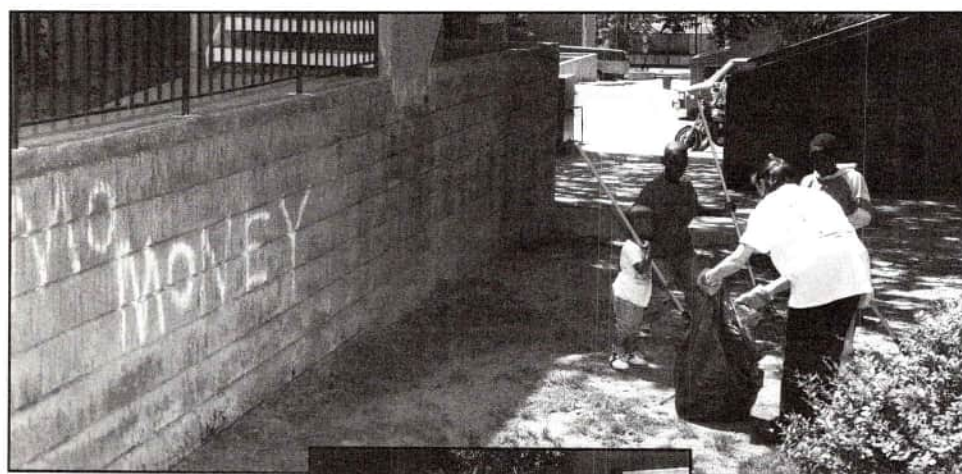
D.C. Cares Servathon

An IMF team of 33 staff members, friends, and relatives pitched in on Saturday, May 14, for the 1994 D.C. Cares Servathon. This annual event, which draws individuals and teams from area businesses and organizations, spotlights the impact that community service can have. This year the one-day event contributed more than 10,000 volunteer hours and was responsible, among a host of projects, for sorting through 78,000 pounds of food for the homeless and clearing 26,500 square feet of land.

Volunteers gathered on the Mall for opening and closing festivities, but the highlight was clearly the volunteer project each group was assigned. In the Fund's case, it was an opportunity to work with the residents of Sursum Corda, a public-private housing project off of North Capital Street.

As these photographs attest, the Fund volunteers were joined by many of the children of the Sursum Corda complex. Their friendliness and eagerness was the lasting memory everyone took home that day.





What Do You Do with All That Time Retirement Gives You?

*If you are
Horst
Ungerer,
you strive to
balance an
array of
professional
and artistic
interests*

When I first told friends about my plans to retire early from the Fund, many people inside and outside the Fund asked:

Why? Followed shortly by: What are you going to do?

Well, let's answer the first question first. I decided to retire in September 1991 for a number of reasons. One was health: I suffered a heart attack in 1977, and in 1987, I underwent bypass surgery. This squared less and less with the increasingly hectic pace of the Fund's work pattern. Also, I became somewhat less than happy with the Fund's increasing bureaucratization and with some aspects of its staffing and personnel policies.

Most important, however, I was ready for a change and wanted to devote more time to my own special interests. I had been in national and international public service for 35 years: in the International Department of the Deutsche Bundesbank (ultimately heading its European division); as Alternate Executive Director for Germany in the Fund; and for nearly 21 years as Division Chief, Advisor, and Assistant Director in the Fund's European Department.

I must admit that in certain ways, I miss the Fund. What I miss most, perhaps, is the regular contact, the exchange of views, and the close cooperation with many of my colleagues. What a group of intelligent, motivated, and culturally diverse people! Of course, you try to keep in touch through occasional visits and luncheons, but these people are busy.

I look back on my work at the Fund with great satisfaction. It was professionally and personally rewarding. I found it fascinating, as a member of an area department, to get

deeply involved in the economic problems of a significant number of our member countries—from the Arctic Circle to near the equator—from the Baltic and Irish Seas to the Mediterranean. And it was challenging to discuss with senior officials their countries' problems, and present and explain the Fund's and my own views.

I retain my interest in economics. I studied it not only because it offered a "bread-and-butter" (a bread-earning profession), but also because I found it intellectually challenging and sensed its significance in a political and social context. I have come to see economics not only as a set of technical and operational problems but also as a discipline deeply interrelated with political, social, and even cultural issues. Economic problems are sometimes too complex, and too important, to be left entirely to the economics-only economists. (Needless to say, I also believe that economic problems cannot be left to politicians alone.)

In Retirement

Now, what do you do with all the time you are supposed to have in retirement? The first thing is, you can take a number of things easier: get up a bit later and no need to drive in rush hour traffic or in snow (what a great feeling that was this winter!). Second, you spend more time on a number of small things, like reading the newspapers (in addition to the *Washington Post*, I subscribe to several European newspapers). Or you spend some time in the kitchen, doing—solo or with the often indispensable advice and help of your spouse—your favorite recipes as well as some new ones. (For Christmas I received two marvelous books on Provençal cooking. In 1959, after I had finished my

studies—and long before Peter Mayle—I spent a few months in Provence, so this is a nice way of going back. Besides, cooking with olive oil also helps if you have a cholesterol problem.)

But mainly I do two things: I lecture on economics and I pursue—more avidly than I had in the past—noneconomic pursuits. I lecture on and teach European monetary integration and other international monetary issues. I have taken a very keen interest in these topics ever since I worked in 1957 as a intern at the German Delegation to the OEEC (now OECD) in Paris and as a young economist in the Bundesbank. From 1965 to 1968, I also served on the Fund's Board. This was during the time when the SDR agreement was negotiated, and it was also the time of the late Pierre-Paul Schweitzer, who was a great inspiration to me and—I am sure—to many others, on personal as well as professional grounds.

Since leaving the Fund, I have lectured and taught at more than a dozen universities and other academic institutions in Europe and the United States, including the European University Institute in Florence; the College of Europe in Bruges; the Institute of World Economics in Kiel; George Mason University, close to home; Duke University in Durham, North Carolina; and several universities in Austria and Germany. I started out with a few invitations from professors I knew; then other invitations followed. Of course, it did not hurt that the question of European monetary union is right now of actual interest and that over the years, I had several papers on the European Monetary System (some with Fund colleagues) published in

the Occasional Papers series, in *Finance & Development*, and in academic journals. In May-June of this year, I am again going to teach a six-week course—this time at the Europa-Institut of the University of Saarbrücken. After that, we shall see.



Horst Ungerer, at home with his books and his music.

One important aspect of these activities is that I can do it largely at my own pace. Of course, given the financial situation of most academic institutions, you cannot count on making any money, apart from recovering your costs. But this is not the main thing: I am happy that I can pass on some of the knowledge and experience I acquired during my career.

I am also able to concentrate more on my noneconomic interests. I try to spend more time at the piano and my

little harpsichord. Soon those two instruments will be joined by a forte piano—the instrument for which Haydn, Carl Philipp Emanuel, Johann Christian Bach, Mozart, and other composers of that time wrote their keyboard music. A few times over the

past years, I have given a “Hauskonzert” (home recital) for our friends, and once, I took a program of international, folk-inspired piano music to the Visitors’ Center, at the invitation of INFEO. As to the question that I have been occasionally asked, whether I would like to do another recital at the Center: it would be nice—once they have found a better piano.

