

Staff News

When the Family Moves to Moldova...

Accompanying a spouse on a resident representative assignment can be an unexpectedly rewarding experience, Carole Blackwell found

When I received a call from Mike [Michael Blackwell] one day in December of '92, telling me he was going on a mission to Moldova, I ran to the atlas as soon as I put the phone down. Little did I realize, as I located Chisianu on the map, how well I would come to know the city of Pushkin's exile. When Mike arrived in Moldova, after two weeks in Armenia, it was a case of love at first sight, and two months after his first visit, he happily accepted the post of resident representative.

By spring we were laboriously studying Rumanian, the official language of the country, and by summer we were making enormous purchases of pizza sauce, breakfast cereal, tuna fish, rice, pasta, and so on from the Price Club. "Boys do eat a lot, don't they?" said a fellow customer, looking at my sons and the three shopping carts groaning under the weight of their loads. With a few exceptions (including the two dozen bottles of ketchup sneaked into the cart by the boys), we didn't regret the purchases, as supplies in the shops in Moldova



A gathering at the Blackwell home in Moldova: (left to right) John Blackwell, Aliona Cebotari (IMF interpreter), Michael and Carole Blackwell, Petru Lucinschi (President of the Parliament), Leonid Talmaci (President, National Bank), Richard Blackwell, and Tom Blackwell.

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are limited, erratic, and often obtained only after a long wait.

I always felt that living in a country I had barely heard of at a time of such tremendous significance in its history would prove to be both a unique and fascinating experience. At the same time I was concerned at being so far from our three sons, who would remain in the United States to pursue their studies. I was also concerned that our son Tom, who was then fifteen years old and would be accompanying us, really didn't know what he was undertaking, especially as there was no international school in Chisinau and probably no other foreign students in any of the Russian and Rumanian schools. In the occasional spare moments between letting our house and buying ketchup, I wondered what I would find to do in Moldova.

On one of his trips, Mike made contact with the principal of the Rumanian English lycee (lessons in Rumanian with English as the first foreign language), who offered me employment and said she would do all she could to accommodate Tom. Although I had qualified as an elementary teacher many years ago in England, I had only taught nursery school since coming to the States. In fact, the principal didn't even know I was a teacher. What interested her was that I could speak English.

We tried to make as many advanced plans as possible, but after our arrival we realized that we had made a couple of mistakes with regard to Tom, one of which was assuming that because Rumanian was the official language of Moldova that that was the language he should study. There were three main factors involved in our change of heart. One was that Rumanian is a language spoken by very few people and consequently opportunities to use it outside Romania and Moldova are limited. Second, although Rumanian is the official state language of Moldova, about fifty percent of the people in

the capital do not speak it, whereas virtually everyone is fluent in Russian. Third, from the beginning, Tom liked the Russian language and was strongly motivated to study it.

Our second mistake was thinking that we had to create a program as close as possible to the one that Tom would be following had he remained at McLean High School. He decided that in order to take advantage of a wonderful opportunity to learn this difficult language, he would take just three other classes. At the lycee he took French. This was the only chance he had to be in a regular class, and so was a social as well as an academic benefit. With the threat of SATs looming on the horizon, he took a math course and because four years of English are required for graduation, he also took an English class. In math and English, he followed the course of study prescribed by the University of Nebraska and took their exams so that he could receive high school credit for classes taken outside a regular school setting. For math he had a Moldovan English-speaking teacher, and I read all of his English books, so that we could discuss the recommended texts together.

We were lucky to find a wonderful Russian teacher who came to the house two hours each day. (When our other sons came to visit in the summer, she was teaching in our home for seven hours daily.) Tom supplemented his private lessons by attending the local Russian school for two periods each morning. He had arrived in Moldova with three months of Rumanian and not a word of Russian, but by the end of the year he was able to converse in Russian in a natural way, with a good accent, and at a level of proficiency that would have taken him at least five years to achieve in school here.

Beyond this he received an education that he could never have achieved here. He was able to see for himself the aftermath of communism and the problems of changing to a market

economy. He could hear the opinions of a variety of people—from the students he met at school and the hotel maids to the ministers with whom Mike works. Tom, like his parents, has gained insights into Moldovan life, politics, and culture that text books could never have provided.

Of course, life has not been entirely devoid of difficulties, one of which was finding somewhere to live. In May 1992, thanks to the president of the National Bank, Leonid Talmaci, a wonderful old house was set aside for our use. Although possessed of a beautiful and structurally sound exterior, the home's interior was totally devastated and needed completely refurbishing. We were told it would be ready for our arrival in mid-August. In fact, we moved in on March 5, after seven and a half months of living in a hotel.

The hardest part of hotel life was, without doubt, the food, which was not Moldovan fare at its best. After a few days we all longed for home cooking, but with a two-room suite and no kitchen, one electric pan and an electric kettle, the situation was not conducive to haute cuisine. However, as time went on we became accustomed to preparing vegetables on a plastic cloth on the floor, cooking everything in one pan and washing up in the bath. As winter approached, the food supplies became more and more limited and for about four or five months, our creativity was stretched to the limit as we cooked onions, potatoes, carrots, garlic, tinned tomatoes, and the occasional cabbage in as many different ways as possible.

The somewhat limited range of our daily diet was punctuated by periods of gastronomic ecstasy when visiting IMF and World Bank mission members brought in delicacies such as lettuce, tomatoes, green peppers, and fruit from Geneva or Frankfurt. Part of our social life has always been entertaining friends, and we continued this practice in the hotel, sometimes

having as many as ten people to dinner in our hotel suite. When we finally moved into our house, entertaining became easier, but the memories of one-pan meals in our hotel room are probably those that will remain with us for the longest.

When I went to the school in September to discuss my teaching timetable, I was not a little daunted to find that in addition to being the English teacher for one of the ninth grade classes, I would be teaching American and English literature to the tenth and eleventh grades. (Later, I added a fourth grade theater class.) The main problem was that there were no books for the literature classes, so I began writing my own super condensed versions of *Midsummer Night's Dream*, *Jane Eyre*, *The Pearl*, and other works that we were to study.

Teaching at the Mircea Eliade Lycee proved to be one of the most fulfilling experiences of my life. Most of the students and teachers had never before conversed with a native English speaker and as such, I received a won-

derful welcome. The students were excited about learning English and visibly pleased to see me each day. They were attentive, pleasant, and treated me as a friend. On Women's Day and at the end of the school year, our house was like a garden with all of the flowers I received from students.

They were the ones from whom I learned the most about Moldovan customs and society. At Easter they brought me special holiday breads. During the month of March, the left half of my sweater was covered with the tiny sprigs of flowers which the Moldovans give to friends at this time of year to celebrate fertility and the renewal of life. At the end of the school year I held the last lesson of each class in our home. The fourth graders were so taken up with the house that after that, they would frequently arrive unannounced to shoot a few ice hockey pucks or to have a game of ping pong in the basement. If I could be guaranteed teaching experiences like the one at Mircea Eliade, I would teach to the age of ninety!



Milk deliveries in Moldova.



Carole Blackwell with her eleventh grade class.

The warmth of my relationship with my pupils was reflected in the society in general. We have been continually touched by the friendliness and generosity of the people. The Moldovans do not have a lot in material terms, but when invited out to someone's home for dinner, we have always been served with the best they have. We have frequently been the recipients of flowers, home-canned fruits and vegetables, cakes, and other baked goods. We have been invited to share their customs and traditions, their parties and balls, and in the process we have made many friends and had tremendous fun. We have also enjoyed many cultural feasts.

For Tom and myself, another advantage of this posting is that for the first time we really got to know Mike's colleagues, many of whom have become friends, as they have returned several times on missions during the course of the year. It has also been very interesting for us to see the IMF at work. In future when Mike tells us how hard he has worked on a mission, we will know what he means.

There are, I also discovered, some disadvantages in being so closely connected to my husband's work. One day I went to school as usual and saw to my surprise, the students waiting outside the building. Upon entering, I was shepherded up to the principal's office, which was crammed full of belligerent teachers, protesting their conditions of employment. A minister from the department of education had come to hear their grievances, but the longer he spoke, the more angry the teachers became, at times drowning his voice completely with their own cries of outrage.

Suddenly, one teacher arose and strode dramatically to the door. It seemed to be an unspoken signal to his colleagues, who simultaneously stood and marched out after him, leaving the minister's words hanging in the air. I scrambled quickly to my feet and followed, finding out as we left the building that I was making history as a member of the first-ever teachers' strike in the Republic of Moldova. As we made our way to the government building, we were joined by "brothers and sisters" from neighboring schools.

"We brought down the last prime

minister. We can bring down this one," said one of my colleagues, an expression of grim determination etched on her face. Other teachers told me of their struggle to exist on a salary of less than ten dollars a month. One spoke of the forthcoming birthday of her son, and her concern that she wouldn't be able to afford the ingredients for a traditional birthday meal. The strike lasted for three weeks.

Salaries were increased, but inflation left the increments meaningless. I sympathized greatly with the teachers, but after that first heady day of the strike, decided that discretion being the better part of valor, I should manifest my sympathy less overtly, since a photograph of the wife of the resident representative striking outside the government building might not be exactly useful to the cause of the Fund.

Our experiences in Moldova have certainly provided us with at least one life time of anecdotes. And although we live in a big house, unlike the majority of Moldovan families, we have gained a greater understanding of the difficulties they face as we have queued not only to get into the bakery, but to be let out; as we heated water on the stove for a bath almost every day throughout the summer; as we and our radiators grew colder and colder as the winter progressed; as we planned carrot soup for a dinner party only to find there were no carrots at the market.

A question we are frequently asked is how we feel about our Moldovan experience. If we had known a year and a half ago what we know now, would we still have made the decision to go? Our unequivocal answer is yes, yes, yes.

Carole Blackwell

In Memory of Pierre-Paul Schweitzer

Reflections on the legacy of the Fund's fourth Managing Director

The Fund was a much smaller and more intimate organization in 1963. It remained so even in 1973 when Pierre-Paul Schweitzer left office. Staff News asked the former Historian of the Fund to provide an overview of Mr. Schweitzer's work. Several senior staff and a previous Deputy Managing Director (then a U.S. Executive Director) share their personal memories of the man and his contributions to the institution.

Margaret de Vries, Former Historian

Pierre-Paul Schweitzer, Managing Director from September 5, 1963 to August 31, 1973, was the only Managing Director to serve a full two terms. Upon taking office, he became known as the first Managing Director to

be particularly concerned about developing countries and as one who was eager to see that solutions to monetary problems were truly international.

The apogee of his achievements was the creation of the SDR in the Fund. International liquidity was the issue of the day in 1963, and the ten large industrial countries were engaged in finding a solution in which they alone would participate in a mechanism operated outside the Fund. But Mr. Schweitzer had been Managing Director for only three weeks when he asserted that "international liquidity is the business of the Fund." Demonstrating exceptional personal courage and dedicated internationalism, by public speeches and quiet work behind the scenes, through five years of protracted negotiations, he achieved the SDR facility as a

universal reserve for all countries and a signal victory for the Fund.

Other developments in the Fund's policies and activities also reflect his understanding of, and close attention to, developing countries: the liberalization of the compensatory financing facility; the introduction of a buffer stock facility; and—a development in which Mr. Schweitzer took special pride—the growth in the Fund's technical assistance and training programs. It is fortunate that Mr. Schweitzer was Managing Director when many newly emerging countries were becoming members.

He also presided over the Fund during the worst crises by far in the international monetary system since the Fund was created as the par value system gradually came apart from 1967 onward and then collapsed entirely in early 1973. He sought to preserve, in a period of turmoil, the harmonious cooperation that had gradually been built up among the Fund's members in

less troublesome times. In so doing, he became a prominent world figure and was on the cover of *Time* magazine.

A man of unusual charm, warmth, and modesty, the officials with whom he dealt became his friends, and he was admired, respected, and held in great affection by his staff. He was given a unusually prolonged ovation when he addressed the Governors at the 1972 Annual Meeting, and when he left the Fund building at the end of his last day as Managing Director, on Friday, August 31, 1973, nearly all the staff gathered in the Fund's inner court to say goodbye.

Sir Joseph Gold, Former General Counsel, Legal Department

Staff News has asked me to write this memoir of Pierre-Paul Schweitzer, particularly for the benefit of younger staff members, who obviously could not have known him. I was at once reminded of an aspect of my association with him in which age was the

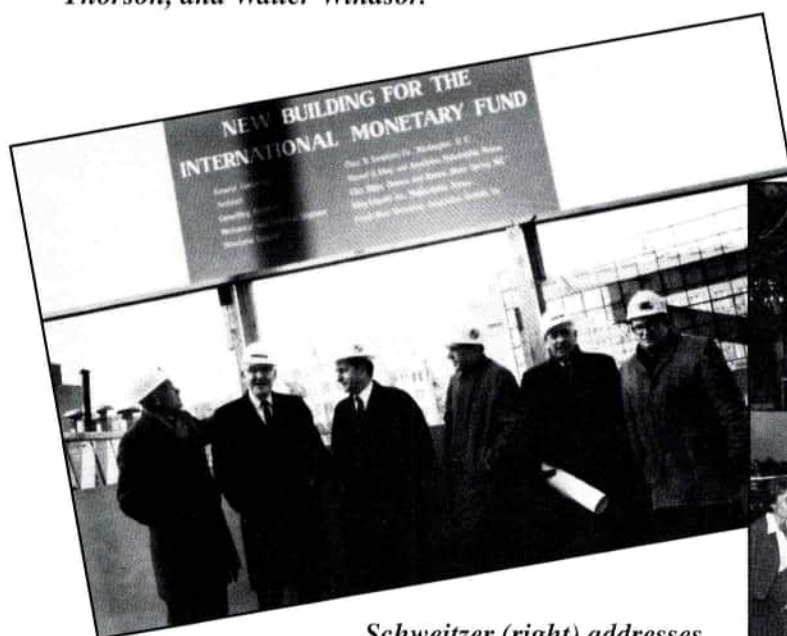
motif. In our discussions, he would sometimes jocularly refer to his age, undoubtedly to emphasize the maturity of his argument. We were born in the same year, he in May, and I—I freely admit it—as late as July. He needed no proof of his remarkable sagacity. It was evident in all that he said and did.

