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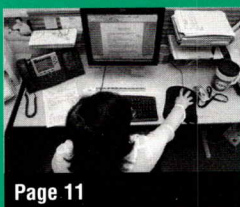


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My days in Afghanistan

A note from Bruno de Schaetzen, who served as the IMF's resident representative in Afghanistan from 2002 to June 2005.

In a week's time, Joshua Charap, my successor, will be here and soon thereafter, I board the U.N. plane to Dubai. This is a moment that I have long anticipated and, at the same time, dreaded. What a joy it will be to bicycle the countryside, go out in the evening without a convoy of armored cars, and not to have to check on the flak jacket before going to bed. But I will deeply miss my friends and colleagues here with whom I shared so many intense moments, especially my Afghan colleagues with whom I lived for nearly three years on the compound.

My first impression of Afghanistan was of the destruction at the airport. As the U.N. plane landed, I saw airplane carcasses everywhere in twisted piles of jagged aluminum. Even my four years in Bosnia had not prepared me for this, and it was with some apprehension that I wondered what I had gotten myself into. I had applied for the job from Sarajevo because I believe that postconflict countries are among the most satisfying to work on. They are a huge challenge, but after the horrors of war, people often have an intense resolve to build a new future, and it is very rewarding to work with a strongly motivated government.

There is a price to pay, however. The workload is heavy, and an unsettled security environment adds to the stress. In Sarajevo, for instance, I, like my Bosnian colleagues, developed a superstition about stepping on grass. En route to meetings, we would sometimes walk hundreds of meters out of our way rather than take a few steps on grass or soft ground, even though we knew there could not be any mines there.

The early days

My first few weeks in Afghanistan were spent with my colleagues from MCD and MFD at the Ibn Isina guesthouse. The first sign that things were looking up came from the kitchen. All the credit for that must go to our PDR colleague, who, in between complex debt scenarios, ruled it with an iron hand. For many of us, those days at the Ibn Isina guesthouse would be the only time in our mission life when we would eat healthily. Eventually our meals became the high points of our day.

My first tasks in Afghanistan were to open an IMF guesthouse and to burn money. Contrary to what OBP might have thought, these were separate assignments, but both would be daunting. Fortunately, help was on the way. Soon headquarters dispatched Akbar Ghani (TGS). He was fearless and resourceful. With him in the lead, we moved to the new compound, even though TGS had warned that it would be months before it was inhabitable. The scorpions soon decamped. Electricity appeared. Beds and other furni-

ture were wrestled from rapacious bazaar merchants for a pittance. *Chowkidars* (night guards) were hired to watch over our sleep, and, miracle of miracles, the shower began to spurt hot water.

But our top priority was transportation. After having checked local car rental rates, we briefly considered buying buskashi horses. Eventually, we found a vehicle at a rate that we could afford. Unfortunately, at some point in its long life, the steering wheel must have been moved from the right to the left because, while the car was always happy to turn to the right, it only with great reluctance turned to the left. NGO friends found this to be a fitting metaphor for an IMF vehicle. A while later, TGS sent us armored vehicles.

An unlikely apprenticeship

Next, with TGS's help, we turned our attention to the guesthouse, and, a few months later, an FAD technical assistance team led by Steve Symansky was our first group of guests. By refusing to pay their bills at the end of their stay, they set a pattern for things to come and gave me my first lesson in my innkeeper apprenticeship. As he is B level and I am not, I decided not to insist—in retrospect, wisely, as he later became my mission chief.

We decided to open the guesthouse on a reciprocity basis to World Bank, U.N. staff, and others. It was nice to go and have dinner with the great variety of people who stayed with us, many of whom would become close friends and all admirable in their dedication to braving sometimes dangerous conditions to help the Afghan people. I sat for long evenings with World Bank experts vigorously discussing irrigation, urban renewal, health care strategies, and many other things. UNESCO engineers explained to me how they had stabilized the famous Djam minaret. A team from Columbia University assisted the authorities in rewriting primary school text books. Prior to that, I had no understanding of how complex and important a task this is. Of course, the terrible question of how to stop opium production and provide alternative livelihoods to farmers was a frequent topic of conversation.

Money to burn

Burning money was a once-in-a-lifetime experience. As years of inflation had reduced the value of the largest

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denomination Afghani to about 25 cents, Åke Lönnberg and his team of MFD experts had urged Da Afghanistan Bank (DAB) to carry out a currency conversion. Given the lack of infrastructure and the remoteness of many locations, this turned out to be an incredibly complex undertaking. Nonetheless, under the guidance of Governor Anwar Ul-Haq Ahady and with assistance from MFD, it was carried out in a way that would set an example for all currency reforms to come. To limit fraud, it was decided to burn old banknotes at the place of collection. Teams of international observers would help verify the destruction. The Governor invited me to join him and the team going to Bamiyan—a place of great beauty, but also the site where the Taliban dynamited two colossal 1,300 year-old stone bud-dhas carved out of a high cliff. It was deeply saddening to see the empty stalls as the small plane landed

on the dirt strip at the foot of the cliff.