Since my youth, I have been interested in the arts, particularly in architecture. Over time, I have acquired a nice library, and now I can study those books more carefully. I am particularly interested in Gothic architecture in France and England; Baroque architecture in Austria, Bohemia, and Germany; the Italian Renaissance, especially in Florence; and the “classical” masters of modern painting where my country

(and my home town Stuttgart) made an important contribution. Those interests go well together with two other hobbies that I share with my wife: traveling and photography.

For several years, I was active in the International Camera Club, participating in its competitions and exhibitions with occasional success. I also served for a number of years on the Committee of the Fund's Art Society. My wife, Rajka, was actually the first secretary of the Society, and Frans



While still a staff member, Horst Ungerer gave a piano recital at the Visitors' Center.

Keesing, the late Director of the IMF Institute, its president, way back in the 1960s. In this way, we met a number of artists from the Washington area; some of their works grace the walls of our home. Pierre-Paul Schweitzer had the most welcome habit of attending many openings of the Society, first in the corner "flag" building that belonged later to the World Bank and—a sad sight for all seasoned Fund staffers—has been recently demolished; then in the great gallery on the 12th floor of the building across 19th Street, built for the Fund in 1966 and finally, in the atrium of the Fund's present building.

Since I retired, we have traveled (sometimes in connection with my lecture engagements) to places both familiar and new—such as Vienna, Innsbruck, Hamburg, Bremen, Würzburg, Aachen, the Rhine area, the reunited Berlin, the Hanseatic cities of Eastern Germany, Bruges, and Prague—with great results for my slide collections. We also returned—with mixed emotions—to my wife's home town of Zagreb in Croatia and are dreaming of vacationing again in our beloved Dubrovnik.

We also own a vacation home on Martha's Vineyard, which I designed in part and where I had a boccie court built (you can play boccia or pétanque, depending on your mood and whether you prefer the heavier bocce or the lighter boules). We now spend several weeks each year there, in spring, summer, and autumn. In addition to the beaches, the fresh air, good seafood, a bicycle, a desk with a word processor, and a stereo system, there are many opportunities to take pictures.

I know the Fund organizes special and very useful retirement seminars, dealing with the various aspects and challenges of retirement. For many of us, retirement means staying in the United States, a country and whose people we like. We stay here often because of multicultural marriages and because of our children and friends. And yet, we remain to certain degree "expatriates." Maybe I can add a little bit of advice to future retirees, whether they stay in the United States or return to their home country.

Advice to the Soon-to-Be-Retired

It is helpful to structure your day somewhat, not just drift along. Try to

get up at a certain time, and set aside time for specific activities without becoming rigid. Plan certain projects in the areas of your special interests. It does not really matter whether you enjoy butterfly collecting, photography, the arts, or music (active or passive) as long as you are serious about it and not just passing time.

If your interests are intellectual, invest time in some "research," read literature on your subject, and, perhaps, organize and write down the results of your "research," even if it is only for yourself. Why not write a "family history" for your kids or nieces and nephews, and their kids? They may not appreciate it now, but they certainly will later (I wished my father had done it!).

At the same time, beware of "over-committing" yourself in the understandable desire to catch up with everything you would have liked to have done over the past 10, 15, or 20 years. Once you leave the office, you will be happy to be free of all those deadlines; don't create too many new ones for yourself.

Develop and cultivate interests and hobbies not only *after* you retire but earlier on in life; keep them alive during your years on the job, at least on the back burner. In my view, and from what I see in others, it is often an illusion to think you can start a serious interest or hobby once you have retired.

Retirement is the time to rejuvenate and intensify interests. (But *if* you are a "beginner," don't be discouraged. Make an effort!) Without "serious" hobbies, there is the danger that you might end up just reading the newspapers (interesting as it is), sitting in front of the tube (nice though it may be with all the channels available now), or putting around the house and the garden (relaxing as that may be). The real danger is bothering your spouse, which is definitely less constructive!

Horst Ungerer

The Young and The Restless

It's Not a Soap Opera—It's Attention Deficiency Disorder

I remember my son's early years in school very well. He was never a problem in class or at recess. During oral reading, he read well and with meaning. He liked to be called on, and he usually had an appropriate answer or question.

Then why couldn't he finish classroom assignments? The teachers couldn't figure it out. If one of his teachers knelt beside him while he worked, he would complete his work. However, as soon as she left, his attention was easily caught by sights, sounds, and movements, and his concentration was broken. His second grade teacher said, "In my day, these children were called daydreamers. He'll probably outgrow it."

Then things became more complicated. One day over dinner, my son said, "I wish the school would grade me on what I know rather than what I can put down on paper." My husband and I didn't know how to respond to that because we really didn't understand what he was talking about. He tried to tell us that when he had to write something in class or take an exam, he had to slow his thoughts to the speed that his hand wrote, but then he didn't finish his work. If he moved his hand more quickly to keep up with his thoughts, he wrote sloppily and made spelling errors.

This was only fifth grade, after all, so we thought the work was just getting harder and that this problem would work itself out. Well, it only got worse. He couldn't finish his homework assignments, and those he did finish he would often forget to take them to school. School testing showed no signs of learning disabilities, and I didn't know which way to turn.

Then one of his teachers mentioned that she had recently attended a workshop on children

with Attention Deficit Disorders (ADD) and that my son's name came to her mind when the speakers discussed the following symptoms of a child with ADD:

- has difficulty following instructions,
- shifts from one uncompleted task to another,
- appears not to be listening,
- does not complete assignments,
- has poor organizational skills.

I read as much as I could about Attention Deficit Disorder and found out that it is characterized by developmentally inappropriate attention skills, impulsiveness, and, in some cases, hyperactivity. Many of those that have ADD also have a learning disability. It's a neurobiological disorder that affects up to 5 percent of all children. A child with ADD may be able to focus for long periods of time on a video game, computer program, or TV show, but may also have a short temper, interrupt others in conversation, be fidgety, sleep little at night, have trouble sitting still for more than a few minutes at a time, find it difficult to write down what the teacher is saying (lecture or homework assignment), frequently lose his/her belongings, and often be late for school, appointments, or dinner.

Does this sound like any of your children? Bill Turner of the Administration Department can relate to this because his son Jack was diagnosed with ADD by the end of second grade. All through his son's first grade, Bill got daily phone calls from school because his son Jack wouldn't—or in this case, couldn't—finish classroom assignments, wouldn't sit still, and was fast becoming the class clown. Worst of all, he didn't have any friends and wouldn't have for many years to come.

It was through these trials and tribulations that Bill, along with Dee Dee Cross (FAD), decided to form a support group here at the IMF approximately two years ago. Both Bill and Dee Dee knew of others who were experiencing similar problems with their children and thought a support group could benefit many people. It's called the Fund-Bank ADD Support Group (for parents of children with ADD). Members, guests, and interested staff gather to share information, ideas, and stories to help our children succeed. Monthly speakers have included a clinical psychologist, psychopharmacologist, psychiatrist, medical researcher, educational specialist, educational tester, parent and child advocate, educational rights lawyer, and the author of a book on ADD.

If it is not identified early and treated properly, ADD can have serious consequences, including low self-esteem, failing in or dropping out of school, depression, and even substance abuse. Until recently, it was believed that ADD symptoms disappeared in adolescence. It is now known that many of the symptoms can continue into adulthood—to varying degrees. Most countries in the world recognize and are studying ADD. Some societies are less tolerant than others of a child with ADD, but only a few deny its existence (attributing the symptoms instead to emotional or environmental factors).

Difficulty paying attention in school or at home can be due to ADD, but it can also be caused by environmental, emotional, or learning problems. It is very important to find an experienced pediatrician, or a professional trained in child psychology or child psychiatry to make the diagnosis.