A word about his appearance and manner. He was of medium height, dark-haired, and wiry in physique. He had a ready smile and a steady gaze. The photograph published with his obituary in the *London Times* of January 5, 1994 captures some of these characteristics. What could not be depicted was his stance, which conveyed a sense of great vitality and enthusiasm.

Nor could a photograph communicate the exquisite consideration that he displayed in all his relations with staff members. He would commission me to provide a prompt memorandum on some pressing problem that was of concern to him. He would invariably end his request by asking "Is that within your means?" The question was not a tactic to encourage compliance. It was the product of an innate *noblesse oblige*.

If I were asked to choose the outstanding intellectual accomplishment of the many achievements of his

Laying the foundation (below). With Tompkins contractors at either end (left to right): DMD Frank Southard, MD Pierre-Paul Schweitzer, Phil Thorson, and Walter Windsor.



Schweitzer (right) addresses a holiday party gathering.



tenure as Managing Director, I would name creation of the SDR. It was an undertaking of infinite complexity and prolonged duration, in which every feature of the enterprise was contentious. Even the questions of the composition of the negotiating body and the entity to administer the eventual SDR were fought out with all the vigor and variety that entered into ancient disputes about the philosophers' stone and a universal currency. In all matters relating to the SDR, Schweitzer's advocacy of the case for it and for installing it in the Fund was unrelenting and brilliant. He had labored on behalf of the principle that liquidity was the business of the Fund, thus merging with what was basically H.D. White's conception of the IMF something of the aspiration of the other Founding Father, Keynes.

For installing the SDR in the Fund, a price was demanded. The United States had exerted powerful pressure in support of the SDR, in the hope that it would help to maintain the convertibility of the dollar and stanch the hemorrhage of gold from U.S. holdings. A caucus of France and some other European countries interposed the proposal that the amendment of the Articles to establish the SDR should include a modification of the provisions on authoritative interpretation. For the procedure of interpretative decisions by organs of the Fund taken with weighted voting power, an arbitral tribunal would be substituted, composed of arbitrators who would not have weighted voting power. The proposal would have reduced the influence of the United States in the interpretation of the Articles, even if, as was assumed, one of the arbitrators would be American. The Europeans advanced many arguments, one of which was the unorthodoxy of weighted voting power in judicial interpretation. (An English bishop once said: "Orthodoxy is my doxy; heterodoxy is another man's doxy.")



At a press conference: Jay Reid, J.J. Polak, Pierre-Paul Schweitzer, Joseph Gold, and Frank Southard.

Schweitzer fought adamantly against any change in the original provisions of the Articles on the interpretative process. He did not succeed, but he did gain some concessions, one of which was that the new procedure would be made to look as if it operated within the structure of the Fund. The effective decision, however, was taken at a meeting of the Group of Ten in Stockholm. That was in the time of the heyday of the group. His pertinacity was rewarded more substantively by the decision to leave much of the new procedure to settlement by the Board of Governors. This holding action still holds. It was a case of Beckett's famous invocation of persistence and indomitability: "Fail. Fail again. Fail better."

Schweitzer and I sat alongside each other on returning by air from Stockholm. I was disappointed by the result of the meeting, but he was dismayed. He held himself accountable for what he kept calling his failure, but he had fought without the help of the United States, which preferred to concentrate on the elimination of any impediment to final agreement on an amendment to create the SDR.

I sought to understand the depth of Schweitzer's feeling. I did not believe his motive was simply preservation of the powers of the Fund and his authority as Managing Director. Subse-

quently, I saw that his reaction was consistent with the philosophical theory that any legal system rests on a fundamental norm outside the system itself. In the case of the Fund's legal system, the norm was the acceptability to member states of the organization's decisions. The argument can be made that, in a world of sovereign states, this is also the norm on which the whole of conventional (treaty) and customary international law rests. Schweitzer, I thought, feared that departure from the model of decision-making through the organs of the Fund, exercised therefore with weighted voting power, would imperil the acceptability of interpretative decisions and promote stalemate.

The United States had made a display in the Group of Ten of neutrality on the issue of interpretation, but this would not be its posture on the status of the dollar in the international monetary system and in the Fund. Schweitzer had come to the view that defense of the system required a devaluation of the dollar. When it became clear that he would take this case to the monetary authorities of the United States and to the public, I urged him to desist. He had fought mightily to propagate a principle of the uniformity of the privileges and obligations of member states under the Articles, but in fact and in the system as well the United States was more equal than

others. He was on a collision course with the United States, but he had concluded that rectitude demanded advocacy of the approach he now favored. He was constitutionally unable to deviate by one hair's breadth from a course marked out in that way.

Later, after it had become clear that he would leave the Fund, I went to express a personal farewell. In the course of our discussion, he said suddenly "I know what you tried to ... I thank...." He did not finish either sentence. He always found the expression of emotion difficult. He regarded such behavior as an intrusion, a trespass on the privacy of others.

The staff did not misunderstand his reserve. The demonstration on the day of his departure from the headquarters building has become a legend. The time of day had been passed around within the staff. They gathered, tier upon tier, around the central space. As he crossed that space, a thunderous applause broke out and was sustained. The staff has never shown better judgment. In astonishment, he continued to the exit, and convinced that the applause was for him, he came back, bowed, and then was gone. He must have carried with him the memory of that occasion until the end of his days.

J.J. Polak, Former Director and Economic Counsellor, Research Department

The news of the death of Pierre-Paul Schweitzer sent a shock wave of grief among the old-timers at the Fund. It rekindled for all of them memories of "the Schweitzer years" in the institution. Probably the most lasting impression in our minds is that of his deep feeling for the staff at both the personal level—almost as a family—and the professional level. The combination of his personality and his managerial talent shaped a relationship with the staff that produced the best efforts on their part and the best outcome for the organization.

That relationship was based on delegated responsibility up to a point, and its corollary: resolute backing for the work of the staff within the range of delegation. What a staff mission had negotiated in line with its terms of reference, he would back without reserve. If papers prepared by the staff were broadly satisfactory, he approved them; if not, he returned them. Any writing or rewriting of papers was to be done by the staff; he often remarked that he had done his share of memo-writing in his younger years. Samples of his own writing were so rare in the Fund that scraps of paper with one or two brief sentences in his handwriting are still kept as mementos.

But it was he who took the hard decisions for the institution. For example, while he did not greatly concern himself with the details of the SDR system, he insisted from the start on a system that would provide liquidity on equal terms to all member countries, brushing aside the initial attempts by the Group of Ten to design a system that would (as he characterized it) create "liquidity of the Ten, by the Ten, for the Ten." He decided, after a Sunday evening meeting at his house in November 1967 where the top staff gave divided advice, to turn down a British-American proposal designed to save the Pound sterling once more by a large Fund credit, thus making the devaluation of the £ a few days later inevitable. And in May 1971 he took the initiative to call on the US Secretary of the Treasury to convey the message that devaluation of the dollar might well be necessary—a message that cost him a third term.

In these cases and many more, large and small, he led the institution and his flock, the staff, firmly and gently. A firm and gentle man—that is how we will remember Pierre-Paul Schweitzer.

William B. Dale, Former U.S. Executive Director and Deputy Managing Director

The Fund has been singularly fortunate in the persons who have been Managing Director. Pierre-Paul Schweitzer was part of that experience.

In some ways he became Managing Director at an inauspicious time. He succeeded Per Jacobsson, who had come to the Fund with a reputation already highly burnished due to his long service at the Bank for International Settlements, whereas Schweitzer's reputation, while excellent, was less well known. Moreover, in some respects the Fund had been for some time rather in the backwater insofar as contributions to the world economy were concerned. (When I became U.S. Executive Director in November 1962—a few months before Schweitzer came to the Fund—I was asked by a friend who thought he knew a good deal about the Fund's history why I was taking semi-retirement so early.)

But Pierre-Paul Schweitzer's incumbency as Managing Director was an active one. Compensatory finance flourished. The use of the Fund's resources became much more active. The "reform" of the Fund was undertaken and completed. The SDR negotiation was instituted and brought to a conclusion. Membership increased by 32. The technical assistance programs of the Fund were defined and given institutional form. The IMF Institute was created and expanded to provide training facilities for the middle- and senior-level officials of member countries. And the staff of the Fund was expanded more or less continuously during the ten years of his incumbency as Managing Director.

Altogether, it was a time of flowering for the Fund. Many would say that the decade of Schweitzer's Managing Directorship was in many respects the most useful and productive in the Fund's entire history. To some extent that was because of the times, but it owes not a little as well to the qualities

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An Energy, and a Check, Crisis

While much of Washington stayed at home on January 20, the Fund's Payroll Unit was hard at work

The news shot through the Fund in early afternoon, January 19. Staff gathered in small clusters to exchange stunned and disbelieving comments. The Fund was closed, effective immediately, and would remain closed until at least Friday. The city, which had battled through ice storms and extreme cold, was about to be felled by a fuel crisis. Everyone was sent home to conserve heat and hope for a break in the weather.

There was consternation in many parts of the Fund, but perhaps none more than in the Payroll Unit of Treasurer's. With a Friday deadline looming in a holiday-shortened week, they had no time to spare. They would have to finalize the payroll by January 21 or no one would receive a check the following Friday.

Unit Chief Mireya Ahl met with her Deputy Division Chief, Michelle Nilssen, and told her that the unit would have to come in the following day or paychecks could not be sent out on time. "After being assured the UNISYS system would remain up, I met with my staff and explained the situation," Ahl said. "I didn't want anyone who felt in danger to come to the office, but I did ask for volunteers. Five of us—Suzie (Helenmarie) Trach, my deputy unit chief; Ana Stevens, Luz Farfan-Mesa, Phyllis Lee, and myself—were able to come in."

Neither Ahl nor her staff were quite sure what to expect when they arrived. They had been warned there might be little heat in the building, and they were cautioned to save their spreadsheets frequently in the event of interruptions in the electrical supply. As it happened, it was not chilly rooms but stuffy ones that they had to contend with. The building stayed relatively warm, but no air circulated. And though they saved their work nearly every four lines, interruptions in the power were never a problem.



The problem was an unexpected one: there was no food. Every restaurant and carry-out in the city was closed. Lunch time came, and Ahl and her unit could only head down to the C Level and the Snack Bar. That day they would subsist on bags of microwaved popcorn and the offerings of the vending machines.

"We worked a full day. The surprise was how much work we could get done without the usual interruptions," Ahl said. By the end of the day the list was done. The payroll files had been updated and would be finalized the following day.

Although the Payroll Unit has had several pay cycle "near misses" with the growing workload pressures over the past few years, none were quite as close a call as this one. The Payroll Unit, for its part, felt exhilarated at having met the challenge. Working alone in a darkened and generally empty building, they were in "good spirits," Ahl said. "We thought we were doing something important. We've always felt we had a good sense of teamwork. I worried briefly on Wednesday that we wouldn't get it done, but we did it."

Faced with an energy crunch, the Payroll Unit got the job done. Members of the unit are (left to right) Phyllis Brennan Lee, Martha Baker, Teresa An, Cristina Robinson, Helenmarie Trach, Mireya Ahl (Chief of the Unit), Ana Stevens, and Lucy Farfan-Mesa.

Staff's Taste in Music Is Global and Eclectic

An informal survey finds that staff members have a broad array of interests, but express a strong preference for classical music

"Hell is full of musical amateurs. Music is the brandy of the damned," George Bernard Shaw wrote. Might there be other musically inebriated sinners in the Fund? Might working in a multicultural, international environment contribute to an eclectic musical taste?

The first, extremely unofficial, *Staff News* Survey of Staff Musical Views was born of sheer curiosity—what better impulse these days than to seek a "support group"? Approximately 120 staff members, selected to reflect diversity of age, gender, nationality, department, and position, were e-mailed a questionnaire. Respondents could opt to be cited by name or to remain anonymous (only four requested anonymity). About a quarter of the sample responded to the five questions asked:

- (1) What is your favorite musical genre?
- (2) What is the last recording you purchased?
- (3) What are your favorite (a) music stores; (b) radio stations?
- (4) What are your "desert island discs" (that is, indispensable music)?
- (5) Why do you think that "world music" (loosely interpreted, music from cultures other than one's own, usually with reference to non-Western music) has become more available and popular?

The Results

Make Our Muzak Mostly Mozart. Given recent scientific reports that listening to Mozart improves performance on tests, it bodes well for the

Fund's work that respondents prefer **classical music**—by two to one over the next most popular music. Baroque music and opera were singled out most frequently, followed in order by orchestral, chamber, Romantic, and modern classical music.

The second most popular genres, mentioned equally by respondents, were **rock** and **folk**. Among rock enthusiasts, those preferring "alternative" rock (most frequently mentioned groups: Pearl Jam and The Clash) slightly outnumbered those preferring "classic" rock (favorites: Rolling Stones, Beatles, John McLaughlin/Mahavishnu Orchestra, Frank Zappa). The "Seattle sound" (groups such as Pearl Jam, Nirvana, and Soundgarden) also was cited, as was heavy metal. Folk-music fans most often mentioned, in order of frequency, Celtic (Irish, Scottish, Breton, and their American and Canadian incarnations), African, Cajun/zydeco, and East European (including Gypsy) music.

Third in popularity, also by equal standing, were **world music** (which overlaps somewhat with folk) and **jazz/blues/rhythm and blues (R&B)**. Of the former, staff members indicated that Latin American, Caribbean/reggae, and African were their favorites; of the latter, jazz was the most popular.

Fourth in the poll was American **country music**, including Western swing, country-folk (Nanci Griffith), and country-rock (k.d. lang); preference for country music ran even with a preference for "all good music."

Finally, two "outlier" preferences were for **classic songwriters and vocalists** (Cole Porter, George Gershwin; Tony Bennett, Frank Sinatra) and **dance/house/techno/ambient** music (the music evolving from disco, via British "raves").