Workers had piled the banknotes in huge stacks, and most of the town had assembled to watch the poignant end of their old currency. But burning large



In Bamiyan, with piles of currency to be destroyed



Burning old banknotes: a once-in-a-lifetime experience

quantities of money is no easy matter. After gallons of diesel had been poured, the flames finally spread. Then came the shots, and everyone ducked. It turned out that the courtyard had been used as an ammunition depot, and old rounds buried in the dust were exploding. This was followed by a great gust of wind that swept millions worth of afghanis down the valley. Teams of monetarists can now be found alongside archeologists in Bamiyan forever studying the impact that this money from heaven had on consumption patterns and inflation.



The staff of the IMF compound in Kabul

A taxing job

After the currency reform, one of the top priorities for the government became to raise revenues and reduce dependency on massive donor assistance. Taxes were, in fact, collected all over the country, but those doing the collecting felt they had better uses for the funds than sending them to Kabul. We decided to try to convince the provinces of the errors of their ways.

Our starting point would be an ancient city in the northwest where it was rumored that large amounts of customs duties were being amassed. After the UN plane had dropped us on a former Soviet base, we announced our arrival. We were soon treated with the utmost hospitality, which lasted for days. Emissaries came and inquired about our every need. They took us on tours of this beautiful city, taking care to point out areas where great acts of resis-

tance (or cruelty, depending on your perspective) had been committed over the centuries. They told us in graphic detail of the fate met by those who had tried to conquer it, which included being thrown in snake and scorpion pits. Finally, the time for our big meeting came. The discussion was spirited and covered all the important issues of the moment. We boarded the plane back with a sense of accomplishment, and even the FAD man agreed that it would have been unseemly to raise the matter of transferring tax revenues.

Security was, of course, a concern from day one. I quickly became convinced that our best first line of defense against intruders was not barbed wires or platoons of armed guards, but a street-smart Kabul dog who could sniff out friend from foe. As if on cue, a tiny puppy appeared. The Afghan staff, who are great Bollywood fans, named her Preity, and I promoted her to head of our canine surveillance division.

But that did not come without problems. To affirm her new authority, Preity promptly bit me. With one daughter a medical doctor and another a veterinary

student, I soon knew more about rabies, which is widespread in Kabul, than I cared. The German military doctor who stitched me up said that if Preity died within two weeks, I would be in deep trouble. But it would be better to wait until that happened to do something about it.

I called an emergency meeting of the staff, and we came to understand that the

death of Preity would mean long series of anti-rabies shots for all. Never in the history of man-dog relations has a puppy been so lovingly cared for, albeit at a distance. Fortunately, her health blossomed under this treatment, and she now vigorously



Bruno de Schaetzen, with Preity

defends the compound against any cat that tries to trespass.

Mixed emotions

My three years in Afghanistan were filled with many moments of joy. But sadness and despair were also present—as they were on meeting the nice and helpful official who, in a moment of candor, told me that he had lost his wife and all his children when a shell fell on his house. On seeing a little girl in the street who looked at me with smiling eyes, and then realizing she had lost her legs. Or on hearing of the

death of a young woman, a friend of a friend who had dedicated herself to helping sick people in this faraway land and, for her reward, was savagely murdered.

As my assignment ends, I am fortunate to have met and worked with people, Afghanis and many others, who are remarkably dedicated, friendly, and hospitable. I am also gratified to see how the Fund's work has progressed and now adds up to a major contribution, without which the country would not be where it is. ♦

Bruno de Schaetzen

Festival of Cultures 2005

On June 15, the Bank–Fund community of artists presented its annual Festival of Cultures in the IMF gallery. The festival, featuring performances by IMF and World Bank staff and families, celebrated not just the collective talent of the two organizations but also their rich cultural diversity.

This year's program included a wide variety of song, dance, and instrumental performances as well as two fashion shows. The Kardelen Turkish Dance Ensemble opened the program, setting a joyful tone with its *Cifetelli*. Fernando Delgado (MCD) and Armando Morales followed with a melancholy Chilean guitar piece. Cristina Barbosa (WHD), joined by her sister and niece, regaled the audience with a Brazilian children's medley, while later in the program Mercy Hernandez (LEG) gave a soulful rendition of Armando Manzanero's *No*. Thomas Howard (TGS) appeared near the program's finish in a fast-paced lindy hop with Ximena Catepillan.