ADD is a "diagnosis of exclusion"—other causes must be ruled out because there is no one test for ADD. Educational testing is sometimes part of the diagnostic process, but is not always necessary. If ADD is diag-

nosed, studies show that a multimodal approach is the most effective way to deal with it, which may include behavior modifications, family and/or individual therapy, medication, working with the school, and often an academic tutor for the child.

Here are some comments that kids who have started on medication have made about the often dramatic changes in their behavior:

"Kids like to be around me now, since I don't get into trouble any more."

"This medicine helps me to pay attention in school—I don't watch the birds out the window anymore."

"This medicine helps me to do my homework so much faster, and neater too!"

"The teachers don't yell at me any more!"

Or more recently when Jack said, "Dad, I'm glad you're helping others, because I understand the frustration the other kids feel." His father Bill observes that "medication hasn't taken away Jack's problem, but it helps him to cope with it and get down to more meaningful things in life." His talents and abilities need outlets for expression and we need to nurture, encourage, and understand our children and give them opportunities to shine. They can—look at actor Dustin Hoffman, who has overcome ADD.

As parents of a child with ADD, we had a hard decision to make about whether or not to put our son Scott on medication. We deliberated for three years before deciding on medication. Once we decided, though, the change was immediate. The medication, which Scott takes daily at low levels, has made a big difference in our daily lives. Scott no longer procrastinates about doing his homework, and he's much more focused. As a result, he now has more free time to himself. He is now able to keep track of his belongings, turns in all of his school assignments, and writes lists that help

him manage his time and plan school projects. Instead of getting notes from the teachers saying he hasn't finished assignments, I now get notes saying he completes everything. In fact, he has gone from being soooooo disorganized to being very orderly. One day on his own he mopped the kitchen floor, vacuumed two rooms, and took out the trash—all before I got home from work!! I couldn't believe it—I remember checking Scott's forehead to make sure he didn't have a fever.

He's come a long way, and he understands that he doesn't have to manage everything alone.

Dottie Thibodeau

Resources for ADD Children and Their Parents

ADD children and their parents need support, and there are many ways to find extra help. In addition to the Fund-Bank support group, several national (U.S.) and local organizations provide information and guidance. They are:

Children's Attention Deficit
Disorder (CH.ADD)
499 N.W. 70th Avenue
Suite 109
Plantation, FL 33317
Telephone: (305) 587-3700
Fax: (305) 587-4599

CH.ADD of Northern Virginia
P.O. Box 2065
Centreville, VA 22020
Telephone: (703) 641-5451

CH.ADD of Montgomery
County meets on the third
Wednesday of each month at
7:30 pm at the Rockville Senior
Center. Call (301) 869-3628 for
more information.

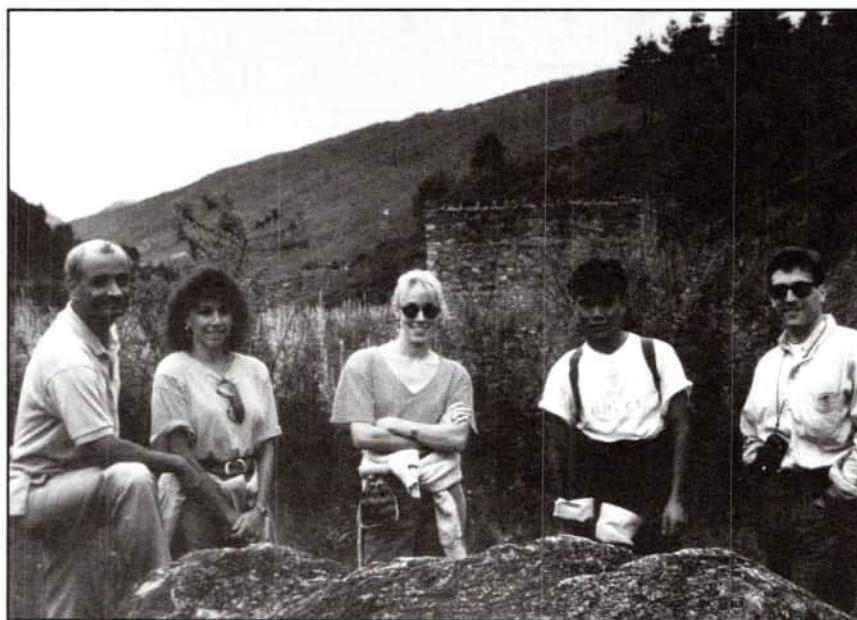
An Unforgettable Trek Into the Valleys of Bhutan

In July 1993, we had the good fortune to visit Bhutan for an Article IV consultation mission. When it was clear that we were ahead of schedule and our concluding statement would be ready in ample time, several mission members decided to see what we could of the country. On Sunday, July 18, Amod Aryal, Akihiko Kawaura (a World Bank staff member), Colm Lanigan (an MAE Technical Expert), my daughter Nicole, and I set out at dawn for an all-day trek to Taktsang Lhakhang (Tiger's Nest), one of the most venerated pilgrim sites of the Himalayan world.

Tiger's Nest contains 13 holy places and takes its name from the legend of its founding. In the eighth century, Guru Rinpoche is said to have come to Taktsang in a miraculous manner, flying on the back of a tigress from Khenpajong in the region of Kurtoe. Guru Rinpoche meditated for six months in a cave at Taktsang and then converted the inhabitants of the Paro Valley to Buddhism. Tiger's Nest is situated 9,678 feet above sea level—its buildings clinging to black rock and overhanging a valley over 2,600 feet below. A scarcely visible access path to this complex of temples makes the location all the more mysterious and impressive.

People unaccustomed to the high altitude of Tiger's Nest normally take five to six hours to reach the temples. Ugen Dorji, our contact at the Royal Monetary Authority, arranged to have mules provided to speed our trip. With the prospect of a rare and beautiful trek in mind, we left Thimphu with a packed lunch and comfortable walking gear.

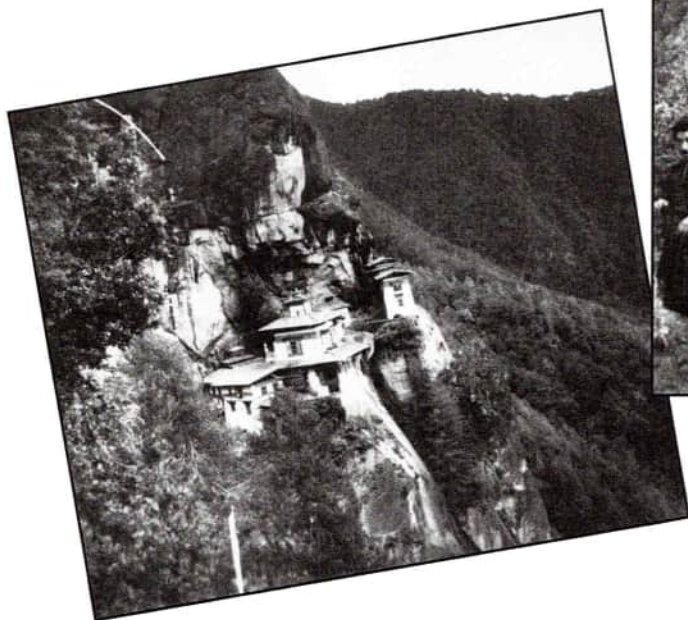
When we arrived at Paro Valley—which was to be the starting point for our trek—we



found the small pack of mules that had been arranged for us. We soon discovered that Akihiko had never ridden an animal before, and despite all the bravery he was trying to project, he had all but stopped breathing at the prospect of having to mount this animal. In the luck of the draw, Akihiko was matched with a seemingly placid small pony (the only non-mule). After a moment's hesitation Akihiko joined us, and we were on our way.