Towering Above the Rest. Tower Records was overwhelmingly the favorite local music store, garnering as many mentions as all other cited stores combined. Runners-up, in order, were Olsson's; Borders, Kemp Mill, and Serenade (equal mention); music stores outside the Fund office area, such as Waxie Maxie's, Melody, CD Cellar, 12-Inch Dance Records, and Music Now, were also cited. A few respondents made it clear, however, that they preferred Tower only because of the selection it offers—in one respondent's words, "by default, and only since they stopped making their scary punk clerks serve time in the classical music section as a punishment for behaving badly in the heavy metal section."

Spin the Dial. Most popular radio stations were WETA (weekday classical and weekend folk music) and WHFS (modern/alternative rock and weekend reggae); WGMS (classical) and WAMU (bluegrass, folk, and talk/interviews) also received several mentions. Other stations listed were DC-101, WCXR, and 98-Rock for rock music; WGTS and WBJC (Baltimore) for classical; WKYS, WDCU and WHUR-FM for urban, jazz, and reggae; WXTR, WBIG, and WRBS for "oldies" and reggae; and WMZQ for country.

Jacked into the Global Village.

Respondents who favored world music outnumbered those who disliked it or were unfamiliar with it. If international folk music is included, this category widens in popularity. The problem with the term "world music" is its cultural centrism, as **Jim Corr** ("I suppose this means non-U.S.; for the Bulgarian or Irish, they [Le Mystère des Voix Bulgares, Clannad] are not 'other'") and **Elie Canetti** ("It seems to me a little peculiar that these guys have been playing this same music for years, and once it's discovered it's considered in the West to be...new") rightly pointed out.

Vito Tanzi was unfamiliar with the term but listed African folk music and Baroque classical music as his favorite genres. **Marta Vindiola** thought that world music "is an exponent of the universality of people" at the same time that "it deals with their individuality." Other respondents were open-minded about world music: **Shari Metzger** wrote "Sorry, haven't really heard any, but now I will listen for it"; **Chartchai Parasuk** commented that it "depends...if it's good, yes"; and **Alvaro Correa** said that "I like all good music, irrespective of its cultural underpinnings; the music speaks for itself."

Aversion to international music was rare. (This was not true for other forms: **Mai Stuart** cannot abide rap and New Age music—"this awful unmelodic monotonous rippling piano rubbish known as 'spring, summer, autumn, winter'...sounds like a stuck harp"—and **Kellett Hannah** dislikes Frank Sinatra, Tiny Tim, and the past four years of Madonna.)

As regards world music, a highly placed (but anonymous) lover of classical music who works in I-Square commented that "I am not much interested. I have enough to get on with in my existing interests." I would not ask this respondent for a review of *Planet Drum*, Grateful Dead drummer Mick-

ey Hart's world music disc, since the respondent continued that "As I type, I hear this appalling drumming that goes on and on monotonously from 6 p.m. until 8 p.m. almost every night by the [Farragut West] Metro station entrance. Drives me absolutely berserk!"

Whatever their opinion about world music's popularity, staff agreed on the cause: in a word, as one respondent put it, "globalization." The anonymous, drum-weary respondent cited above said that the greater availability of international artists "is a function of technology and the development of the 'global village.'" "Borders are electronically transparent and old cultural forms (particularly Western ones) need reinvigoration—this is an exciting time for cross-fertilization and genre 'crossovers,'" another respondent wrote. **Suzanne Meehan** echoed this point: "people like to try new things; one gets a bit bored with the Western tradition..." But **Officer Michael Coleman**, a security guard stationed in the 1875 side of I-Square (and a musician himself off-hours), who favors orchestral classical music, phrased it the most poetically: "The eyes have art, the ears have music; one can never see too many different types of artwork, can one?"

Current Taste. I borrowed two questions—about most recent record purchases and about "desert island discs" (indispensable favorites)—from the holiday issue of Tower's *Pulse!* magazine. The first question was intended to indicate current taste; the second, to indicate the range of taste. Not surprisingly, responses were as unique as respondents, with some coincidences.

As regards current listening, **Elie Canetti**, along with two of the anonymous respondents, recently bought *Vs.* by Pearl Jam (as well as a set of 1940s Les Paul Trio recordings). **Baydar Gürgen**, who favors classical music as well as African, Caribbean, and East

European folk music, listed a recording by the South African reggae musician Lucky Dube as his last purchase. **Sara Kane** counts Paganini "violin stuff," Reicha wind quintets, and Abel symphonies among her recent acquisitions.

Both **Jim McEuen** and **Suzanne Meehan** recently brought home *The Holy Ground* by Mary Black. **Shari Metzger** bought the eponymous discs of Gin Blossoms and Counting Crows. **Shuja Nawaz**, who likes classic rock, modern jazz, and Urdu *ghazals*, purchased *Janet* by Janet Jackson. **Acif Rehman**, an aficionado (and sometime deejay) of dance music, picked up DJ Duke's *Blow Your Whistle*.

Mai Stuart bought all the tapes of k.d. lang. **Beverly Tait** picked up a collection of Johnny Mathis songs. **Vito Tanzi** brought home *Drums of Burundi* and Mozart's *Piano Concerto 21*. **Therese Turner-Huggins**, who enjoys jazz and R&B, recently purchased Sade's *Deluxe*. **Marta Vindiola** bought *Live in Argentina*, featuring Mercedes Sosa.

Desert Island Listening

What music would you simply *have* to have with you if stranded (alone) on a desert island—or in one of the Fund's more remote mission destinations? The range of indispensable favorites of the Fund staff polled is impressive: from Pearl Jam to Puccini. Equally impressive is the openness most staff showed toward "good" music of all kinds.

As **Elie Canetti**, who in his life outside the Fund is arranging music for a musical, wrote: "Duke Ellington once said...that he liked 'good music'. I used to think that a completely empty statement, but as I grow and open myself to more and more types of music, I begin to realize the profundity of the statement...to me, the musicians I most admire have always made those connections to what went before them, and to what is going on around them."

In this vein, many respondents quibbled over Tower Record's concept of "desert island discs," finding it "bleak" (Alvaro Correa) and delimiting. "Can I take my whole collection if I use the Fund movers to get to the island?" Suzanne Meehan asked.

Nonetheless, a list of all-time favorites (however often such a list may change) gives a kind of map of one's musical aesthetics, and an array of such lists suggests music that others might like to try. So here goes...

Anonymous 1: Bach, Mozart, Mahler, Dvorak, Beethoven. **Anonymous 2:** Pearl Jam, Vs.; Led Zeppelin, *Led Zeppelin IV*; David Sanborn; Judy Collins. **Anonymous 3:** Messaien, *Quartet for the End of Time*; Puccini, *Tosca*. **Anonymous 4** (not to be confused with the best-selling, all-woman, early classical ensemble who performed *An English Lady* and *On Yoolis Night*): David Sanborn, *One from the Heart*; the original score to *Phantom of the Opera*; Carole King, *Tapestry*.

Mauricio Bourdin and Alicia Etchebarne-Bourdin: Vivaldi, *The Four Seasons*, performed by K. Botvay and the Budapest Strings; Carulli-Molino, *Guitar Concertos*, performed by Pepe Romero and The Academy of St. Martin in the Fields; *Bandoneon Pure: Dances of Uruguay*, performed by Rene Marino Rivero; Brazilian sambas by Vinicius Du Moraes and Torquinho; Rod Stewart, *Unplugged and Seated*.

Elie Canetti: Beethoven, *Ninth Symphony*, recorded by Toscanini and the NBC Symphony Orchestra; Charlie Parker, *The Savoy Sessions*; Bill Evans, *Conversations with Myself*; The Clash, *London Calling*; Pearl Jam, *Ten*.

Jim Corr: Bach, *Double Violin Concerto*, with David and Igor Oistrakh; Tom Paxton, *The*

Compleat Tom Paxton; anything by Bob Dylan; The Corries (Scottish folk group); Bartoli, *Eighteenth Century Italian Songs*.

Alvaro Correa: J.S. Bach, *B-Minor Mass*, and *The Well-Tempered Clavier*, performed by Glen Gould; John McLaughlin and Shakti, *Natural Elements*; Frank Zappa, *The Grand Wazoo*; Ravel, *Gaspard de la Nuit*.

Baydar Gürgen: Mozart string quartets; Zaïrian musicians; Caribbean zouk, soca, and reggae music; Turkish folk music; Macedonian Gypsy music.

Kellett Hannah: Tim Galway's rendition of "Amazing Grace"; anything by Butch Hancock; a tape of Katherine Hepburn reading "just about anything."

Jim McEuen: Dead Can Dance, *Aion*; Alain Stivell, *Renaissance of the Celtic Harp*; Bryan Ferry, *Boys and Girls*; Praetorius, *Music from Terpsichore*; Philip Pickett and the New London Consort, *The Pilgrimage to Santiago*; Montserrat Figueras and Jordi Savall, *Cant de la Sibilla*.

Tami Mackes: Pearl Jam, *Ten*; Alice in Chains, *Dirt*; Led Zeppelin,

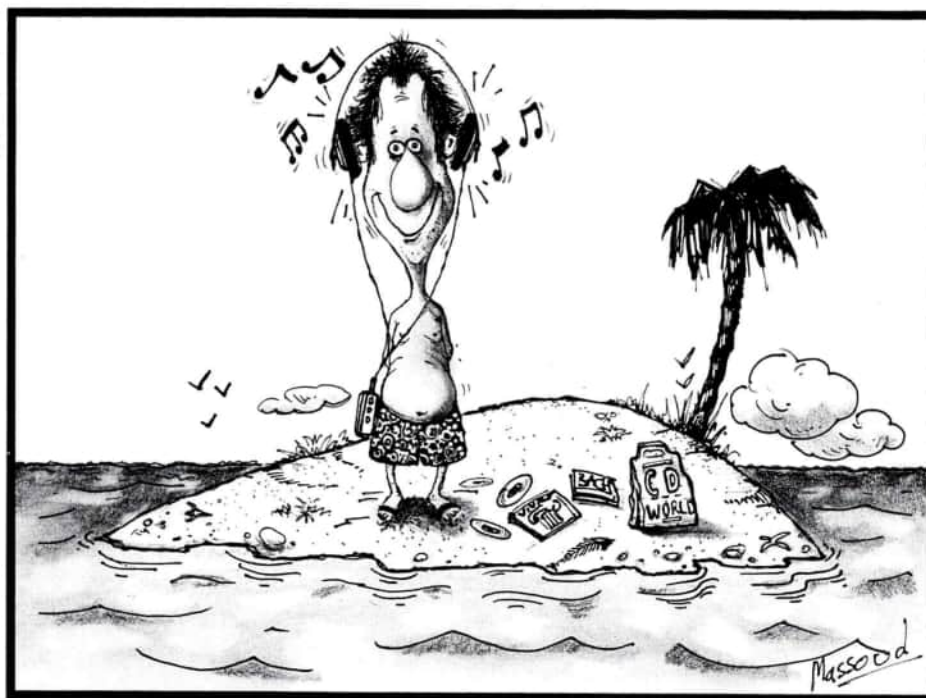
Led Zeppelin III; Rush, *Moving Pictures*.

Suzanne Meehan: Verdi's *Requiem* with Leontyne Price; Bach cello concertos, performed by Yo-Yo Ma; Chopin's *Nocturnes*.

Shari Metzger: The Clash, *London Calling*; Talking Heads, *Sand in the Vaseline*; Neil Young, *Rust Never Sleeps*; Elvis Costello and the Attractions, *Best of...*; early Bruce Springsteen.

Shuja Nawaz: Tchaikovsky, *Symphony No. 6—Pathétique*; Noor Jehan, *Greatest Hits* (Urdu, Pakistan); Mehdi Hasan, *Greatest Ghazals* (Urdu, Pakistan); The Beatles, *Greatest Hits*; The Rolling Stones' first album; Wynton Marsalis.

Chartchai Parasuk: Wagner's *Tristan and Isolde*, with M. Price and R. Kollo, conducted by C. Klieber; Puccini, *Madama Butterfly*, with R. Scotto and Placido Domingo, conducted by L. Maazel; Verdi, *Don Carlo*, with K. Riciarelli and Placido Domingo, conducted by Claudio Abbado; Rachmaninoff, *Piano Concerto No. 3*, performed by Vladimir Ashkenazy.



Acif Rehman: Lil Louis, *French Kiss*; Todd Terry, *Samba*; Sade, *Sweetest Taboo*; Lenny Kravitz; De La Soul.

Mai Stuart: Bach, Liszt, The Beatles, k.d. lang.

Beverly Tait and her husband

Noel: Bob Marley; The Drifters; The Shirelles; The Beatles; Junior Walker;

Ahmad Jamal, *Jamalca*.

Vito Tanzi: Vivaldi, *The Four Seasons*; Albinoni, *Adagio*; Mozart, *Piano Concertos 20, 21, and 27*.

Therese Turner-Huggins: Sade, *Deluxe*; Anita Baker, *Rapture*; Ray Charles, *My World*; Tracy Chapman; Grover Washington, *Winelight*.

Marta Vindiola: Linda Ronstadt, *Canciones de Mi Padre*; Beethoven, *Sixth Symphony*, performed by von Karajan; 10,000 Maniacs, *In My Tribe*; Tchaikovsky, *Greatest Hits*, Leonard Bernstein and the N.Y. Philharmonic; various artists (compiled by David Byrne), *O Samba*. **Jim McEuen**

Disc Contentment: Confessions of an Audiophile

My compact discs (CDs) have spilled over the space that living room and children have begrudged. More pile up in the bedroom upstairs, where a second, portable CD player now resides (at the time, it was easier to buy another CD player than to drill and string speaker wire; now there are cordless speakers that pick up audio signals through walls and floors). And the CDs have proliferated in category as well, especially since the expansion of music stores' "world music" or "world beat" bins.