Dancers from the Kuchipudi Dance School perform Jatiswaram, an Indian classical dance.



Mercy Hernandez (LEG) sings a song by Mexican songwriter Armando Manzanero.

The program also featured a Chinese opera singer, Indian classical dancers, a jazz soloist, a Filipino choral ensemble, and beautiful models sporting Turkish and Arab fashions.

For staff aspiring to perform in next year's show, it's not too soon to begin practicing!

Is the IMF's work child's play?

On September 7, 2004, the eye of Hurricane Ivan passed over the Caribbean island of Grenada. Virtually every home on the island was damaged. So were shelters and schools. The population was left without water and electricity. Most of the hotels suffered extensive damage, a major setback for a country that relies on tourism. The country's nutmeg crop, its main agricultural export, was uprooted.

As part of the international effort to help the country, an IMF team was put together to go to Grenada in late September. David O. Robinson (Division Chief, WHD), a member of the team, found himself at a loss to explain to his children what exactly he would be doing to help. "My kids would ask, 'Are you going to fix people's houses? Are you going to replant trees?'" says Robinson. Telling them he was "going to restore fiscal stability" drew puzzled frowns.

That gave him the idea of staging a mock event through which his kids and those of other staff in

his division could understand what it was that their parents did on IMF missions. So on the afternoon of April 20, 10 young people, aged between 7 and 17, gathered to play the role of IMF staff.

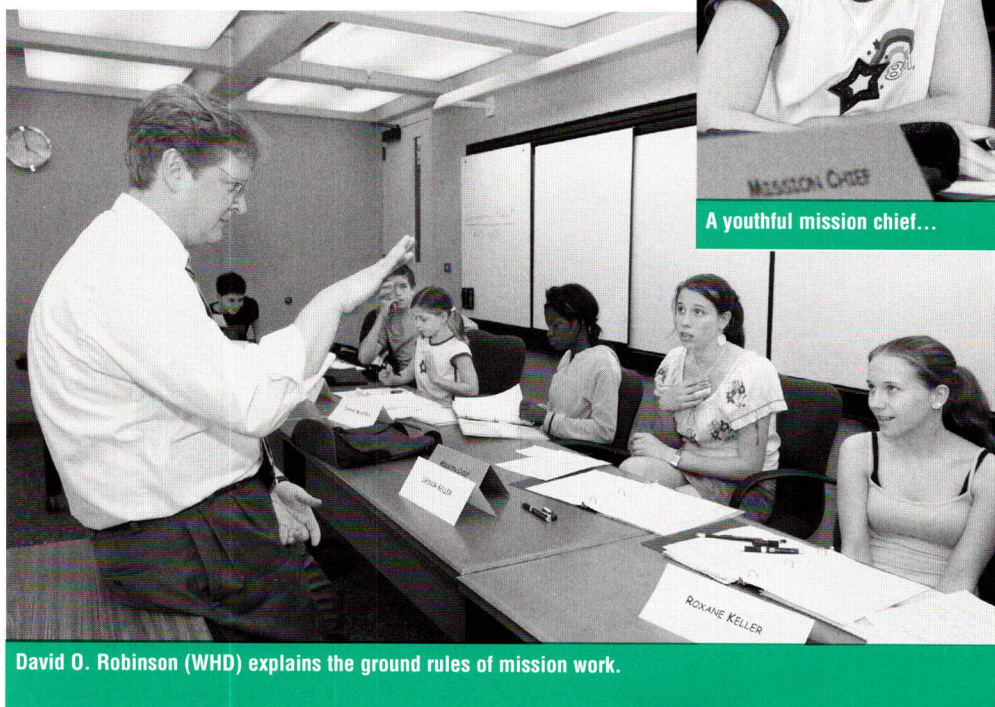
Robinson apprised the team of the situation: the government could not make ends meet. It could not collect much in taxes because people had lost their livelihoods. And it had to make huge expenditures to rebuild the country. What was their advice to the government?

The IMF team held meetings throughout the afternoon with Grenada's government officials—these roles were played with obvious relish by their parents, the staff of Robinson's Caribbean I division. At the end of the day, the children had developed a plan to help Grenada and held a press conference to announce it.

So what steps did the kids come up with? In broad terms, they were not too different from what their parents have been doing. The kids said they would explain Grenada's difficult financial situation to international donors and plead with them to give the government lots of money. They would look through the list of expenditures and carry out

only those that were absolutely essential. (The kids were torn on the issue of whether rebuilding schools was essential.) They would increase taxes on alcohol and tobacco.

At the press conference, a participant claiming to represent the beer drinkers of Grenada complained about



David O. Robinson (WHD) explains the ground rules of mission work.