A few minutes into our climb—after crossing a river and gently ascending through a forest—we came to a hamlet where water-powered prayer wheels turned steadily and the sound of tinkling bells filled the air. The real climb began for us some 350 feet beyond, through a forest of oak and rhododendron. It was at this point that Colm's lead mule, suddenly tiring of the climb, rebelled. In a matter of seconds

Starting off (left to right): Amod Aryal; Elena Frolia and her daughter, Nicole; a Bhutanese guide; and Colm Lanigan.



Above, Akihiko and his soon to be rebellious mount. Left, the breathtaking Tiger's Nest.

all the mules began bucking and kicking.

Most of us were able to dismount, but we had to stand by and watch horrified as Amod and Akihiko struggled to remove their feet from the stirrups. The mules dragged them dangerously close to a precipice before they were able to disengage themselves. What had been a matter of minutes felt like hours, but finally everyone was back on his or her feet trying to make sense of the events. Akihiko's arm and hand seemed badly bruised—and Amod's pants and ego were beyond repair—but we decided to press on, leaving our rebellious mules behind and continuing on foot!

We soon reached the Taktsang tea house, a log cabin barely visible amid a cluster of trees. The panoramic view of the temples from this tea house was extraordinary, and was in itself ample reward for our climb. We paused for a refreshing drink, and then proceeded for a particularly steep stretch of our trek. The climb now took us well above the main complex of Taktsang, and the view from the overhang was literally and figuratively dizzying.

Climbing down along the face of the cliff, we began the approach to Taktsang. For several meters the descent proved somewhat hair-raising: a long

flight of steps along the rock face led to one last short, exceedingly steep stretch that absolutely killed everyone's legs. Soon, however, we found ourselves at the entrance to the complex.

All along the way we had met hundreds of Bhutanese men and women making the pilgrimage to Taktsang. When we arrived at the first temple, we were greeted by more Bhutanese, a large portion of whom were women carrying babies on their backs. A resident monk greeted our group and asked to see our permit, which Mr. Dorji had gone to much trouble to secure for us. The permit, issued by the Secretary of the Special Commission of Cultural Affairs, allowed us to enter the monastery—something normally forbidden to foreign visitors. Bhutan strictly limits access to the site to protect its works of art, prevent commercialization of the religion, and preserve the sanctity of the temples' ceremonies.

Under the watchful eyes of several monks, we visited three temples, particularly admiring their many paintings. These depicted, among other things, the historical Buddha. The temples also featured numerous statues, some honoring Guru Rinpoche, and the great Buddhist kings of Tibet.

The time passed quickly, and it was soon time to return. The climb was

once more to begin. On our return trek, we maintained a much slower pace and rested more frequently. We stopped and had a brief look at the site of our "mule rebellion" and then remembered that somewhere in our guide's backpack, our lunches awaited us.

We returned to Thimphu at nightfall, but not before making a side trip to the hospital where Akihiko's arm was x-rayed. The x-rays showed no broken bones,

only severe bruises (a subsequent x-ray, however, did reveal a fracture, and Akihiko returned to headquarters). An anxious B.R.H.S. Rajcoomar, our mission chief, and the rest of the mission awaited us at the hotel, eager to hear about our adventure but not prepared for what we had to tell them.

The mules and their owner were never seen again, but Thimphu is a very small city, and news spread very fast. By nightfall, the authorities had been informed of the adventure and by the following morning the mission was greeted at the Ministry with assurances that further missions to Bhutan would need to present a horsemanship certificate before venturing into the beautiful valleys of Bhutan!

The following weekend Karen Parker and Luc Leruth, colleagues on our mission, also made the trek to Tiger's Nest—this time on foot. They could not enter the monastery, but Karen remarked that they were able to gaze across the immense cavern at the temple on the other side. "A solitary figure in bright red—a young boy—waved to us silently, again and again across the abyss," Karen recalled. "The images of that day, and that extraordinary place, will ever remain with me," she said.

Elena Frolia

A Walking Tour Of Local Music Stores

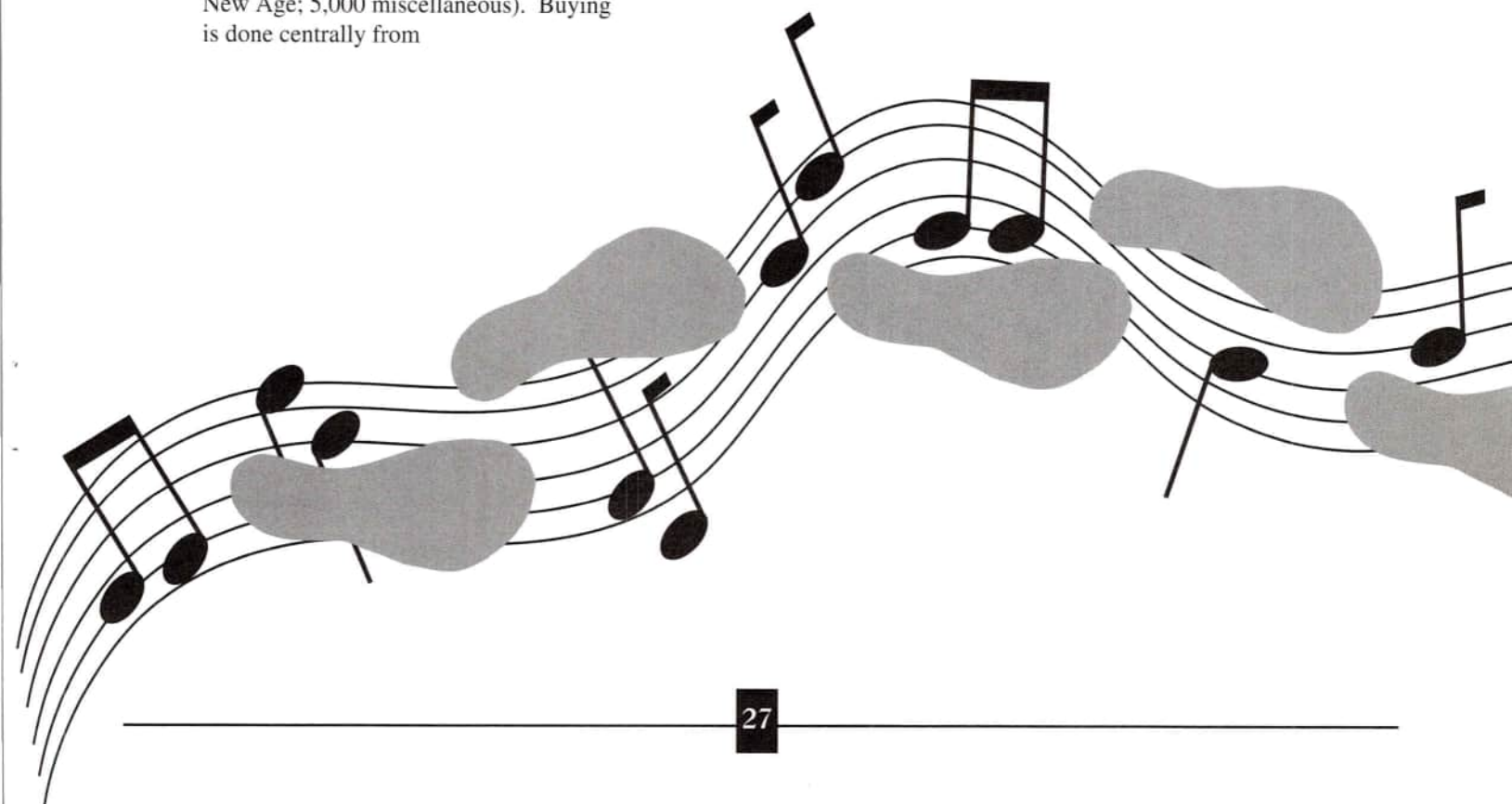
As a complement to the survey of staff musical preferences, which appeared in the last issue of Staff News, we offer this survey of music stores—all within walking distance of headquarters and I-Square.