Depending on mood, I now can switch from koto to flamenco, from cello to Smashing Pumpkins, from viola da gamba to gamelan, from medieval dance to Talking Heads, from Slavonic sacred chant to Soul Asylum, from Chieftains to didgeridoo...and do. It's a big world of music, and getting smaller all the time.

When my first CD player arrived as a Christmas gift six years ago, I liked what others had liked about CDs: the clarity and seeming ability of the music to travel around corners; not only the CD's capacity to store more music, but its smaller size. I also liked the silver flash of the disc in evening light and the ritual of opening the "jewel box" and the player's little slide-out drawer (such an easy substitute for the ritual of sliding the LP from its jacket and sleeve and dropping it on the turntable).

But the real key to my enthusiasm was timing: the CD player arrived one month after the birth of my second son. With headphones against the engulfing human noise, I had found a last refuge of solitude. And in that solitude and reverie, my musical horizons began to stretch.

First, I sated pent-up demand for new releases I had put off buying and replaced essential LPs (some arcane favorites will probably remain unremastered, and I mourn the loss). But then I began pushing off into uncharted waters, buoyed by the new technology and uncaring that I couldn't preview CDs before bringing them home (large stores now have listening stations for this purpose). I discovered that it is possible to use music as a kind of imaginative geographic and time travel. Like the digital sound, I too could travel, disembodied, around insurmountable corners.

For example, my past liking for American folk music, much of it from the Appalachians, led me to explore "Celtic" folk music from Scotland and Ireland (and later, Brittany), the home ground of the immigrants who settled Appalachia. I realized that I was also exploring, through music, one branch of my own genetic roots; exploring the other led me to southern Spain, to The Gypsy Kings, and to a much earlier time, the music of Arab Andalucia and the *cantigas*, religious folk songs of

the medieval Spanish "pilgrim road." A CD of Sacred Harp "shape-note" singing as performed in the American South led me to two CDs by Joel Cohen and the Boston Camerata, *New Britain* and *The American Vocalist*, that made even clearer the connections between choral music of the contemporary period and that of much earlier times. Here were living links of an oral/aural tradition.

The music of a culture other than one's own communicates—immediately, nonverbally, intimately—some essence of that culture and another tonal variation of the human. This holds true of past cultural eras, too. The chant, pilgrims' and wandering students' songs, carols, and dances of the Middle Ages convey the devotion and ribaldry of that distant time.

One morning last October, my wife and I shared our growing enthusiasm for the medieval period—in costume, and armed with transparencies and props—with four seventh-grade World History classes at T.W. Pyle Intermediate School in Bethesda, which my older son attends. My wife, Caroline, lectured on everyday life, especially women's lives, at the time; I played deejay, sampling 1,000 years of music (from 600 to 1600 A.D.) on my portable CD player. We wowed them, and a similar presentation for Spanish classes is in the offing.

Jim McEuen

More Claims on Their Time

MetLife's experience at the Fund suggests increased stress may be taking a toll in an unlikely spot:
the Medical Claims Office



MetLife's Customer Service Representatives Rainette Henson-Wiggins (left) and Robin Nowell have seen an increasing number of angry and sometimes verbally abusive staff members.

In recent years much has been written about the toll exacted by escalating work pressures. But how do you measure heightened strain, chronic fatigue, or frazzled nerves?

One unexpected indicator in the Fund has been a notable increase in the number of agitated staff members visiting or calling the MetLife Medical Claims Office. Since 1992, the Claims Office has seen a sharp rise in the number of incidents in which staff members have screamed or cursed at MetLife's two Customer Service Representatives. Processing time (approximately two weeks) and error rates have remained constant; the decibel level at the Medical Claims Office has not.

John Nicoson, Chief of the Insurance and Pensions Section of Staff Benefits, and Sharon Dove, a Personnel Officer there, believe that increased office stress coupled with personal or family illness have pro-

duced the exceptionally volatile climate that the Claims Office has witnessed. MetLife representatives Robin Nowell and Rainette Henson-Wiggins have borne the brunt of it, frequently finding themselves caught between the Fund, which is self-insured and sets its own policy on coverage, and MetLife, which simply administers the program.

The Medical Claims Office essentially functions as a conduit—collecting and forwarding paperwork to processing centers in Newark, Delaware (for medical claims) and Warwick, Rhode Island (for dental claims). A check processing operation in South Carolina cuts individual checks and mails these to staff members (previously checks were FedExed to the Claims Office, which distributed them internally.)

The Medical Claims Office, in addition to ensuring that paperwork is complete and ready to be processed, is also called upon to explain why procedures are, or are not, covered and why reimbursement levels are what they are. The volume of calls and visits has always been high in the Fund—much higher than would be customary in a U.S. firm. Much of the reason for this lies in the many

Health Care Reform

The United States is debating health care reform, and the Fund staff may be affected. To keep abreast of developments, the Fund has established a working group of Gregory Conway, TRE; Sharon Dove, ADM; Paul Mathieu, SAC; Ellen Nedde, WHD; Minako Oka, OBP; and Joan Powers, LEG. John Nicoson, ADM, is chairing the working group.

nationalities to be served in the Fund's staff and the inherent complexity of the U.S. health care system. Many non-U.S. staff simply can not understand why they have to be involved in a claims process and why "insurance" covers only part of their expenses.

To the service representatives falls the task of deciphering both the U.S. health care system and the Fund's own idiosyncrasies. Much of what they are able to tell staff is already available in the Fund's booklet on health care benefits, but little of it is intuitively knowable. Staff often need to look up information or call; they commonly call.

One frequent query is how "reasonable and customary charges" are determined. Staff members often visit the Claims Office asking to see a list of charges. There is no such list. The computerized processing operation in Delaware is fed individual claims and it matches the procedure and the zip code of the health care provider against a list of acceptable charges for that locality. Reimbursement rates are simply too complex and too variable to be handled manually anymore. (A more detailed discussion of how reasonable and customary charges are calculated will appear in a forthcoming issue of *Staff News*.)

The Claims Office handles an estimated 35,000 claims a year. It also receives, on average, 50 phone calls a day and a dozen or more walk-ins. (In a slow month this can translate into 15 hours on the phone and 20 hours spent discussing cases with walk-ins over the course of a week.) The service representatives also have nearly a dozen "regulars"—staff members who average 3–4 visits and as many as 20 phone calls each week.

The Fund has wrestled with how it can be responsive and yet encourage use of already available information, such as the medical insurance booklet. It has begun to look for ways in which to shift resources to ensure timely responses to inquiries. The recently

announced change in check mailing procedures will slow delivery by approximately two days, but expand the amount of time available to answer phone and written inquiries.

It is less clear what can be done about the handful of staff members who spend significant amounts of their own and Claims Office time on questions of coverage or reimbursement. The Fund has been reluctant to either counsel or discipline staff members—something other organizations seem to do—although it is considering logging in visits and phone calls, so that excessive demands on the Claims Office's time can be assessed.

In the meantime, the Fund hopes that greater staff awareness and added time for staff inquiries will ease tensions at the Claims Office and keep complaints or concerns from spilling over into verbally abusive behavior directed at the service representatives.

The MetLife representatives for their part seem to understand that staff members who come down to the Red Level are more likely to be angry than satisfied, but the fits of temper have been frightening. And the relative isolation of their Red Level office leaves them feeling particularly vulnerable. "I wonder if someday they'll come in in the morning and find us sprawled on the floor," Robin Nowell laughed, her eyes rolling into a quizzical "you never know" expression.

Dos and Donts

Filing a medical claim, or have a question? Remember the following:

- Attach a claim form with each submission of your doctors' bills. More than one third of all claims come in without the necessary form. Your bills can't be processed without it.
- Have a predetermination of costs done for any expensive procedures (such as surgery). It will let you know what's covered and what's not. And it will spare you some unwelcome surprises.

That Medimet Card

More than a year ago the Fund distributed a Medimet Card, which allows staff to purchase prescription drugs at only 20 percent of their average wholesale cost. The generous program, however, has met with a underwhelming response.

The Medimet program covers 80 percent of the price of prescription drugs purchased at participating pharmacies (including all of the largest drug store and super-market chains). It also fills mail-order prescriptions (a 90-day supply is \$12).

So why aren't staff members using their cards? The suspicion is that many cards are still buried in the piles of unread or underread materials that most staff members maintain in their offices.

Another, and more curious, phenomenon is the small percentage of staff who refuse to present their cards to their pharmacists. They pay full price and then submit a reimbursement claim despite cumbersome forms and a lengthy processing period (over a month).

Staff are urged to use their Medimet cards. Dig out those new cards issued in January and keep them in your wallet. They can save you quite a bit of money.

- Attach separate claim forms for medical and dental bills. They are processed at different sites.
- When in doubt, refer to the Fund's medical benefits booklet. Sometimes the answers to your questions are right at your fingertips.
- The International Monetary Fund runs its own health insurance program. The MetLife Claims Office can explain the Fund's policy; it can not change it.

Those New Wing Elevators, Redux

A protracted retrofit has snarled vertical traffic in the new wing for months, but computerized operations promise more efficient service

Massachusetts Avenue has been rebuilt; the Channel Tunnel is completed, even the GATT negotiations have been concluded," a staff member observed—his sigh exuding more exasperation than wonderment. "Why haven't we been able to repair the elevators in the new wing?"

The workings of the new wing elevators may not capture national or international attention, but they have certainly been the object of much comment and complaint in the Fund since the new wing opened in 1983. The three passenger elevators, which service the H Street entrance as well as traffic to the garage, fitness center, and cafeteria, have always seemed to run more slowly, and sometimes more quirkily, than elevators in the original headquarters building. A traffic study commissioned in 1988 indicated that usage was indeed significantly higher than had been envisaged when the addi-

tion was designed. (A "trip counter" in one elevator recently recorded 18,000 trips in a little more than a week.)

With construction of an additional elevator shaft out of the question, the only options open to the Fund were patience (in the hope that Phase III, once open, would alleviate some of the traffic) or embarking on a major retrofitting that would use employ the latest technology to increase efficiency.

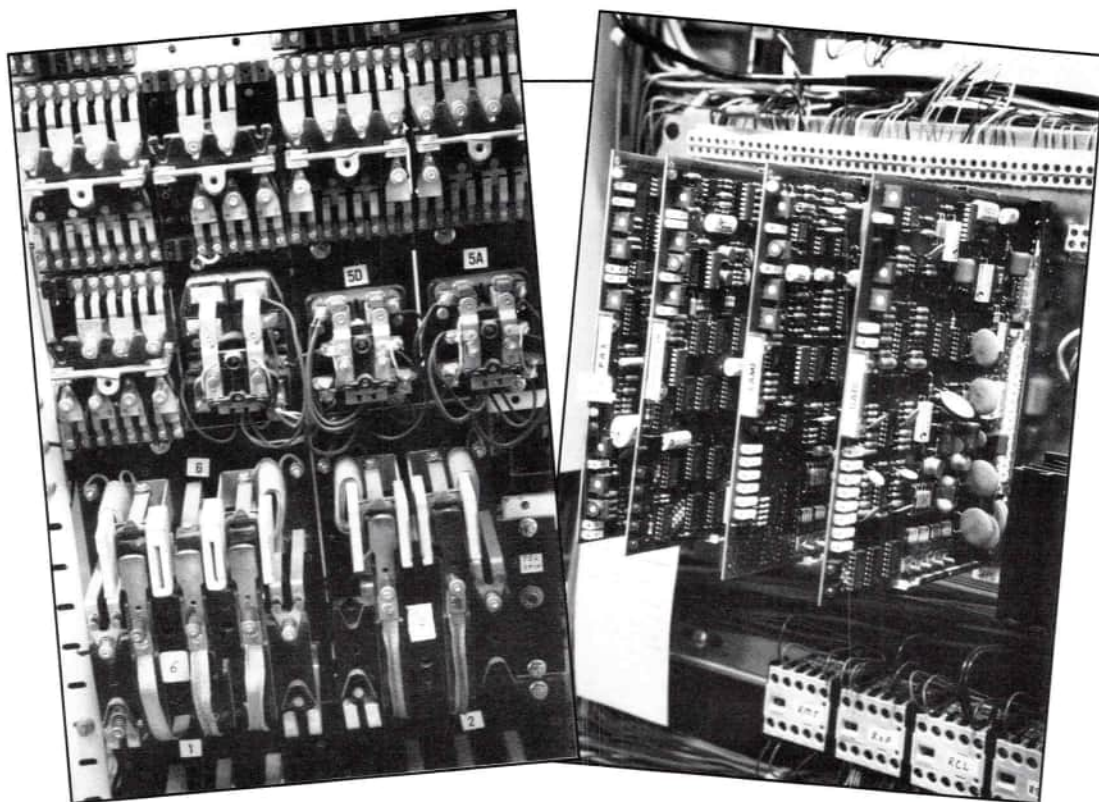
The Fund elected to proceed with the retrofitting, and put the project out to bid. It ultimately selected Schindler Elevator Corporation, a Swiss group that had taken over Westinghouse elevators (the original manufacturers and servicers of the Fund's elevators). Schindler was familiar with the Fund's equipment, but its projected date for completion—October 1993—soon proved woefully unrealistic.

Ernest Wilder, Deputy Unit Chief of Facility Operations in ADM, concedes that Schindler significantly underestimated the complexity and time-consuming nature of the project. Schindler has absorbed the additional financial cost, but the lengthy delays (the project is now scheduled to be completed by April 1, 1994) have translated into significant and extended inconvenience for staff members using the new wing elevators.

Wilder and John Parsons, Assistant Chief Building Engineer, believe that the extensive work on the elevators will translate into clear improvements in the responsiveness and dependability of service. At the heart of the retrofitting process is the replacement of largely mechanical controls with computerized controls that are capable of "learning" traffic patterns and adjusting service to varying intensities of demand.

Ernest Wilder (forefront) checks floor plans at the Fund's Fire Command Center. John Parsons examines a video display screen that monitors, and can control, elevators in the new wing.





The Schindler retrofit entailed replacing Westinghouse's old "ZMT" controls (left) with a computerized "Miconic V" system that can learn, and adapt its service to, varying patterns of passenger use.