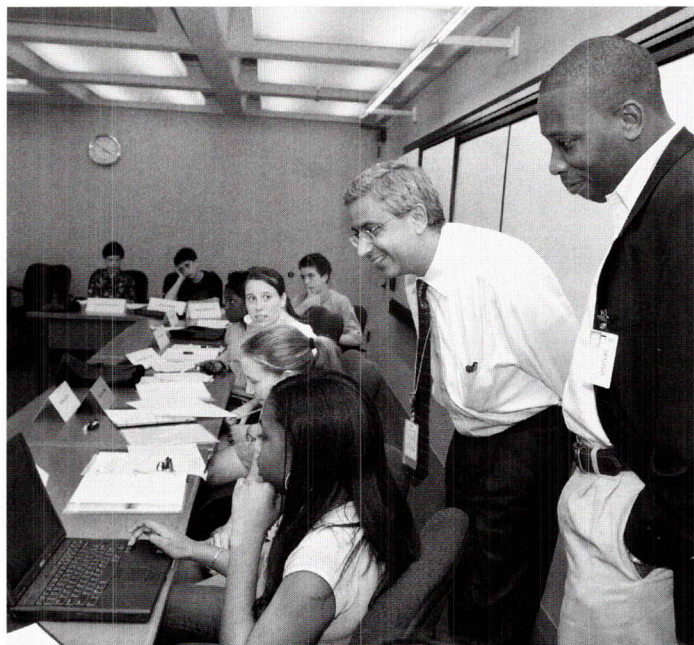
A youthful mission chief...

the tax increase on alcohol. He got an earful from the "IMF mission chief." "At a time when people don't have drinking water, how can you worry about your beer?" she screamed.

The event was rendered truly memorable by the presence of Timothy Antoine, Permanent Secretary in Grenada's Ministry of Finance. Antoine was in Washington for the IMF/World Bank spring meetings. When he heard of the event the kids were staging, he said he "wouldn't miss it for the world." Not only did he attend but he played along—at the press conference, Antoine, claiming to represent *The Grenadian Daily Grind* asked the "Prime Minister" why he was opposed to an IMF program.

A postscript: Grenada's 2005 budget, which was just passed by its parliament, did increase taxes on alcohol and tobacco. So far, the media do not appear to have picked up on the story of the Grenadian government bowing to pressure from IMF kids. ♦

Prakash Loungani



L-r: The real mission chief, Prakash Loungani, and Permanent Secretary Timothy Antoine of Grenada's Finance Ministry learn a thing or two.

Art Talk!

Few staff know about the IMF's Art Talk!

Club, but it has been quietly meeting once a month on Thursdays for the past year in Room 2-530. Founded in March 2004 by Bogna Jezierska and Dustin Smith (both of PDR), Art Talk! offers a discussion forum for the IMF and World Bank staff interested in art. Often organized around a presentation by a guest speaker, the club's meetings offer a place to express ideas about art or simply share information about goings-on in the D.C. art scene.

The club prides itself on its democratic format—there is no hierarchical structure to the club, and membership is not required for attendance at its meetings. While Bogna or Dustin often end up moderating meetings by default, any staff member who brings an idea and a speaker is welcome to be moderator for the evening.

The idea, says Bogna, is to put the Fund and Bank's international staff in touch with the local art commu-



nity, creating a kind of synergy that can be beneficial for both sides. Another aim of the club, she says, is to give IMF staff involved in art outside of work the opportunity to talk about what they are doing.

So far, the Art Talk! Club has invited several speakers—some prominent and some relatively obscure, but all interesting—from the D.C. art community. Alvah Beander of the American Society of Appraisers was one of the club's first speakers, giving a talk explaining the art appraisal process last year. Nancy Yeide, a National Gallery of Art curator, presented a lecture entitled "Nazi Looting and its Repercussions, Emphasis on the Collection of Herman Goering." Nevin Kelly, owner of the Nevin Kelly Gallery on U Street, gave the club a presentation on how to organize an art gallery and an art collection, based on his personal experience collecting art in Poland and then opening his own gallery here. Most recently, Evan Reed, Visiting Assistant Professor and Gallery Director at Georgetown University, presented a lecture entitled "A Look into the Artistic Process: From Conception to Completion." All lectures are followed by an informal discussion.

Art Talk! welcomes both new members and fresh ideas. Now on summer break, the club will meet again in September and host a variety of guest speakers.

To learn more, contact Bogna at bjezierska@imf.org.