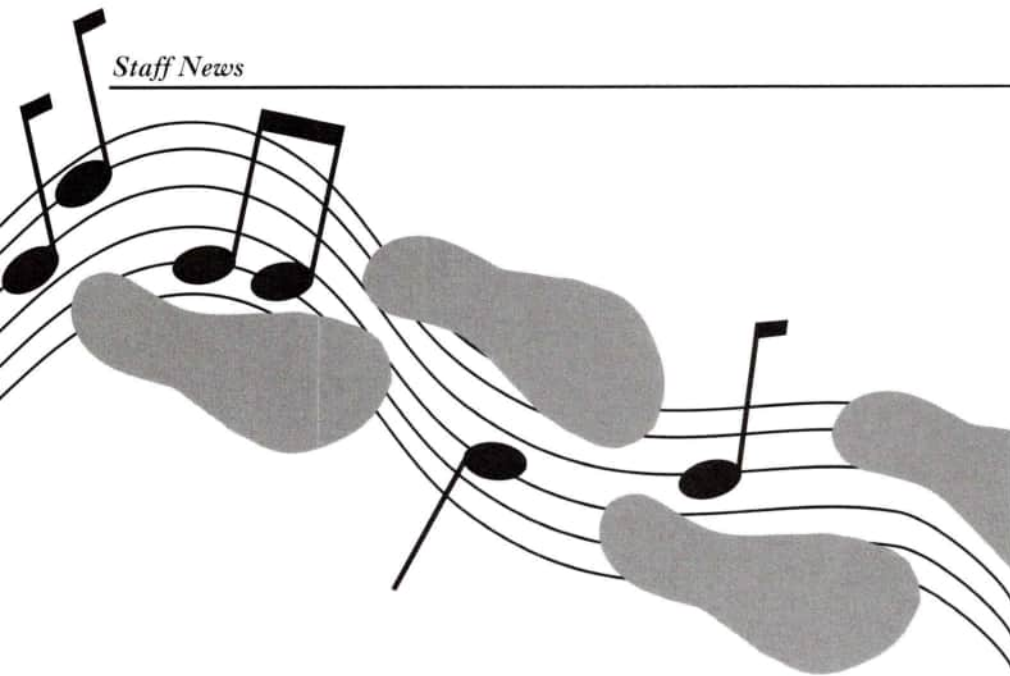
The stores polled were **Borders Books and Music** (18th and L Streets, southwest corner), **Sam Goody** (18th and L Streets, southeast corner), **Tower Records** (2000 Pennsylvania Avenue), **Olsson's Books and Records** (19th Street and Sunderland Place), **Serenade Record Shop** (1710 Pennsylvania Avenue), and **Kemp Mill Music** (19th and L Streets).

Andy Sibray, music manager at **Borders Books and Music**, says that classical and jazz are the most popular genres sold at its 18th and L Street store, where 150,000 titles are available (40,000 classical; 35,000 pop/rock; 35,000 jazz/blues; 10,000 world music; 10,000 folk; 10,000 rap/soul/urban; 5,000 New Age; 5,000 miscellaneous). Buying is done centrally from

Ann Arbor, Michigan; requests are honored and special orders filled; and Borders also posts new arrivals and advertises sales. The most popular international music sold at Borders is Latin American (among Andy's own desert island discs are Miles Davis, *In a Silent Way*; the Allman Brothers, *Eat a Peach*; and The Grateful Dead, *Terrapin Station*).

One problem with the music section at Borders is the mismatch between the handsome wooden display racks and the plastic CD security containers: displayed CDs balance precariously and topple off into the bins if the customer examines them and dutifully tries to return them for display. Also, the classification system would be easier to follow if CDs were filed using alphabet markers, with major artists noted within this scheme, rather than the other way round as at present. But the selection at Bor-





ders is impressive; the "Muze" computerized music catalog (through which one can search song titles and obtain a printout to place special orders), listening station, and large-screen TV for music videos are helpful; and one can also browse through the huge and well-chosen selection of books or have a cappuccino. The overall effect is more upscale than Tower, Borders' obvious competition.

Mike Sheehan is store manager at **Sam Goody** across 18th Street from Borders. Most popular genres there are pop/rock and jazz/R&B, with many sales also accounted for by classical, Latin American, and gospel. Mike gave the following, approximate breakdown of the store's stock: 7,000 classical; 10,000 pop/rock; 6,000 jazz/blues; 3,000 urban/R&B; 2,500 world music; 1,200 folk/Cajun/bluegrass; 500 New Age. Ordering is done through distributors and from the company's own warehouse; special orders are honored and are made at the rate of about five a day. Sam Goody, like Tower, publishes its own music magazine, *Request*. Mike attributes the growing popularity of international music to the public's search for more diversity: "A lot of music currently out is a rehash of old stuff—techno is speeded-up disco, and Nirvana, originator of the 'Seattle sound', now has clones" (Mike's own most recent CD

purchase was the new one by the Cowboy Junkies, *Pale Sun/Crescent Moon*).

Tower Records, the California chain that moved east several years ago, offers vast selection, including hard-to-find titles; special orders; an 800 number for shopping by phone; a free (in Tower stores) music magazine, *Pulse!*, that is better than most newsstand music magazines (in December, Tower launched *Classical Pulse!*; the parent *Pulse!* now contains a "digest" classical page taken from the spin-off); occasional afternoon live performances by artists promoting new releases; a large listening station for previewing new releases; a Muze computerized music catalog; TV screens for music videos; store hours until midnight; and as colorful and diverse a bunch of customers and clerks as you are likely to find (some of the clerks are surly, some knowledgeable and chatty). Some complain about Tower's prices, but these are usually the same as at other stores, and a wide range of titles is always on sale (and at good reductions). The manager of the store at 2000 Pennsylvania is Bill McLaurin.

If one is willing to walk a few blocks up 19th Street, the **Olsson's** at 19th Street and Sunderland Place is

worth the trip. It is smaller than Borders or Tower, but for some this may be an attraction. The music manager, Brook Higdon—who after hours choreographs ballet and once ran his own dance-record store in College Park—is both knowledgeable and helpful. Olsson's will try to get requests from its other stores, especially the Georgetown store, and has been efficient in filling special orders. The 19th Street store seems strongest in classical (especially early/Renaissance music), pop/rock, and folk. As at Borders, one can also look over the books.