The computerized system will allow the elevators to "learn" a basic pattern of use, coordinate service among the three elevators, and adapt as and when that pattern changes. The first "intelligent" elevator came into service in October; a second came on line in January. The benefits will not be elevators that move faster in their shafts (there will be no dizzying speeds). The elevators will leave and enter their stops somewhat faster than was previously the case, but the transitions will be smooth and the increase in speed will be barely perceptible.

What will change is the coordination among the elevators. Computerization affords the capacity to learn and adapt continuously, and permits them to "read" demand and respond to it more efficiently. There should, for example, be fewer instances in which all of the elevators are headed in the same direction at the same time.

So why has it taken sooo long? One answer is that elevators are far more complicated than they look, although a glance at the maze of switches and levers on the old control center does give a palpable sense of the hundreds of small and interrelated steps involved in traditional elevator

operation. And given the heavy use they are put to in the Fund, only one elevator at a time could be pulled out of service to be worked on.

A more pointed explanation is a grossly underestimation of the complexity of the retrofitting operation and a grave miscalculation on the time it would take to complete the change over from a mechanical system to a highly computerized operation. (New elevator installation are far more common than modernizations, and much easier to plan and schedule.) Schindler originally estimated four to five weeks of work on each car but that quickly burgeoned to 12 weeks on average.

Much of the work took place in the Fund's "penthouse," which rests above the thirteenth floor of the new wing and stores three massive panels that control each of the elevator shafts. And it is here that much of the slow and painstaking work of demobilizing one system and installing and test running Schindler's new computerized Miconic V technology is taking place. Engineers from Schindler carefully calibrate, test, and recalibrate the new computerized panel.

At the moment the penthouse still features a mix of both old and new

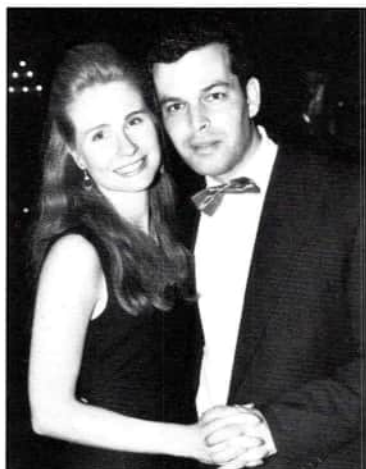
technologies. The original system, which has been in place for about 12 years and is still used in the Fund's other elevator banks, features an impressive mechanical complexity. Its intricate rows of levers click and snap in arhythmic waves, signaling the movement of the car through its shaft. The new system, its electronic circuitry embedded into a series of boards, is silent and still by contrast. Installing the new computers is less a matter of tools and wires and more a matter of engineers sitting at their keyboards patiently programming and reprogramming to synchronize the elevator's workings.

The newly computerized elevators are monitored, and controlled, at the Fund's Fire Command Center, which is located near the 19th Street entrance to headquarters. A video display at the Command Center indicates where each elevator is, and, in the event of an emergency, allows fire or rescue crews to locate elevators that may contain trapped passengers. The retrofitted elevators dovetail with the highly computerized operations of the Command Center, which was completed in mid-1993 and now consolidates the Fund's safety systems into a single location.



Holiday Memories '93





D.C. Cares Provides Ease, Flexibility For Those Who Want to Volunteer



Robin Haytowitz (left), Acting Director of D.C. Cares, explained to staff that her clearinghouse can pair willing volunteers with charitable organizations that need help. Brigitte Camdessus introduced the event.

How can Fund staff give something back to their community? Brigitte Camdessus, speaking to a noon-time seminar at the Visitors' Center, noted that interested Fund staff members, especially expatriates, often are frustrated by the lack of information on, and access to, volunteer activities. There are great needs in the city, she said, and the IMF and the World Bank—two of the larger institutions in the city, can set a “good example” of civic responsibility. With needs, both urgent and chronic, here in Washington, how do you take the first step? Whom do you call? A recent noon-time seminar was arranged at the IMF Visitors' Center to introduce Fund staff to D.C. Cares.

D.C. Cares was established to make it easier for people to help people, explained Robin Haytowitz, Acting Director of the organization. This local clearinghouse acts as a conduit to bring needs and resources together. “We take all the red tape and

phoning out of volunteering,” she said. “We research the organizations and gather in one place information about activities, for example, to help the homeless, the disabled, seniors, at-risk youth, or the environment. We train project coordinators to lead groups, and we make sure that when you show up for a project that you have the tools you need to do the job.” D.C. Cares can also provide information on aspects like parking and security, which are peripheral to volunteer activities but nonetheless important to many volunteers.

Haytowitz explained that D.C. Cares offers volunteers three different levels of commitment: regular monthly team projects, specific projects (on a one-time basis), and individual referrals. The clearinghouse requires that prospective volunteers attend an hour-long orientation program. Once this step has been completed, volunteers are free to sign up for activities from the group's monthly calendar of events.

In answer to questions from the audience, Haytowitz explained that D.C. Cares always overstaffs its projects so that work can go on even if individual volunteers are unable to participate at the last minute. Even those whose work and family demands leave little time for structured activities can be accommodated. D.C. Cares can, for example, put individuals in touch with organizations that might need lunch-hour or work-at-home assistance.

Haytowitz noted that as an organization, D.C. Cares “can make a commitment of time and energy that individuals sometimes can not make. We encourage you to come and talk to us about what interests you. We can research volunteer opportunities for you.” After a volunteer attends orientation and indicates interest in an event, D.C.

Cares provides the name of the project coordinator and an "event sheet" with information about the organization you will be working with, a meeting place, and a map.

There are also, she added, opportunities for team or corporate projects. D.C. Cares is at the moment planning a "Servathon" on May 14. This day of service, which involves thousands of metro area residents and numerous projects, is a fund-raiser as well as a spirited expression of commitment to public service. Individuals, teams, and organizations are encouraged to solicit pledges for the day's projects. Last year, 2,000 people met on the Washington Monument Grounds and then

fanned out to paint, repair, and pick up litter (including one group that used canoes to retrieve litter). Volunteers need only come dressed to work. D.C. Cares handles the logistics. The Servathon projects usually entail a commitment of 4 to 5 hours, Haytowitz said, and are a good way sometimes to begin volunteering. (Those interested in forming an IMF team at this year's Servathon should contact Juanita Roushdy at x 37085.)

If you are interested in volunteer activities, Haytowitz assured her audience, the possibilities "are endless." And as a member of the audience remarked at the end of D.C. Care's presentation, it couldn't be easier.

For Volunteers...

A club is forming in the Fund for staff who would like to know more about, and want to participate in, volunteer community service. Volunteering is an excellent way to gain new skills, help others, make new friends, and, most important, improve the quality of life in our community.

An exploratory meeting will be held Tuesday, March 29, at 12:30 pm in Room 10-403.

For more information, please contact Juanita Roushdy (x37085) or John Huddleston (x37119).

Fund and Bank Volunteers to Co-Sponsor "Christmas in April" Rehab Project

Christmas in April is a nation-wide, nonprofit organization that annually gathers volunteers and funding to renovate homes of low-income disabled and elderly persons, and nonprofit facilities. The organization has been growing rapidly and now has more than 120 programs in nearly 40 states. In its brief history it has rehabilitated over 14,000 homes and contributed nearly \$70 million worth of renovations.

On the last Saturday in April every year—this year the project date will be April 30—the organization sponsors a nation-wide repair blitz; hence the name Christmas in April. In 1994, it will provide the materials and volunteer labor (skilled and unskilled) to repair 90 houses in the Washington area.

Those of us who volunteered to help on a World Bank-supported project last year (see *Staff News*, July 1993) had a tremendous experience and all

plan to join forces again this year on what we hope will be a formal effort on the part of Fund staff to cosponsor a project with the World Bank and provide the necessary volunteers. Christmas in April has assigned us a much larger project—not a small row-house like we had last year but a women's shelter in northwest DC.

If you are interested in joining this volunteer effort or if you would like

more information about the contributions of time and/or money we will need to complete the project, please come to a meeting on **March 25 at 1:00 p.m. in Room 7-403** at headquarters.

Anyone can volunteer! For the project we have been assigned, we know we need a large number of volunteers willing to paint. Those able to do plaster work, minor electrical repairs, plumbing, and carpentry work are always welcome and much in demand. If you find yourself interested in helping but unable to participate on April 30 (or on our prep date, which will be the weekend before), contributions are needed to cover the cost of materials and supplies.

We hope you will join us on March 25, or call us if you have any questions. For more information, contact Juanita Roushdy (x37085) or Sheila Meehan (x38293).

Juanita Roushdy



**CHRISTMAS
IN APRIL**
WASHINGTON DC

A Pet Project

Mary Ann Miles, and her retriever, Maya, are enthusiastic volunteers in an unusual program to help the elderly

The variety of ways in which you can volunteer really is, as DC Cares likes to say, endless. Mary Ann Miles participates in Fairfax County's Pets on Wheels—a program designed to bring pets together with elderly nursing home residents and shut-ins.

Miles' own involvement began casually, when she and Joslin Deeks began to take their dog on visits to Deeks' mother in a Connecticut nursing home. Residents of the home were so responsive to Maya (her curly-coated retriever) that she wondered whether local nursing homes might be interested in visits. After several calls to county offices, she discovered Pets on Wheels, a program sponsored by the Fairfax Area Agency on Aging.

Miles took an hour-long orientation program, and watched a film on the joys and frustrations of working with elderly patients. For Miles, who had extensive first-hand experience, the film held no surprises.

The next step was a series of tests to measure her dog's aptitude for such work. First, the county required a clean bill of health from Maya's veterinarian, and that she got readily. Next Maya was "interviewed" to see how she might adapt to a nursing home environment. Maya gave no evidence of being threatened by wheelchairs or walkers. And when a jar of pennies was tossed on the floor, she responded quizzically, but calmly to the sudden, loud noise (this unusual test was appropriate, Miles said, because the dog would hear sudden, loud shouts from some of the more severely senile patients). Left alone with strangers, Maya was friendly and responsive. In short, her gentle, affectionate temperament was just what the program was looking for.

Maya's certificate in hand, Miles contacted Fairfax County again and was asked to choose a nursing home. She selected one in Burke that was close to her home. The nursing home

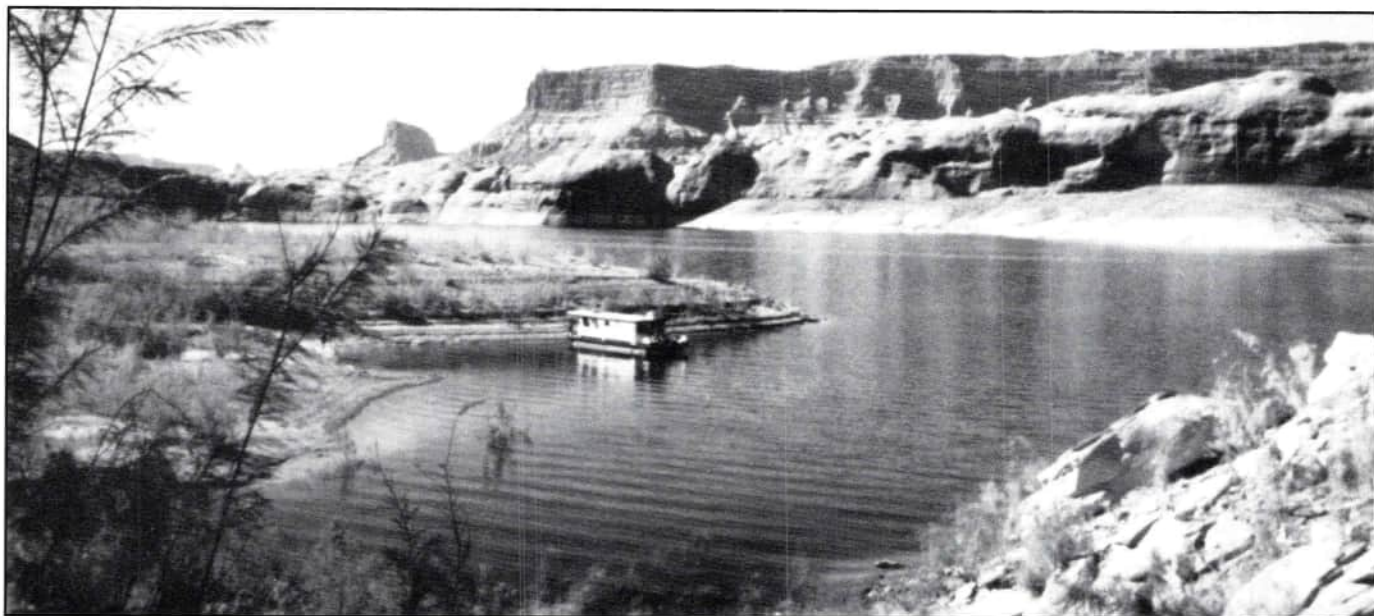
offered a brief orientation to the facility and explained the "dos and don'ts." (Some patients expressly did not want to see pets, and all pet owners were reminded to ask for permission to visit before bringing in a canine guest.) Trained and ready, Maya and her owner visited Burke for the first time.

"At each doorway we asked residents if they wanted a visit from Maya," Miles said, noting that it is her dog, not she, who is the official guest. "Nine out of ten residents asked us in." It is the owner's responsibility to keep the dog on a leash and under control, she noted. "You should always make sure your dog isn't given something to eat or doesn't consume medication that might have fallen on the floor."

Residents of the first floor of the nursing home were generally alert and interactive; patients on the second floor tended to be much less well off. Maya and Miles visited both. "The experience isn't depressing so much as it is rewarding," she said. "I felt a strong sense of contribution. It's really extraordinary to see your dog put a spark back in someone's eye. It's amazing just to see the smiles and hear the squeals of delight when people see your dog. There's almost an overwhelming sense of giving."

Pets on Wheels is looking for more volunteers, and they aren't limiting their ranks to canines. The current group includes several cats and two rabbits! The program asks volunteers to make a commitment of at least a year, but schedules can be arranged on a monthly, weekly, or daily basis. The hours are flexible and include weekend and weekday times. For more information, please call (703) 324-5411.