Hisanobu Shishido (APD) and his wife, Machiko Shishido

A passion for piano and pottery

To excel professionally in one discipline is difficult. To do so in two separate fields is exceedingly rare. But Machiko Shishido, spouse of Hisanobu Shishido (Deputy Division Chief, APD), has managed to do just that. For many years a concert pianist, Machiko took up pottery nine years ago, applying the same dedication to creating ceramics as she did to creating music. Last year, Machiko earned the ultimate distinction for a potter in the United States: her work was chosen for exhibition at the prestigious Smithsonian Craft Show in April.

As a child in Tokyo, Machiko developed a fascination with pottery and the decorative arts. Her mother's family owned one of the oldest restaurants in Tokyo, known among other things as the place where

Commodore Matthew Perry feasted after signing the 1854 peace treaty between the United States and Japan. It was among the restaurant's exquisite ceramics, paintings, and antiques that Machiko acquired an appreciation for art.

But it was piano that stole her heart first. At the age of 10, she accompanied a friend to her piano lesson just to listen, and ended up hooked. "I wanted to learn immediately," Machiko says. "It was very late to start—people who become concert pianists usually begin lessons at the age of 4 or 5." Not to be deterred, she practiced obsessively for the next 11 years. All that hard work paid off—by the time she was 21, she'd left Tokyo to study solo piano performance at the Vienna Music University in Austria.

In Vienna, she blossomed as a musician, traveling around Austria, Germany, and Italy to give concerts and see Europe. She went twice to

Iceland, a country that still captivates her. Her sister, a concert flutist, also studied for a time in Vienna, and the two sometimes performed together. To make ends meet, Machiko also taught piano at the state music school and translated documents from German to Japanese.

It was in Vienna that she met Hisan, who was working for the International Institute for Applied Systems Analysis there while finishing his Ph.D. from the Massachusetts Institute of Technology. Hisan, originally from Nagano, had heard that a Japanese pianist was playing a Mozart concert one evening and decided to attend. The two eventually began dating. "He must have believed my smile on the stage and thought he could see it every day," Machiko says teasingly.

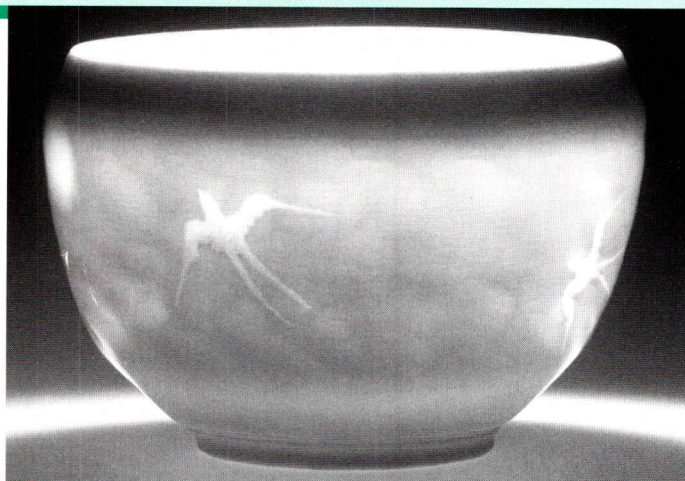
But after years of playing and performing, things took a bleak turn. Machiko developed severe tendinitis of the hand, undoubtedly from years of overuse. "I just practiced and practiced, then one day

I couldn't even brush my teeth," she remembers. "I was in a lot of pain." Thanks to cortisone shots, she was able to keep playing and obtain her diploma.

In the mid-1980s, the couple moved from Vienna to Washington, where Hisan had landed a job with the World Bank. The move was an adjustment for both of them, but the transition was particularly difficult for Machiko. "It was a difficult start here," she admits. "My husband had a totally different kind of job—nothing to do with art or music. And his friends were not musicians. I almost thought about going back to Vienna."

Hisan did his best to make her feel at home. "I took her to the Kennedy Center so that she'd be surrounded by music," he says. But the music was a painful reminder of the friends she'd left behind in Vienna, and only served to make her feel more lonely.

To make matters worse, Machiko had significantly fewer opportunities to perform here than in Europe. And by this time, the couple had a small child. When



Machiko's translucent porcelain was displayed at the Smithsonian Craft Show from April 14–17 at The National Building Museum.

the Japanese Embassy asked her to play at the Cherry Blossom Festival, she eagerly agreed, with Hisan's full support. He promised to be there to help out—only to discover a few weeks beforehand that he'd have to go on mission, leaving Machiko alone to contend with their baby during the crucial rehearsal period

in the days preceding the concert. "She was crawling under the piano during rehearsals," Machiko recalls with a smile.

Around this time, Machiko's thoughts returned to pottery. While in Vienna, she had experimented with painting on plates and bowls, then having them glazed and fired in a kiln. But what she really desired was to learn to throw on a potter's wheel. As she had few contacts in Washington, she asked Hisan if he would find a studio where she could learn to make pottery. He didn't make much headway. "There was no Google at the time," he jokes.