The **Serenade Record Shop**, on Pennsylvania Avenue just past the World Bank's "J" Building, and with a second store at 18th and M Streets, advertises "an incomparable selection of classical recordings" in the Yellow Pages and that "we also special-order obscure and hard-to-find recordings." Both claims are true (although "incomparable" may be overstatement), especially for early classical and for world music, and the clerks in the classical room at the Pennsylvania Avenue store, especially Charles Hemming, know their periods and performers very well indeed. As with Olsson's, Serenade offers the calmer ambience of a store smaller than the giants, Tower and Borders. The manager of the Pennsylvania Avenue store is Silvio Dana.

Kemp Mill Music, at 19th and L Streets, is useful if one is hunting for a bargain. The selection of current rock, soul/urban/R&B, and jazz titles is good, but the classical selection is disappointing. The cut-out bins, however, are worth searching through—CDs at \$9.99 or lower. But be careful: the same CD can be filed in both the regular, full-price section and the sale section. Cut-out tape cassettes are perhaps the best bargains: priced at \$0.99 to \$2.99, these are the best deal in town for sampling new music at a low cost.

Jim McEuen

In Memory of Mary Anne Coffey

Mary Anne Coffey of the Secretary's Department, a reporting officer in the Fund for over 26 years, died on May 24, 1994.

Mary Anne's job entailed making a verbatim transcript of the Fund's Executive Board proceedings. She brought to her task extreme dedication, great personal and professional integrity, an almost heroic determination to achieve ever-higher standards, and an awesome institutional memory.

Mary Anne joined the Fund in 1967. Before receiving her specialized training in verbatim reporting from the Stenotype Institute of Washington, she had earned an undergraduate degree in business administration from the University of Tennessee in her native Chattanooga.

One of her colleagues recalls, "When I first came to the Fund, Mary Anne really took me under her wing. She taught me a lot about reporting in the difficult circumstances of the Fund—including all the accents at the Board! I will always be grateful for her patience in answering even the most ridiculous questions, and for the way she always encouraged me to make sure that every aspect of the work was done right!" Another colleague admires Mary Anne for her sensitivity to others' needs and her willingness to help out in difficult situations. She recalls that Mary Anne was always the first to inquire about the other reporting officers' family obligations when Board meetings dragged on into the evening hours.

Like many staff members from the "old school," Mary Anne held a wealth of knowledge about the Fund not only in her head but also piled up all over her office. A renowned hoarder of historic Fund documents, Mary Anne—who was deceptively

well organized—could provide a comprehensive answer to any question on Board procedures in a flash, and she managed the array of organizational details involved in the preparation of verbatim records of Fund meetings—including Annual Meetings abroad—with an ease and grace that comes only with true expertise.

Away from the hectic business of covering Board meetings, Mary Anne was quite a relaxed "homebody." She was known to have a beautiful singing voice, but this was displayed only at the parties of her closest friends. Mary Anne was extremely well-read; she also loved good films and soap operas, which she avidly videotaped for nightly viewing, and attending symphony concerts at the Kennedy Center.

Mary Anne relished the travel opportunities afforded by her career in the Fund, and her cozy home was decorated with the relics of many of her adventures. She also enjoyed cooking; southern recipes, especially her famous ambrosia salad, were a specialty.

In her retirement—which was well planned, but never realized—Mary Anne intended to travel, play golf, and serve as a volunteer tutor of illiterate adults.

Mary Anne will be missed for her professional acumen, organizational skills, and institutional memory, but she will be missed even more for her willingness always to lend an attentive ear to those in trouble, for the stalwart manner in which she rose to any challenge, and—perhaps most of all—for her lively sense of humor, which helped many a colleague make it through a difficult day.

*Her Colleagues in the
Executive Board Proceedings Division*

The Wrecking Ball Takes Its Toll

Demolition of the Bank's F Building ("the flag building") at 19th & H Streets (below) brought back memories for some Fund staff. The structure was originally built for the IMF and allowed the organization to move from leased space into a building of its own. The opening of the new Western Presbyterian Church allowed demolition to begin at the H Street site (left).



Letters to the Editor

Pierre-Paul Schweitzer

The Fund was a satisfactory place to work before Mr. Schweitzer became Managing Director in 1963, combining as it did a strong element of internationalism and high professional standards. It remained such an institution in the difficult years that followed what the staff and many others regarded as the premature departure of Mr. Schweitzer as Managing Director in the early 1970s. A certain Secretary of the Treasury will always be a villain.

But the Schweitzer years were truly exceptional by every standard, for the Fund as an institution and for the staff, because he used the staff effectively

and because the desired policy directions were clearly established and followed. Moreover, the staff quickly learned that Mr. Schweitzer gave high priority to personnel policies serving the long-term interest of the staff.

It was my privilege to travel with Mr. and Mrs. Schweitzer when the Managing Director visited a number of member countries: Egypt, Kenya, Ethiopia, Pakistan, and Iran. The Schweitzers were avid sightseers, and on these trips Mr. Schweitzer had useful discussions with heads of governments and economic and financial officials. He prepared well for these discussions and expected me, as the head of the Middle Eastern Depart-

ment, to take part in the discussions. In Egypt, for example, we called on President Nasser whom I had been blocked from seeing previously. In a wide-ranging discussion, the President acknowledged he had read my memorandum for years.

My favorite story showing Mr. Schweitzer's exceptional thoughtfulness relates to the meeting with the Shah of Iran. The Shah spoke both English and French fluently, but French was his preferred language. Mr. Schweitzer knew this, but carried on the discussion with the Shah in English. The unexpressed reason: I speak no French.

John W. Gunter

Staff Notes

35-Year Staff

Robert A. Arthur

30-Year Staff

Tsunako Okumara
Karin Schumacher

25-Year Staff

Valerie R. Ball
R. Anthony Elson
Patrice Guilmar
Robert L. Kline
Roopnarine Mahabir
Sonja W. Makagiansar
Kunio Saito
Kamlesh K. Sehmi
Doris Valentini
Frits van Beek

20-Year Staff

Omotunde E.G. Johnson
Paulette Korkegi
Enrico Martini
Peggy Padron
Perdo R. Rado
Gloria I. Rodriguez
Orlando Roncesvalles
Brock Short
Janice M. Smart
V. Sundararajan
Joan R. Wise
Mustafa Z. Yucelik

Separations

Miftah I. Ahmad
Carlos Asilis
Maria Barreiro
Jeanine D. Braithwaite
Guillermo Calvo

Rozlyn Coleman
Judith J. Crillo
Prachuab Darmrong
Fernando L. Delgado
Robert Frederick
Eva Fundafuna
Idlefonso Guajardo
Quzi MD Hafiz
Rebecca B. Heaton
Georges A. Heinen
John D. Huddleston
Silvana Jones
Nihad M. Kaibni
Georgia A. Katalinas
Judith A. Kooleshevich
Samuel F. Lemuel
Rolland Manuel
Jennifer McHale
Ghislaine R. Mutchmore
Richard Roy

Christopher J. Ryan
C. Jonathan Scriven
Aziz Fahmy Taalab
Ines Wiekert

Births

To **Lynn Aylward** (TRE) and her husband, Tony, a son, James, on March 21.

To **Adi Brender** (EUI) and his wife, Yael, a son, Neer, on May 23.

To **Elie Canetti** (SEA), and his wife, Beth, a daughter, Hannah Claire, on April 10.

To **James Dowell** (BCS) and his wife, Jennifer, a son, Zachary Sunderland, on April 2.

To **Kalpana Kochhar** (CTA) and her husband, Rakesh, a son, Mihir, on May 27.