A houseboat on the San Juan arm of Lake Powell, Utah, served as home for eleven amateur archeologists.

A Working Holiday

Have you ever been invited on a yacht for a weekend, only to find that you were the crew and not the guest? Well, my vacation was a bit like that.

I'd been thinking about a vacation for a while, but I just hadn't made up my mind whether I wanted to laze on a tropical beach or seek adventure. Whether I wanted to be in warm climes or trek up a mountain peak. My indecision was resolved by an excited message left on my answering machine. It said something about hiking, Utah, Four Corners, a houseboat, and swimming. I didn't know where Four Corners was, but the rest of the places and things to do seemed to satisfy all my vacation demands. Best of all, I didn't have to do anything except say yes and pay. And the timing was right—early October.

Some say you should look before you leap. Others say leap and hope for the best. Well, I leapt. After a few messages on answering machines, I was committed. My friend, it turned out, was going to write an article on the Glen Canyon area of Lake Powell in Colorado for a travel magazine. We would be spending eight days aboard a

houseboat on Lake Powell, she explained, and each day hike into the canyons to see Navajo rock art. The trip would be escorted by an archaeologist, Tom Keller, and a naturalist and poet, Ann Weiler Walker. We both agreed it sounded great. Magnificent scenery, exercise, lazy living aboard a houseboat, homemade meals, and lots of swimming and sunning ourselves. Oh, we were looking forward to the luxury of it.

My first suspicion that this vacation might not be as luxurious as I anticipated came when I received an "Items to Bring" list. "Bring sheets, blankets, and pillow or sleeping bag, bring soap, bring towel." What! The clothes section mentioned waterproof clothing, long johns, and hat." What about swimming? What about suntan lotion? Under the miscellaneous section, I was asked to bring a pencil, tape measure, graph paper, and clipboard. What did I need *those* for? The final blow came under "liquid refreshments." Because of limited space aboard the houseboat, the instructions said, participants were asked to order liquid refreshments and limit the amount to what they could reasonably consume. Once on the houseboat, it was explained, there would

Some vacations aren't what we expect them to be—they are much more.

be NO opportunity to replenish ANYTHING. How did I know if I would yearn for beer or fine wine? And how much would I consume in eight days? Who knows, I might be driven to drink. This definitely was not sounding like the comfort cruise I had in mind.

The "Items to Bring" list, needless to say, caused a temporary moment of panic. I rummaged through the other material sent by the company and found a letter explaining the trip and its purpose—something my friend had obviously neglected to tell me. (It turned out she didn't know either.) The trip was being run by the Four Corners School of Outdoor Education in Monticello, Utah, in conjunction with the Navajo Nation Historic Preservation Department. The purpose was to sail up the San Juan arm of the Colorado River in the Glen Canyon to search for, document, and draw Anasazi rock art and settlements. The documentation would then go to those managing Navajo Tribal Lands, where it would be studied, catalogued, and filed for future reference and research. Participants, if eligible, could receive full college credit.

Well, alright. My panic subsided. I realized that this was a research trip and I, a body. But another wave of panic started to rise. I had rummaged even further into the literature from Four Corners School and found *Glen Canyon: A Summary*, an anthropological paper from the Department of Anthropology, the University of Utah. It summarized the archaeology of Glen Canyon and gave detailed geological and chronological information about the canyon, replete with charts and topographical maps. Oh, my God, this was way above my head. I didn't

know the first thing about the Anasazi. Who or what is Anasazi? What's chinle or kayenta? How would I recognize rock art. Even if I found it, I didn't know how to draw; I couldn't plot locations on a map. Fears of utter uselessness ran through my mind. I'd be an absolute dolt, not able to contribute anything to the project.

I called my friend, but she was no more knowledgeable than I. We both panicked. I called Four Corners School and told them that we might have taken on more than we could handle. They gently assured me that as long as we were fit and in good health, we would be able to contribute to the project. Both the archaeologist and the naturalist-poet would give us sufficient information to get the job done. A sigh of relief. Well, okay, we'd still go.

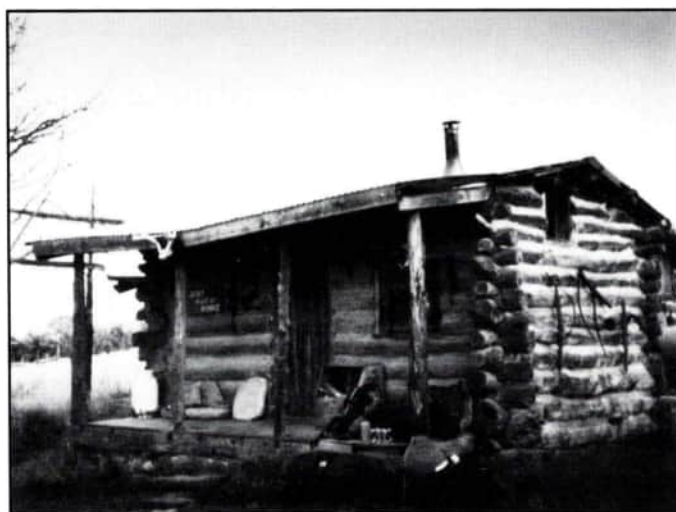
Now that we had accepted the idea that the trip was not going to be luxurious and that we would be "working," we looked forward to it as an adventure and an opportunity to learn. A few days later, I received some more material on accommodations in the houseboat. I called my friend immediately with good news: the houseboat had a jacuzzi. I lied! What the houseboat

had, in fact, was one room with bunk beds that slept four people and one room that also slept four but doubled as a living room, dining room, and kitchen. The biggest news was yet to come. There was only one toilet and shower for eleven people. (For those of you who are counting beds, three others would sleep on the roof or on the shore.) This was certainly going to be interesting.

The day of departure arrived. On October 17 we flew into Cortez, Colorado, after a change in Denver and a slightly bumpy flight over the Rockies in a mosquito of a plane. Looming 2,000 feet behind the tiny Cortez airport was the sprawling geological formation of Mesa Verde, home to the largest and oldest community of Anasazi rock dwellings. We collected our luggage and waited in the sun-drenched lobby, eyeing the few other people there. A bear of a man loped up to us with a wide grin, hesitated a moment, and said in bass tones, "You must be Jane, and you must be Juanita." Stunned by his seeming uncanny powers of deduction, we stuttered, "Yes." He introduced himself as the "grunt" for the trip, meaning that he did whatever was necessary—from

carrying bags to cooking breakfast to lecturing on Navajo artifacts and dwellings. He was here to meet the group and take us to base camp where we would have supper, sleep overnight, and leave the next morning at 6 a.m. for Lake Powell and the houseboat.

After he rounded up the rest of the group and shepherded us into a well-used van, we took off. After a long, slow, weaving one and a half hour ride—one that by Washington speeds could have been done in half the time—we arrived at base camp, our home for the night.



Base camp. This log cabin provided a night of shelter for the group before it moved on to the houseboat.

Weary and tired, looking forward to hot showers and warm beds, we saw before our eyes two small log cabins and one two-story log house. Ours was one of the small log cabins. It had no water, but it did have a pot-bellied wood stove for heat. In there, eight of us would sleep in log bunk beds with straw mattresses (mattresses, we soon learned that were also home to a few friendly mice)! The temperature was dropping rapidly, and in the distance we could see snow on the mountain peaks. Ah, yes. This was going to be a learning experience. The welcome news was the main house had one shower and one toilet, with limited hot water that we were all welcome to use. Attitude gets you through and around anything. By the end of the evening, after a hearty meal washed down with rose white wine (!) and a pre-orientation lecture, we were joking about our luxurious accommodations and looking forward to the houseboat and our trip.

During that night at base camp, we had learned a little bit about each other. Our "grunt," Dave, was in fact a working architect, who on his holidays regularly went on archaeological digs in Belize and in the Four Corners area.

We had among us an oil geologist, an IBM executive, a ski instructor, an art student (who had come along for college credit), a psychiatrist, a retired executive, an owner of a company that inspects gondolier cables, an editor, and a writer. We had come from as far as Minnesota and Texas and Washington, D.C. and California. Some had been on working vacations before and others, like Jane and I, had not. By 7 a.m.—the time we were ready to leave the next morning—we had lost most of our inhibitions and were joking that



David Trautman, architect and amateur archeologist, examines a petroglyph.

since we'd gotten through this night together, we were ready for anything.

We loaded the van and trailer with our luggage and sufficient food and beverages to last eight days and headed out to Halls Crossing at Lake Powell to meet our leaders. After a four-hour drive, we were greeted by a pair of waving hands and broad smiles belonging to our leaders, Don, whose speciality is Anasazi archeology, and Ann. Explaining that we still had a six-hour boat trip ahead of us, they urged us to transfer luggage and supplies to the houseboat as quickly as possible. Of course, vehicles were not allowed anywhere near the houseboats. To unload, we had to park temporarily about a city block from the boat. After lugging almost half of the gear to the boat, we discovered that wheelbarrows were available!

The moment of truth arrived. It was time to cast off and our adventure to begin. (Some of us thought it had already begun back at base camp.) The sky was a brilliant blue; the temperature about 70 degrees Fahrenheit; the sun soaked the landscape; and the water lay before us like black liquid glass. As the houseboat, slowly nosed its way through the water, the last we

would see of civilization for eight days gradually became an indistinguishable speck on the horizon. Ahead, Lake Powell carved its way through red sandstone cliffs that rose at right angles into the blue sky. As we sailed along admiring the scenery, the cliffs seemed to shape-shift from bears to wolf heads to reclining figures, depending on the angle of view. Vegetation grew scarce, except for the few splashes of green that indicated a water source.

Silence crept in upon us, broken only by our exhausted voices and the steady purr of the boat's engine.

We settled in, miraculously finding a space for ourselves and the supplies, and good-humoredly resigned ourselves to the fact that for eight days, eleven of us would share a 22' x 50' space and one toilet and one shower, located in the same room. After supper, Don and Anne gave us some background and told us what to expect.

With the completion of the Glen Canyon Dam, most of the Anasazi ruins were lost forever to the rising waters of Lake Powell. Anasazi is the Navajo name given to the group of peoples that inhabited the San Juan River Basin from about A.D. 1 to A.D. 1300, when they mysteriously disappeared. The name is variously translated as "the ancient ones," "ancient people," and even "enemy ancestors." Our task was to scour the canyons of the San Juan arm of the lake for ancient rock art or other signs of Anasazi settlement. We would be on the Navajo Indian Reservation and would have to leave everything in the same pristine state we found it. Don knew of some rock art that had not been documented and was hoping to find some settlements. Anne would read Navajo poetry to help us journey

back in time and would document the vegetation around our findings.

The next eight days were a revelation to us all. We literally stepped into a land that time forgot. For all our climbing steep slickrock faces (that lizards do without thinking twice) and clambering over house-sized boulders and following dry tributaries to their source, we managed to find two unrecorded Basketmaker II settlements (100 B.C.—AD 400), and lots of tooled flint and shards (more properly referred to as sherds by archaeologists) of pottery (A.D. 450-750). We also managed to locate several rock faces with undocumented rock art.

All these we faithfully measured, documented, drew to scale, and photographed. Midway through the week, each of us was peppering our conver-

sation with such terms as chinle, kayenta, Lithic, and kiva and were able to discriminate shards of archaeological value from lumps of dirt and rock. We even were able to argue why a spot could be a possible settlement site and find evidence to support the argument. We weren't ready to write a Ph.D. thesis, but with the encouragement and guidance of our leaders we learned a great deal.

We also learned some unexpected things: Eleven people sharing one shower can force you to take a quick wash in 50-degree lake water. Eleven people can get up at 6:30 in the morning cook a full breakfast, make and pack lunch, and be geared up and ready to go by 7:30 a.m.—okay, 8 a.m.

In such a confined space as a houseboat, *everybody* pitches in with the chores, and privacy becomes a

respected reward. After hiking, climbing, documenting, and measuring for an average six hours a day under the hot sun you work up quite a thirst and wish you had ordered beverages as instructed.

In the absence of background noise, even the slightest whisper is magnified one hundredfold, especially at night. At night, the air can be so clear you need sunglasses to mask the moon's brilliance and the stars can envelop you in a 180-degree dome. The leaves of the yucca plant can produce a cord as strong as any manufactured today.

And whatever the reasons for, or doubts about, the trip, we returned enriched by our experiences and by what we learned about our modern selves and our "ancient ancestors."

Juanita Roushdy

If You Are Willing to Work, If You Want an Adventure...

Many organizations offer opportunities to learn and contribute to research while on holiday. It helps to defray the costs of research. Working holidays such as these range in cost from \$600 to \$3,000 (usually covering food and lodging but not transportation) and are often tax deductible.

Typically, accommodations and food are not five-star. Expect to rough it. Trips average one to three weeks plus traveling time.

Groups are usually small, depending on the project, and may vary in size from 2 to 15 persons. Ages range from 16 to 83 years. Usually, there are no special requirements for participation other than fitness, enthusiasm, and a good general educational background. A sense of humor and toler-

ance for surprise are also more than welcome.

The diversity of trips available is truly staggering, and can range from documenting the effect of the peccary—a social, furry relative of the pig—on Brazil's rain forest ecosystem to excavating parts of Carew Castle in Wales to assisting astrophysicists in astronomical observation at Mt. Wilson Observatory in California to documenting and photographing Anasazi living sites on the Kaiparowits Plateau in Utah.

Try it once and you may be hooked. Here is a very short list of some of the groups sponsoring working holidays. Each of these organizations will be glad to send you information about their trips.

Earthwatch

680 Mt. Auburn Street
Box 403 Watertown
Massachusetts 02272
Tel: 1-800-776-0188

Smithsonian Institution Research Expeditions

MRC 933
Washington, D.C. 20560
Tel: (202) 287-3210

Four Corners School of Outdoor Education

HC63 Box 78
East Route
Monticello, Utah 84555
Tel: (801) 587-2156

Pierre-Paul Schweitzer Remembered

Continued from page 8

that Pierre-Paul Schweitzer brought to the task.