Finally, in 1996, she heard about a beginner's pottery class offered by Arlington County at the Thomas Jefferson Community Center and signed up. As with piano, she quickly became obsessed, working several hours of pottery-making into her daily schedule sandwiched between piano practice, her work as a piano teacher, and time with the family.

About three years ago, at the Lee Arts Center in Arlington where she now goes, she experimented with making translucent porcelain, a departure from her previous style. Pleased with the outcome, she decided to focus all her efforts on perfecting her own technique for making this delicate porcelain—the type of pottery that is now her specialty.

To be translucent, the pieces must be very thin, making them fragile and difficult to work with. Once the shape is made, Machiko carves scenes on the side of the piece that are visible only when the piece is held up to light or displayed with a light strategically placed inside it. To carve on the porcelain, the piece



"If I create pottery or play the piano, I feel really peaceful."

must not yet be hard, so extreme care must be taken. Only about 4 out of every 10 pieces she attempts are successful. Those pieces that do turn out, however, are uncommonly beautiful. That's what drew the attention of the Smithsonian Craft Show jury when Machiko submitted the photos of her work last year.

Once she received word in November 2004 that she was among 120 artists working in different media to be accepted into the show, she entered a frenzied period of creation. At the show, artists not only exhibit but also are expected to sell their work, and Machiko did not have a large supply of her translucent pieces on hand. Because the Lee Arts Center was preparing to replace its ancient gas kiln in February 2005, she had to create as many pieces as possible before that date.

"Every kiln is different," explains Machiko. "So you have to test-fire. Everything is trial and error, and it might take a year to figure out how to use a new kiln." In the end, she was able to produce an adequate supply of pottery in time for the craft show, and ended up selling 28 pieces.

Will she enter the Smithsonian Craft Show again next year? Machiko is not so sure. The show's judges strive for variety from year to year, so artists are rarely selected to exhibit there two years running. But the Smithsonian experience has allowed her to take her art to a new level. "This was really her first commercial venture," says Hisan. Given the public's apprecia-



Machiko displays a work in progress.

tion for her work, it's unlikely to be her last.

For Machiko, the logical next step is to get her own gas kiln, which would eliminate the time spent commuting to and from the Lee Center and give her the freedom to produce more pieces and indulge in more experimentation. The downside of getting her own kiln, of course, is that she would miss the chance to interact with the other artists at the Lee Arts Center—many of whom are highly accomplished potters in

their own right.

Although Machiko's focus has shifted to pottery in recent months, she still gives solo piano concerts on occasion. Some Fund staff may recall her performance at former Deputy Managing Director Shigemitsu Sugisaki's farewell dinner in early 2004.

Does she consider herself primarily a pianist or primarily a potter? "I need both," Machiko says. "If I create pottery or play the piano, I feel really peaceful. If I don't do either, I go crazy."

There is one key difference between the two art forms, however, she acknowledges in her artist's statement for the Smithsonian show. "When we play the piano, we reproduce music created by great composers such as Beethoven and Mozart. We can still express our feelings, but the most important task of a pianist is to interpret the creative spirit of composers. A potter, on the other hand, can create his or her own universe from just a lump of clay." ♦

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to the *Staff News* mailbox.**

Fund launches a new ergonomics program

HQ2 has finally opened, and staff are beginning to feel at home in their new offices. The rapid adjustment of most HQ2 staff owes much to the Fund's newly enhanced ergonomics program, implemented May 1. The first phase of the new program was launched to coincide with the move to HQ2.

The program includes web-based information and video demonstrations on setting up the workstation for optimal comfort, ergonomics Quick Topic seminars, "drop-in" visits by an ergonomist to make simple adjustments, an online form for requesting a more comprehensive ergonomics assessment, and a formalized follow-up process.

While the IMF's enhanced program is new, the science of ergonomics is not. This science of arranging the work area to fit the worker initially focused on industrial settings, such as factories. Beginning in the 1980s, with the more widespread use of computers, new types of injuries started surfacing in the office.

Office workers began to be diagnosed with a variety of musculoskeletal disorders—the most common of which is carpal tunnel syndrome, a disorder characterized by damage to the nerve in the wrist. Other problems that can result from a poorly adjusted workstation include musculoskeletal strain affecting the neck, back, arms, or legs, and even headaches from the glare on a computer screen.

In 1997, the Bank-Fund Health Services Department (HSD) first established the IMF's ergonomics program under the direction of Danielle Ali, Occupational Health Nurse and Ergonomics and Environmental Health Specialist. That program included ergonomic evaluations upon request, demonstrations of the proper setup of workstations, the retrofit of some workstations with new keyboard trays, educational materials on ergonomics, and more.