To **Sergio Lugaresi** (FAD) and his wife, Maria, a daughter, Francesca, on March 23.

To **Dubravko Mihaljek** (CTA) and his wife, Dina Bonefacic, a daughter, Cecilia, on March 1.

To **Reza Moghadam** (EU1) and his wife, Rachel Hall, a daughter, Lily, on May 29.

To **Christian Mulder** (CTA), and his wife, Esther Dijkstra, a daughter, Charlotta Victoria (to be called Lotje) on March 23.

To **Marina Primorac** (EXR) and her husband James Martin, a daughter, Maya Isabel, on March 22.

To **Kathleen White** (EXR) and her husband, Francisco Sousa, a son, Glenn White, on May 11.

Transfers

Claire Hughes Adams to Research Department from TRE.

Hassan M. Al-Atrash to Policy Development and Review Department from Office of Executive Directors.

Mary J. Allen to Secretary's Department from Administration Department.

Roy C. Baban to Legal Department from Southeast Asian and Pacific Department.

Gary Barinshtein to Statistics Department from European II Department.

Sheila R. Bassett to Research Department from Fiscal Affairs Department.

Moon Beeharilal to Administration Department from Secretary's Department.

Michael W. Bell to Institute from Central Asian Department.

Susan P. Bernhardt to Treasurer's Department from Secretary's Department.

Constanza G. Bryant to Fiscal Affairs Department from Statistics Department.

Elie R. D. Canetti to Southeast Asian and Pacific Department from the Economist Program.

Maria V. Carkovic to European Department from Policy Development and Review Department.

Marie-Claude Carrere to Institute from External Relations Department.

Ximena Cheetam to Treasurer's Department from Research Department.

Marie Therese Culp to African Department from Middle Eastern Department.

Paula R. DeMasi to Research Department from Economist Program.

Andrea J. Doughty to Policy Development and Review Department from Economist Program.

Peter Doyle to African Department from Economist Program.

Steven V. Dunaway to Policy Development and Review Department from SEA.

David G. Dunn to Western Hemisphere Department from Economist Program.

Juan Fernandez-Ansola to Policy Development and Review Department from WHD.

Audrey M. F. Green to Statistics Department from Treasurer's Department.

Paul Francis Gruenwald to Policy Development and Review Department from Economist Program.

Anamaria Handford to Administration Department from Fiscal Affairs Department.

Aida H. Hidayah to Geneva Office from Secretarial Support Group.

Mark A. Horton to European II Department from Economist Program.

Dennis G. Jones to European II Department from Statistics Department.

Reva F. Krieger to Policy Development and Review Department from Economist Program.

Emmanuel O. Kumah to Statistics Department from Staff Contingency Fund.

John Leimone to Monetary and Exchange Affairs Departments from Southeast Asian and Pacific Department.

Aarno O. Liuksila to Monetary and Exchange Affairs Department from Legal Department.

Ivani Loverius to Administration Department from Bureau of Language Services.

Roopnarine Mahabir to Secretary's Department from Administration Department.

Calvin Andrew McDonald to African Department from Economist Program.

Luzmaria A. Monasi to Research Department from Fiscal Affairs Department.

James H. J. Morsink to Southeast Asian and Pacific Department from Economist Program.

Lyng Nielsen to European II Department from Policy Development and Review Department.

Roger H. Nord to Policy Development and Review Department from African Department.

Mark B. O'Brien to Monetary and Exchange Affairs Department from Treasurer's Department.

Mahla Ong to Secretary's Department from BCS.

Anton A. F. Op de Beke to Southeast Asian and Pacific Department from European I Department.

Ceyla Pazarbaoglu to Monetary and Exchange Affairs Department from Economist Program.

Perry James Perrone to Policy Development and Review Department from Economist Program.

Liliana Rojas-Suarez to Southeast Asian and Pacific Department from Research Department.

Carmen A. Sanabia to Secretary's Department from Administration Department.

Jodi G. Scarlata to African Department from Economist Program.

Christian Schiller to Fiscal Affairs Department from African Department.

Ludger Schuknecht to FAD from Economist Program.

Ghiath Shabsigh to European II Department from Economist Program.

Phil B. Smith to Bureau of Computing Services from Secretary's Department.

Subhash M. Thakur to Institute from European I Department.

Stephen P. Tokarick to Western Hemisphere Department from Economist Program.

Linda J. Unterholzner to European I Department from External Relations Department.

Mohammad R. Vaez-Zadeh to Support Group from Monetary and Exchange Affairs Department.

Caroline J. Verschoor to Administration Department from African Department.

Mayla A. Wallschleger to Secretarial Support Group from the Office of the Executive Directors

Beatrice S. Weder to European II Department from Economist Program.

Ethan Weisman to Statistics Department from Economist Program.

Virginia E. Wertman to Work Practices and Technology Secretariat from Staff Contingency Fund.

Peter J. Winglee to Central Asian Department from Southeast Asian and Pacific Department.

New Staff



K. Wabel Abdallah

Lebanese, is an Economist, STA. Educated at the University of Paris, LSE, and Columbia, he was previously a Lecturer, Colombia, and an Advisor, Governor of the Central Bank of Lebanon. His interests include fitness instruction.



Bas B. Bakker

Dutch, is in the Economist Program (RES). Educated at the University of Groningen, he previously served as a Research Assistant there. His interests include history and politics.



Therese Ballard

Canadian, is a Deputy Chief, Procurement, ADM. Previously an Assistant Administrator at a teaching hospital, she holds an M.A. from Central Michigan and is a Certified Purchasing Manager. Among her interests are antiques and travel.



Vronique Bedague

French, is an Economist, FAD. Educated at Political Science Institute (Paris), Graduate School of Economic and Commercial Sciences, and Ecole Nationale d'Administration, she had served with the French Ministry of the Budget.

New Staff



John C. Berrigan

Irish, is an Economist, TRE. Educated at University College Dublin, he previously served in the Irish civil service and with the European Commission.



Peter I. Botousharov

Bulgarian, is an Assistant, OED. Educated at the universities of Turin and Sofia, he was previously an Economist, Bulgarian National Bank. His interests include geography, fine arts, swimming, and tennis.



Elizabeth A. Bourg

a U.S. national, is a Deputy Chief, Joint Library (ADM). Educated at Florida State, she was previously a reference librarian, Joint Library, and Librarian, OPIC. Her interests include swimming and gardening.



Alan Cathcart

a U.K. national, is an Assistant, OED. He holds a Ph.D. in mathematics from Cambridge and previously served with the Bank of England. His interests include skiing, bridge, and choral singing.



Samir Chebil

Tunisian, is an Economist, STA. He holds an M.B.A. and Ph.D. from George Washington in international finance and previously served as an assistant professor at the university. His interests include cinema, soccer, and volleyball.



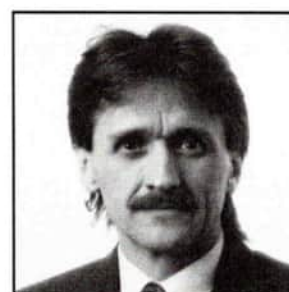
Coral P. Chevalier

from Trinidad and Tobago, is a Translator, BLS. Educated at University of Paris IV and Institute of Political Studies (Paris), she had served with UNESCO and the Central Bank of Trinidad and Tobago and as a free lance translator.