He was a quiet man, not given to overstatement or easy generalization. But he knew his own mind and views and could explain them fully and convincingly when the occasion required. He was that very rare person who was a good listener. He was invariably polite and considerate, indeed somewhat courtly and old fashioned in his impeccable manners. On substantive matters, he had a penetrating way of going to the heart of an issue without pausing to deal with peripheral or subsidiary questions. He was a good executive, who knew how to delegate, to pay attention to and value the views of subordinates, and to inspire people who worked with him to selfless effort and personal devotion.

The team of Pierre-Paul Schweitzer and Frank Southard as Deputy Managing Director considerably expanded the number of organizational units under their supervision, but succeeded in avoiding the creation of multiple layers of supervisory executives between themselves and the staff persons below in the direct operating divisions. This "short chain of command" had been a hallmark of the Fund's structure for several decades now, and has served the institution extremely well. (Modern management theory seems now to have caught up with the Fund, and such spare institutional structures are now approved by the gurus on that topic.)

Above all, Pierre-Paul Schweitzer was a kind, charming, able, likeable, and considerate individual who was much loved by his staff at the Fund. I believe it is incontestable that he was the most popular and admired Managing Director with the staff in the history of the Fund.

One other set of qualities should be stressed in describing those which



Schweitzer brought to the position of Managing Director. He was devoted to the role and status of the Fund as an international institution. This was considerably more than lip service. He had occasion many times to demonstrate this in a most convincing way. I can perhaps do no better than quote in extenso from a personal letter that I sent to him on August 10, 1973, the last day he chaired the Executive Board.

"It is difficult to choose one incident which illustrates best your contribution to the Fund. Yet, to me, one particular meeting of the Board stands out as the most compelling that I can recall. It was the afternoon session on April 10, 1968 (EBM/68/69). The Board, together with the management and the staff, had been working under forced draft ever since the Annual Meeting the previous September in Rio to translate the Rio Outline into the amendment of the Articles. Quite a few extremely difficult issues were encountered. The Ministers and Governors of the Group of Ten had met in Stockholm late in March and had succeeded in reaching agreement on the half dozen or so issues which were most directly and overtly political in

form or content. The remaining unresolved issues were passed back to the Board.

"As we worked through the amendment and report early in April—already beyond our self-imposed deadline of the end of March—controversy remained sharp. Everyone was bone-tired, tempers had a tendency to flare, and it became exceedingly difficult to agree on practically anything.

"At the conclusion of our morning session on April 10, you put forward a comprehensive suggestion proposing—as a balanced package approach—the manner in which each of the 17 still unresolved issues should be handled. It was agreed that this overall proposal would be taken up in the afternoon session.

"To open the afternoon session, one influential Director made reference to two points to which he attached great importance, and on which he would be required to make major concessions if your compromise package were to be accepted. He indicated reluctance.

"You then responded with a statement that I regard as the most memorable I have ever heard in the Board. It was an intense and even emotional plea for everyone to make the neces-

sary concessions and go along with your total package. The heart of what you had to say is rendered—understandably, but inadequately, in a low key manner—by just two sentences in the minute concerned: ‘The Chairman said that the decision on the proposed special drawing rights facility and the reform of the Fund was probably the most difficult one that the Executive Board had ever faced, and the manner in which agreement would be reached would have a bearing not only upon the future of the special drawing rights facility but also upon the future of the Fund as an institution....He expressed the hope that it would be possible for Executive Directors to reach an overwhelming consensus on this proposal in the traditional manner.’

When you had finished, the room was silent. Some who were present believe they recall applause; I personally do not recollect that. But one thing was undeniable, as I looked around the room (and observed, by the way, more than one pair of eyes brimming). You had made an enormously powerful appeal, in a most determined and personally committed manner, for unity and consensus—for an end, at last, of division and bickering—and you were not to be denied. Immediately, one by one, the Directors capitulated to your appeal. In substance, everyone knew at that moment that the SDR negotiation was over. Because of your insistence, the winner was the Fund as an institution and international collaboration as a process.”

Subimal Mookerjee, Former Deputy Director, Exchange and Trade Relations Department

What was the impact of the Schweitzer years on the attitude of the developing countries? There can be no doubt about the answer. Before Mr. Schweitzer came to the Fund, the general feeling among these countries

was that the Fund’s policies did not give due weight to their special problems and needs. Mr. Schweitzer’s ten years at the Fund changed this perception and greatly lifted the Fund’s image in these countries.

Mr. Schweitzer’s international outlook and approach were most evident in the role he played in the long debate on the need to create international liquidity. He argued forcefully and consistently for a universal system that would apply to developed and developing countries alike. In the end, he



Pierre-Paul Schweitzer expresses his appreciation to the staff, who had gathered in the atrium to bid him farewell.

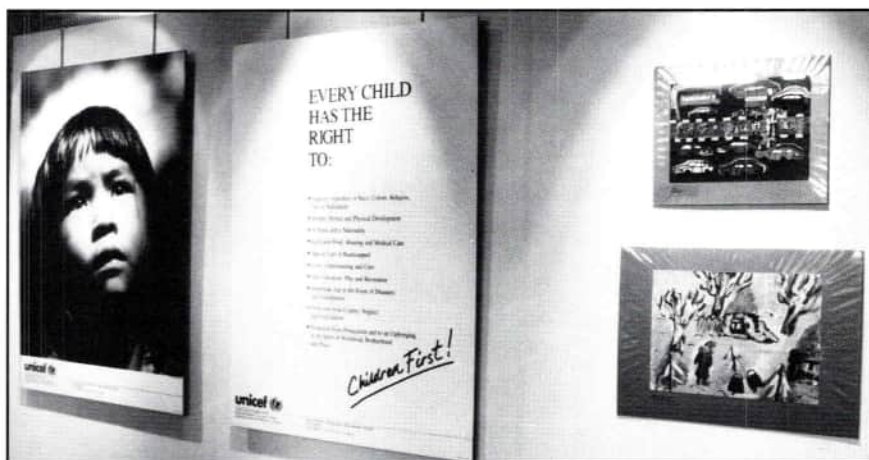
was able to change the focus of the discussion from one confined to the needs of industrial countries to a Fund-based system in which developing countries were to participate on the same basis as others. When the Group of Ten at one point argued for a dual system—one for industrial countries and another for developing countries—he derided the idea as “separate but equal.”

The number of developing countries in the Fund membership rose rapidly in those years and, as their confidence in the Fund grew, they began to take a more active role in the shaping of the Fund’s policies. To enhance the use of the compensatory financing facility, they wanted the

Fund to liberalize its provisions and enlarge the access, and the Fund responded by amending the facility in 1966. Later, when they urged the Fund and the World Bank to give serious attention to stabilization of prices of primary products, Mr. Schweitzer welcomed the initiative, and staff studies eventually led to the creation of the buffer stock financing facility.

The 1960s were also the years when the Fund’s policies on stand-by arrangements began to crystallize. A persistent complaint of the developing countries was that the policies as then applied discriminated unfairly against them, that the conditions for using the Fund’s resources was far more severe for them than for industrial countries. This complaint was a main reason for the Fund’s review of its policies in 1968 and the agreement on a set of conditionality guidelines with uniformity of treatment as the key principle. Developing countries also argued forcefully for a link between SDR allocation and development assistance. While this idea did not gain general support in the Fund, it led to the recognition of the need for larger and longer provision of Fund resources to support structural changes in developing economies. Studies on this subject began under Mr. Schweitzer in the final year of his term and eventually led to the adoption of the extended Fund facility.

Perhaps more than anything else, what endeared developing country officials, as many others, to Mr. Schweitzer was his personal style, his warmth and humility, his quiet diplomacy, and his unswerving dedication to what he believed to be right. Delegates from the developing countries joined enthusiastically in the unprecedented applause that greeted Mr. Schweitzer as he stepped forward to address, for the last time, the International Monetary Fund’s Annual Meeting in 1972.



Visitors' Center Temporarily Closes Its Doors

A larger Visitors' Center will, it is hoped, eventually grace the corner of 19th and H Streets, but the art exhibits, concerts, films, and lectures are over for now. The Center, which opened in 1986, had evolved into a significant community resource, accommodating an estimated 30,000 visitors a year. The photos here give just a glimpse of the Center's various activities.

The Visitors' Center developed a well-regarded series of international art exhibits and offered lively dance and music performances as well as lectures on a broad range of topics. A busy lunch-time program provided films, seminars, and special events.

The Center also served as the venue for a number of Fund activities, including the Economic Forum Series (which will continue) and briefings for visiting groups.





"So, you say you've worked here for twenty years but forgot your ID today?"

Sporting Events

• **The Mass Av Cricket Club** is looking for players. The team plays competitive 40-over matches against 20 other teams in the Washington League. For more information, contact James Daniel, x34112.

• **Slow pitch, co-ed softball** is a Washington summer tradition. If

you are interested in softball that balances competitiveness and fun, you might want to join staff from the World Bank and IMF who play in the Congressional League. There will be an organizational meeting in April. For more information, call Sheila Meehan, x38293.

AMEX Essay Competition Solicits Entries

The 1994 AMEX Bank Review Awards, which are sponsored by the American Express Bank, Ltd., have invited entries for its eighth annual international economics and finance essay competition. Deadline for submission of essays, which must not have been previously published, is June 1, 1994. The contest offers

\$70,000 in prizes, including a \$25,000 award for first prize.

For entry forms or for more information on the competition, write to Allison Fitz-Earle, American Express Bank Ltd., 60 Buckingham Palace Road, London SW1W 0RR, United Kingdom, call 071 583 6666, or fax 071 730 5980.

Letters to the Editor

A Word of Farewell...

I would like to thank the staff for the cooperation, understanding, kindness, and friendship which I received from you during the 15 years I worked at the Fund. It was not always easy but you helped to make it enjoyable. I also would like to thank the offices in Paris and Geneva, the staff of the Dining Room and the cafeteria, the chauffeurs, the messengers, the guards, and Thomas Cook for all their help.

Geraldine Jacob

And a Word of Thanks

What a wonderful collective gift the staff of the IMF has given our patients this winter with your gifts, your books, and your caring. You are a very special group to think of others who might not be feeling so well. Our donations were less this year, and we were a bit worried—that is before we received your incredible number of toys and other items that make our patients' holidays very happy. A few of your gifts were kept in reserve and will be used for patient birthdays and discharge parties, so we will be thinking very good thoughts about you throughout the year.

We are very happy to have this wonderful relationship with the International Monetary Fund. Please let me know if you would like to visit and tour the hospital as a group or if there is any other way we can reciprocate.

Barbara R. Gibb
Director, Special Services
Children's National
Medical Center

35-Year Staff

Rattan J. Bhatia
Edwin L. Bornemann
Leo Van Houtven

30-Year Staff

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Alexander Mountford
Christine S. Ursenbach

25-Year Staff

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Terence J. Hill
Marlene Lalanne Kebreau
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Vasilios D. Zaimis

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Karim Nashashibi
Minako Oka
Teresita D. Pasa
Ricardo Puig
Jayanganie Ranasighe
Pamela M. Roberts
Denio Zara

Separations

Maria Adela Bello
Johannes H. Brits
Jo Burke
Josefina N. Chanco
Umberto Dell'Anno
Dominique Dwor-Freacaut
Pierre L. Francotte
Niels Peter Hahnemann
James E. Humphries
Geraldine S. Jacob
Suzanne M. Kenkel

Paulo C. Leme
Gillian Lindsay-Nanton
J.K. Orleans-Lindsay
Patricia Parsons
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Deborah A. Shubin
Frixos A. Sorokos
Gyorgy Szapary
Yao Tian
Luis Torres-Castro
Thais Truran
Robert Violi
Miranda Xafa

Transfers

Khanjar Wabel Abdallah to Statistics Department from Middle Eastern Department.

Elfriede L. Archer to Office of Managing Director from Western Hemisphere Department.

Hugh W. Bredenkamp to Policy Development & Review Department from European II Department.

Charles V. A. Collyns to Support Group, Resident Representatives and Advisors (India) from PDR.

Jeffrey M. Davis to Fiscal Affairs Department from IMF Institute.

Telma Safioti Dias to Technical Assistance Secretariat from Support Group Secretarial Staff.

Maryse D. Dube to IMF Institute from African Department.

Klaus Enders to Middle Eastern Department from Policy Development & Review Department.

Willem G. L. Evers to Central Asia Department from IMF Institute.

Anne-Marie Gulde to Monetary and Exchange Affairs Department from European I Department.

Aida H. Hidayah to Support Group Secretarial Staff from Office of Executive Director.

Garbis M. Iradian to Middle Eastern Department from Statistics Department.

Abdelali Jbili to Middle Eastern Department from Secretary's Department.

Catherine John to Support Group Secretarial Staff from Office of Managing Director.

Margaret E. Kepner to Monetary and Exchange Affairs Department from Research Department.

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

Claire Liuksila to External Relations Department from Fiscal Affairs Department.

Walter Mahler to Support Group, Resident Representatives and Advisors (Kenya) from Fiscal Affairs Department.

Michael Mered to External Assignment from Fiscal Affairs Department.

Abdessatar Ouanes to IMF Institute from European II Department.

Therese Perlmutter to Office of Executive Director from IMF Institute.

Richard Randriamaholy to African Department from Support Group, Resident Representatives and Advisors (Comoros).

Philippe Szymczak to External Assignment from Policy Development & Review Department.

Ranjit S. Teja to Support Group, Resident Representatives and Advisors (Czech Republic) from Central Asia Department.

Subhash M. Thakur to European I Department from Treasurer's Department.

Eric J. G. Verreydt to Support Group, Resident Representatives and Advisors (Comoros) from African Department.

Virginia Wertman to Work Practices and Technology Secretariat from Monetary and Exchange Affairs Department.

New Staff



George Abed

Jordanian, is an Advisor, FAD. He holds a Ph.D. from UC, Berkeley and previously served as a Division Chief, MED and as Director General, Welfare Foundation, Geneva. He enjoys opera, 19th century art, and rare books.