This initial program was successful, yet narrow in scope. "We began evaluating the need for a more comprehensive and proactive program last year," says Meg Klekner, Senior Facilities Officer in charge of Environmental Health and Safety at the Fund. "We knew that when the new building was finished, roughly half the Fund's staff would relocate at one time. We saw this as an opportunity to revamp the ergonomics program and make it more proactive."

To accomplish this goal, the IMF established an Ergonomics Working Group in the fall of 2004. Klekner heads the group, which brings together representatives of TGS, HSD and HRD. It also includes Enviro Dynamics, one of the Fund's health and safety consulting providers, who, in turn, hired Evans Incorporated to provide certified ergonomists.

Once established, the working group provided input on the selection of furniture and computer equipment for HQ2. The group



The new assistant workstation in HQ2

brought on board ergonomics consultants and began planning how assessment follow-up would work. The working group also developed measurement metrics to identify trends and determine where additional attention might be needed.

The group also developed a communications plan for the HQ2 move, centering on the launch of a new office ergonomics website on *HR Connect*, which provides general ergonomics tips, demonstration videos for setting up HQ2 workstations, and an online form for requesting ergonomic assessments.

Now that the new program is up and running, any Fund employee or onsite vendor can use the online resources and, if needed, request assistance. The office ergonomics website can be easily located simply by searching for “ergonomics.” For those who encounter problems that go beyond simple adjustments to the workstation, the website provides a link to the assessment request form (also found on www.imfergo.com). Situations that require immediate medical attention will be referred to HSD; otherwise, an ergonomist will contact the staff member to assess



Mar Sue Myint, TGS, finds her new setup more comfortable—and more stylish.

the problem. The staff member will then be asked to submit a feedback form, and the results of all cases will be stored in a confidential database.

To evaluate the overall program, HRD, HSD, and TGS will conduct periodic surveys. The first was sent to all staff in April, with questions about the individual’s satisfaction with his or her workstation and ergonomic-related problems. Over 60 percent of Fund staff responded to the initial questionnaire. A follow-up survey will be sent out in about a year, and this will help

provide a comparison of staff ergonomic health before and after office reconfigurations so the program’s impact can be judged. Intake and data collection are critical, according to Klekner.

Staff who remain in HQ1 will not be left out in the cold. As HQ1 offices are renovated for internal moves, they will be upgraded with new desks and computer equipment. TGS will install computers and 17” LCD monitors in HQ1 from July through November of this year. ♦

Karen Shaines

10 tips for workstation comfort

1. Ensure your thighs are parallel to the floor and that your feet rest firmly on the ground.
2. Make sure the seat pan of the chair is short enough to enable you to make contact with the backrest (the front edge of the seat should fall away from your thighs). Adjust the backrest height to provide adequate lumbar and upper body support for the back, and ensure you make full use of the seat back at all times.
3. Adjust the height of the desk until your forearms are parallel to the floor when typing on the keyboard, and your wrists are in a neutral position.
4. Position the keyboard and mouse at the same height in front of the monitor.
5. Leave a space in front of the keyboard or use a wrist pad to rest your hands when you are not using the keyboard.

6. Ensure your eyes are at the same height or slightly above the top of the monitor screen.
7. Position the monitor (and document holder if you type copy) in the best position for your task. This should be directly in front of you wherever possible, and approximately within fingertip reach.
8. Make sure you know where the contrast and brilliance controls are, and how to use them to get the best screen luminance and avoid glare.
9. Remove any clutter under the desk to ensure you have sufficient legroom.
10. Ensure you take short breaks from your computer work every 20 minutes and adopt the 20/20/20 rule to regularly refocus your eyes (every 20 minutes, look at least 20 feet away, for 20 seconds).

For more information, see the Complete Ergo Guide in *HR Connect* > *Your Workplace* > *Office Ergonomics*.

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Anita J. Catterton
Argery Cooke
Susan A. McCuskey
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Christine V. Dub
Emmanuel O. Kumah

Separations

Benoit Henri Anne
Julie Christine Burton
Ann Sophie P. Dupont
Sanaa Elaroussi
G. Michael Fitzpatrick
Brian John Goldsmith
Rewat Bahadur Karki
Sheila F. Kinsella
Ivani Loverius
Thomas K. Morrison
Tammie J. Orefice
Roberto Ramaciotti
Eddie Rangel
Annie Teaipo Rogers
Ana Jesus Stevens