Nelly Courcoulas

French, is a Staff Assistant, INS. She holds a Diploma from the Institute of Linguists and previously served with UNHCR and UNCTAD/GATT. Among her interests are music, sports, traveling, and literature.



Michel D'Aoust

Canadian, is a Personnel Officer, ADM. Before joining the Fund staff, he was Corporate Vice President of Human Resources for the SCO Health Service in Ottawa.



Alba de Leon Fernandez

Uruguayan, is a Staff Assistant, ADM. Previously a Principal Secretary, OAS, and an Administrative Assistant, IDB, she includes among her interests early childhood education, computers, ballet, and art.



Filippo DiMauro

Italian, is an Economist, CTA. A graduate of the University of Rome and the University of Chicago, he previously worked at the Bank of Italy, the Asian Development Bank, and the IMF.



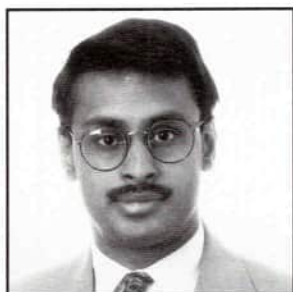
Carole Dunne

a U.K. national, is a Staff Assistant, EUI. Before joining the Fund, she served with FAO and OECD. She includes among her interests music, sewing, photography, and dance.



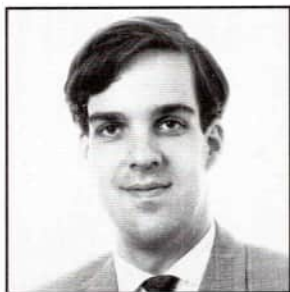
Mitra Farahbaksh

Iranian, is in the Economist Program (WHD). She holds a B.A. from the University of California at Berkeley and an M.A. and Ph.D. from New York University.



Hamid Faruquee

Bangladeshi, is in the Economist Program (RES). Educated at Williams and Princeton, he was formerly Lecturer, Woodrow Wilson School, and Assistant Instructor, Princeton University.



Oliver Fratzscher

German, is in the Economist Program, CTA. He holds a Ph.D. from Harvard University and includes among his interests playing the violin and rowing.



Massimo Giulimondi

Italian, is an Assistant, OED. He holds a degree in law and has done postgraduate work in international organization. He previously served with the Italian Treasury (International Affairs). His interests include music.



Maria Teresa Guin-Siu

Peruvian, is an Economist, WHD. She holds an M.A. in mathematics-statistics and a Ph.D. in economics from Boston University and previously served as Tax Evasion Manager, SUNAT (Peru) and a professor. She enjoys photography.



Jérôme Hamilius

from Luxembourg, is an Assistant, OED. Educated at Paris Panthéon-Sorbonne, he was previously with the Luxembourg Ministry of the Treasury. His interests include tennis and soccer.



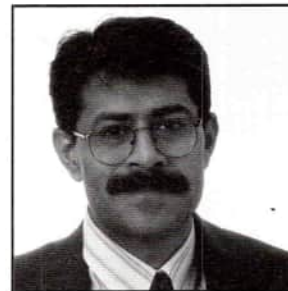
Marjorie Henriquez

Colombian, is a Staff Assistant, PDR. She holds an Executive Secretarial Diploma and is currently studying for her B.A. in business administration. Her interests include Colombian folk music and dancing with El Tayrona.



Shehadah Hussein

a U.S. national, is an Economist, IMF Institute. Educated at the American University of Beirut and the University of Houston, he was previously a Lecturer at the University of Houston. His interests include astronomy and reading.



Sanjay Kalra

Indian, is an Economist, EUI. Educated at the Delhi School of Economics and Columbia University, he previously served as Assistant Professor, Tufts University.



Ekaterina Kouprianova

Russian, is an Assistant, OED. Educated at Moscow State and Tulane, she was a Consultant, International Center for Development of Small Enterprises, and Senior Researcher, Academy of National Economy Under Council of Ministers.



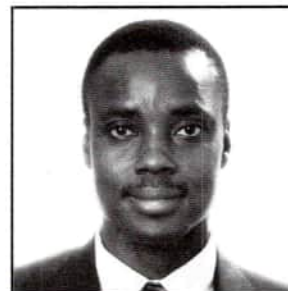
Silvia Mathov

Argentine, is a Staff Assistant, ADM. Educated at the Universidad de La Plata, she previously served with the World Bank Publications Department. Her interests include traveling, music, reading, and spending time with her family.



Hunter Monroe

a U.S. national, is in the Economist Program, EUI. Educated at Davidson and Oxford, he was with the Joint Economic Committee of the U.S. Congress; a Research Associate, IIE; and a Tutor, Stanford-in-Washington Program.



Charles N. O. Mordi

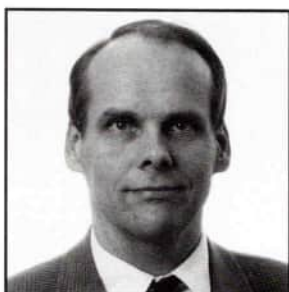
Nigerian, is an Economist, AFR. Educated at the University of Lagos, he had been Principal Economist, Central Bank of Nigeria. His interests include reading, music, photography, soccer, table tennis, chess, and Scrabble.

New Staff



Joao Oliveira

Brazilian, is a Senior Economist, AFR. He previously served with the Government of Brazil and as Country Economist, World Bank. His interests include Brazilian music, soccer, and squash.



Jarmo Pesola

Finnish, is an Assistant, OED. He holds a Licentiate of Political Science/Economics and had been an Economist with the Bank of Finland.



Dayalini Pocock

a U.K. national, is a Personnel Officer, ADM. Educated at the universities of London and Cambridge, her interests include calligraphy, repertory theater, and Indian classical dance.



Harry Radner

Canadian, is a Service Officer, ADM. Previously a Project Manager, Markborough Properties (Toronto), he holds a bachelor of architecture. His interests include golf, hockey, baseball, and swimming.



Alfrey Schipke

German, is in the Economist Program, WHD. He was previously an instructor of economics. His interests include economic transformation and political economy.



Deborah E. Siegel

a U.S. national, is a Counsel, LEG. Educated at New York, George Washington, and Tufts, she was an attorney with Cleary, Gottlieb, Steen & Hamilton and Weil, Gotsheel & Manges. Her interests include flute and tennis.



Nicholas Tsaveas

Greek, is an Economist, PDR. Educated at Cambridge, he headed the Monetary Department, Foundation of Economic and Industrial Research, and served as Advisor, Greek Ministry of Finance. He enjoys classical music and soccer.



Doris M. Ugaz-Farje

Peruvian, is a Staff Assistant, WHD. She previously served with the Inter-American Development Bank. Her interests include languages (she is currently studying French), aerobics, and music.



Ron Van Rooden

Dutch, is an Economist, EUIL. Educated at Erasmus University, he was previously an Economist, De Nederlandsche Bank. His interests include photography.



Adriana R. Vilar

Uruguayan, is a Senior Transcriber, BLS. Educated at Teachers Institute and School of Computer Information Systems (Montevideo), her interests include art museums, travel, and outdoor activities.



Beatrice Weder

Swiss, is an Economist, EUIL. Educated at University of Basle, she previously served as a Research Fellow at Basle University. Her interests include rock climbing.



Simon J. Willson

a U.K. national, is an Assistant Editor, EXR. Educated at Warwick, he was previously Financial Economist, Barclays, and Financial Editor, Times Media (Johannesburg). He enjoys rocketry, space aeronautics, and rock & roll drumming.