Jonathan Anderson

a U.S. national, is in the Economist Program (EU2). He holds an undergraduate degree in German literature from Brigham Young and is completing his PhD in economics at Harvard.



Nancy Andrada

a U.S. national, is a Staff Assistant, TRE. She holds a B.S. in management from Virginia Polytechnic Institute and State University and includes among her interests rollerblading and physical fitness.



Guzel Anulova

Russian, is an Economist, FAD. Educated at Moscow University and the Institute of World Economy and International Relations (IMEMO) Moscow, she was previously a Senior Research Fellow at IMEMO.



Afi Apaloo

Togolese, is a Staff Assistant, AFR. Educated at Clermont-Vichy, Abidjan, and Ghana, she was previously administrative assistant, Credit Industriel et Commercial Union European, New York. Her interests include reading and films.



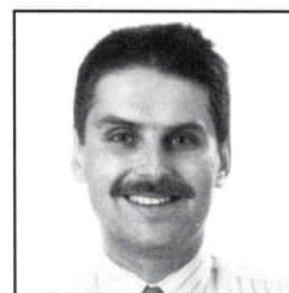
Gerard Belet

French, is an Economist, AFR. Educated at ENA, he previously served as an Economist with the French Ministry of Finance.



Afonso S. Bevilaqua

Brazilian, is an Economist, WHD. He holds a PhD in economics from the University of California, Berkeley, and includes among his interests cooking, music, and soccer.



Ales Bulir

Czech, is in the Economist Program (EU2). Educated at LSE and Prague School of Economics, he was previously Associate Professor, Prague School of Economics, and Advisor, Czech National Bank. His interests include squash and history.



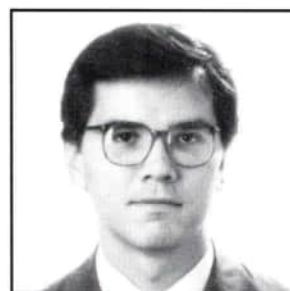
Paul Anthony Cashin

Australian, is in the Economist Program (MED). Educated at Melbourne and Yale, he was Research Assistant, Yale, and Senior Economist, Australian Department of Agriculture. His interests include Mark Twain and U.S. Civil War.



Luis A. V. Catao

Brazilian, is in the Economist Program (WHD). Educated at Cambridge, he was previously a Lecturer, University of London, and Research and Teaching Assistant, Cambridge. His interests include classical music and jazz.



Martin D. Cerisola

Argentine, is in the Economist Program (WHD). Educated at Universidad Catolica Argentina and Duke, he served in Buenos Aires as Corporate Credit Officer, Bank of Boston, and Economist, Banco Rio de la Plata.



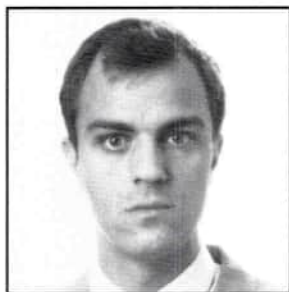
Stéphane Cossé

French, is an Economist, AFR. Educated at the Institute d'Etudes de Paris and LSE, he previously worked for French Ministry of Development (France and Senegal). His interests include Italian cinema, soccer, and squash.



Mark De Broeck

Belgian, is an Economist, EU2. He holds a PhD from Harvard University and previously served as Assistant Professor at the University of Leuven, Belgium.



Jorg W. Decressin

German, is in the Economist Program (MED). Educated at the London School of Economics and Harvard, he was previously a Teaching Assistant at Harvard. His interests include tennis and cinema.



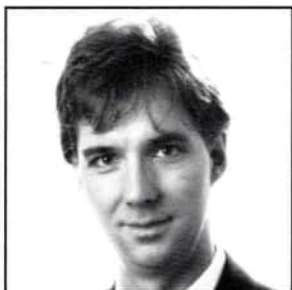
Paulo F. N. Drummond

Brazilian, is in the Economist Program (WHD). He worked previously as an Economist, Bunge and Born Group. His interests include wine tasting and scuba diving.



Karen M. Eggert

a U.S. national, is a Database Administrator, Joint Library (ADM). Educated at Clarion State College and Maryland, she was head of Technical Services, World Bank Sectoral Library. She enjoys sailing, exercise, and needlework.



Tilman Ehrbeck

German, is an Economist, AFR. Educated at European University Institute, he was as an Economist, McKinsey & Co., and a Reporter, AP and Northern German Public Broadcasting. He enjoys hiking, sailing, and *doppelkopf*.



Gamal Zaki El-Masry

Egyptian, is an Assistant, OED. Educated at University of Erlangen-Nuremberg, he previously taught and was in private business. His interests include swimming, hiking, and traveling.



Julio Estrella

Dominican, is an Assistant, OED. He previously served as Principal Economist, Central Bank of the Dominican Republic. His interests include judo.



Mordechai Fein

Israeli, is an Assistant, OED. Educated at Hebrew University, he was Assistant to an Executive Director, World Bank, and Chief Economist, Banking Supervision, Bank of Israel. His interests include countries in transition.



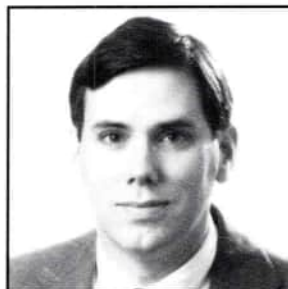
Jocelyn C. Gabriel

Filipino, is a Staff Assistant, TRE. She holds a B.S. in commerce and previously served as Secretary, Embassy of the Philippines (DC). Her interests include classical music, tennis, and visual arts.



Gerard J. Gallagher

a U.S. national is Chief, Facilities Operations (ADM). Educated at Columbia Union College and Maryland, he was a Corporate Officer with a Washington engineering and construction firm and worked in commercial/industrial design.



Philip Gerson

a U.S. national, is in the Economist Program (AFR). Educated at Dartmouth College, Cambridge University, and The Johns Hopkins University, he previously served as a Consultant with the World Bank.



Meike Gretemann

German, is a Staff Assistant, FAD. Before joining the Fund's staff, she worked with UNIDO (Vienna), the World Bank, and Coopers & Lybrand (Hamburg).

New Staff



Tore Hauge

Norwegian, is an Accountant, TRE. He was previously a Senior Technical Adviser, Ernst & Young (Norway). His interests include horseback riding and winter sports



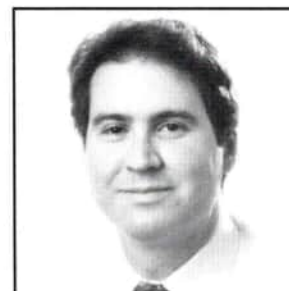
Susan Hern

a U.S. national, is a Service Officer, ADM. She holds a B.S. in Interior Design from the University of Delaware and includes among her interests golf and tennis.



Oussama Himani

Lebanese, is an Assistant, OED. He holds a Ph.D. from The Johns Hopkins University and previously served with the Union Bank of Switzerland and in the IMF as an Assistant, OED.



Oussama T. Kanaan

Jordanian, is in the Economist Program (MED). He was educated at Swarthmore College, Cambridge University, and Yale University.



Alexei Kireyev

Russian, is a Public Affairs Officer, EXR. Educated at Moscow State Institute of International Relations, he was an Economist, World Bank's Moscow Office; Senior Economic Advisor, USSR President; and Professor, Moscow State Institute.



Laura Kirkpatrick

a U.S. national, is a Staff Assistant, IMF Institute. She holds a B.A. in French and includes among her interests field hockey and watching *Murphy Brown*.



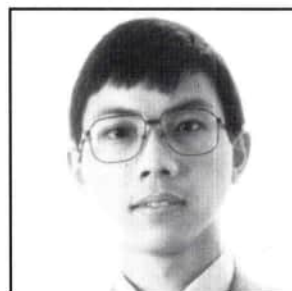
Eric Meyermans

Belgian, is in the Economist Program (EU2). Educated at the Catholic University of Leuvin, he was previously an Economist for a research firm.



Martin Muhleisen

German, is in the Economist Program (AFR). Educated at Cambridge University and Munich University, he was previously a Teaching Assistant at Munich University.



Wensheng Peng

Chinese, is in the Economist Program (TRE). Educated at Nankai University and Birmingham, he was a Research Fellow at the University of Birmingham. His interests include reading, chess, and swimming.



Olga Penova

Czech, is a Staff Assistant, ADM. Educated at the Secondary Economic School in Prague, she was previously with the Czechoslovak Foreign Service. Her interests include traveling, reading, and films.



Silvia Perez

Argentine, is a Staff Assistant, FAD. Previously an Executive Secretary at IDB, she also taught English and worked as a translator. Her interests include traveling, reading, films, swimming, ice skating, and skiing.



Mahomud Pradhan

a U.K. national, is an Economic, RES. Educated at LSE, he previously served as Economist, Bank of England; Lecturer, City University Business School; and Lecturer, University of Essex.



Monica Roman

Chilean, is a Staff Assistant, FAD. Previously a caterer and entrepreneur, she is currently pursuing a masters degree in computer programming. Her interests include nature and micro photography and computer games.



Christoph Rosenberg

German, is in the Economist Program (AFR). Educated at Vanderbilt and Regensburg, he previously taught public finance at Regensburg. His interests include classical music, including playing the cello for the Bank-Fund Orchestra.



Kelley M. Sadovoi

a U.S. national, is a Staff Assistant, EU1. She holds a masters in Russian and East European Studies from the University of Michigan and includes among her interests fine arts, the history and culture of Russia, and performing arts.



Jean-Luc Schneider

French, is an Economist, FAD. Educated at Ecole Normale Supérieure, ENSAE, and LSE, he had previously served with the French Ministry of Economy.



C. Jonathan Scriven

a U.S. national, is a Staff Assistant, EU2. He holds a BA in history and economics from Andrews College and an MA in public policy from George Washington. His interests include baseball, biking, and golf.



Tammy Shear

a U.K. national, is a Staff Assistant, RES. Educated at Lady Manners and Montgomery colleges, she served with the Hong Kong Economic and Trade Office at the British Embassy in DC. She enjoys running, cycling, and photography.



Sayuri Shirai

Japanese, is in the Economist Program (RES). She holds a Ph.D. in economics from Columbia University and includes among her interests mystery and classic Russian novels, classical music, and cooking Chinese food.



Lina Shoobridge

a U.K. national, is a Staff Assistant, EU1. Previously a Personal Assistant to the Director of Commercial Marketing, BMSE (London), she includes among her interests acting, art, writing, films, and sports.



Ana M. Silman

a U.S. national, is a Staff Assistant, WHD. She previously served with the Fund's Support Group and was educated in Rio de Janeiro and Virginia.



Tarmiden Sitorus

Indonesian, is an Assistant, OED. He holds a Ph.D. in economics and previously served as Senior Economist, Bank Indonesia. Married with four children, he enjoys family recreation and meeting families of other nationalities.



Sandra Solares

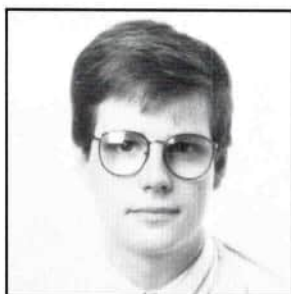
Bolivian, is a Staff Assistant (WHD). Educated in computer and secretarial studies, she served as Language Staff Assistant, World Bank, and Bilingual Secretary, ECLAC/United Nations. She enjoys fishing, hiking, and skating.



Janet Stanford

a U.S. national, is a Staff Assistant, MAE. Educated at Knox College, she worked previously for the World Bank and as an editorial consultant. Her interests include travel, oil painting, music, and aerobics.

New Staff



Anthony R. Swain

a U.S. national, is an Administrative Assistant, OED. Previously a Budget Assistant, Office of Residential Life, George Washington University, his interests include languages (French and Italian), travel, cooking, and current events.



Tonia Takyi

Ghanaian, is a Staff Assistant, OMD (Office of Internal Audit and Review). Educated at Oxford Business College, she was previously Medical Secretary with the U.S. Peace Corps (Ghana). She enjoys tennis and piano playing.



Dimitri Tzanninis

Greek, is an Economist, CTA. He holds a Ph.D. in economics from the University of Western Ontario.



Kori Udovicki

Yugoslav/Bolivian, is in the Economist Program (TRE). Educated at Belgrade and Yale universities, her interests include international trade, exchange rates, and development.



Ulric Erickson von Allmen

Swedish, is in the Economist Program (AFR). Previously with the Swedish Ministry of Finance and the World Bank, he was educated at the universities of Gothenburg, Stockholm, and Columbia.



Ruediger von Kleist

German, is an Assistant, OED. Educated at Freiburg, he previously served with the German Ministry of Finance. His interests include sports.



Pamela Wagner

a U.S. national, is a Service Officer, ADM. She holds a B.S. in interior design from Southern Illinois University and includes among her interests sailing and scuba diving.



John Wakeman-Linn

a U.S. national, is an Economist, PDR. Educated at Wisconsin, he was Project Associate, Harvard Institute for International Development, and Assistant Professor, Williams College. His interests include golf, squash, and wines.



Ralph D. Walker

a U.S. national, is a Chief, Facilities Section, ADM. Educated at Virginia Polytechnic Institute and State University, he was previously Director, Design and Construction, Oliver Carr. His interests include handball and windsurfing.



Ann-Margret Westin

Swedish, is an Economist, TRE. Educated at Yale, she previously worked as a consultant with the U.S. Federal Home Loan Mortgage Corporation. Her interests include skiing, dancing, theater, cooking, and traveling.



Abdelhadi A. Yousef

Jordanian, is an Economist, INS. Educated at the University of South Carolina, he was previously an Assistant (OED) at the Fund and Professor, Kuwait University. His interests include sports, especially basketball and volleyball.



Bin Zhang

Chinese, is a Research Assistant, TRE. She holds an M.S. in Applied Economics from the University of California, Santa Cruz, and includes among her interests films, music, traveling, and aerobics.