Transfers

George Ifeanyi Agbakoba to HRD from WHD
Houda Berrada to EXR from TGS
Francis L. Bobadilla to STA from HRD
Aliona Cebotari Ouanes to FAD from WHD
Jorge Antonio Chan Lau to MFD from ICM
Brian Lund Christensen to FAD from OTM
Jemma Dridi to MCD from AFR
Carole Anne Dunne to RES from EUR
Jeanne Helene Gobat to PDR from AFR
Peter Lohmus to MFD from MCD
Ann McPhail to TGS from STA
Saleh M. Nsouli to EUO from MCD
Geremia Palomba to APD from FAD
Paul S. Ross to ICM from FIN
Garry J. Schinasi to FIN from ICM
Hilda Luz Scioville to SEC from OED
Abdelhak S. Senhadji to MCD from APD
Subramanian S. Sriram to AFR from STA

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Moldovan, is an Administrative Assistant, OED. Formerly a conference assistant at the World Bank's Corporate Secretariat, he holds a B.A. in international affairs from the George Washington University, Washington, DC. He enjoys reading, hiking, and swimming.



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Russian, is an Investment Systems Officer, INV. Previously the founder and vice president of technology, VisionCube, Inc., he holds an M.S. in cell biology and Physiology from Moscow State University. He lists photography, hiking, and kayaking among his interests.



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German, is an Economist, IEO. Previously the deputy head of the Minister's Office, Federal Ministry for Economic Cooperation and Development in Berlin, he holds a Ph.D. from the Max Planck Institute and the University of Hamburg. He plays the electric guitar and keyboard, and is married with one daughter.



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Brazilian, is an Economist, ICM. Before coming to the Fund, he was chief economist for Brazil at JPMorgan Chase. He holds a Ph.D. in economics from the University of Illinois at Urbana-Champaign. He is interested in fencing and listening to jazz.



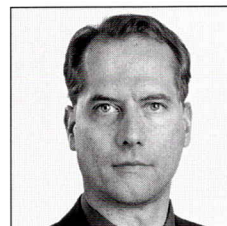
Esther Cohen

A U.S. national, is a Staff Assistant, FIN. Previously employed by the D.C. office of the American University in Bulgaria, she holds a B.A. in education from the George Washington University.



Martin Edmonds

A U.S. national, is a Data Management Officer, ICM. Formerly a contractual staff member in ICM, he holds an M.B.A. from New York University. He enjoys going to the gym.



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Neri Gomes

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Maher Hasan

Jordanian, is an Economist, MCD. Formerly assistant director of the Banking Supervision Department, Central Bank of Jordan, he holds a Ph.D. in economics from Washington State University in Pullman, Washington. He enjoys reading, fishing, and soccer, and is married with two children.



Jiri Jonas

Czech, is a Senior Economist, FAD. Previously a Senior Advisor to the Executive Director, OED, he was educated at the Prague School of Economics. He is interested in travel, classical music, and wine.



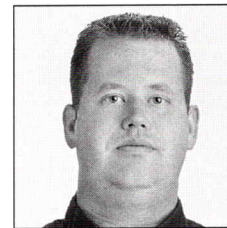
Mats Josefsson

Swedish, is an Advisor, MFD. Formerly a headquarters-based technical assistance advisor, he holds a B.A. in economics from the University of Uppsala. He enjoys skiing and hiking. He is married to Britt and has two grown-up sons.



Scott T. Kennedy

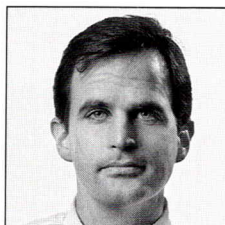
A U.S. national, is a Budget Assistant, AFR. Previously a contractual staff member in HRD, he lists golfing, skiing, skydiving, and boating among his interests. He is single.



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Chris Miller

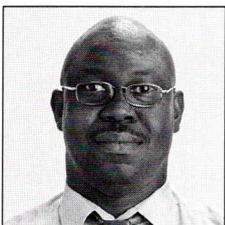
A U.S. national, is a Senior Information Technology Officer, TGS. Previously a senior technical advisor with Cisco Systems, he holds a B.A. in computer science from Brown University and an M.B.A. from the University of Maryland.

**Sabrina Minnix**

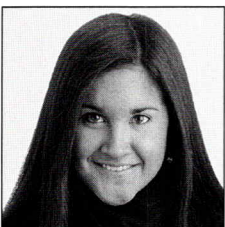
A U.S. national, is a Staff Assistant, TGS. She enjoys participating in church activities, and has a son and a daughter.

**Wale Oguntola**

British, is an Information Technology Officer, TGS. Formerly chief of the information and communication technologies project management practice at the United Nations Development Program, New York, he holds an M.B.A. from East London Business School. He is interested in music, traveling, and reading.

**Fiorella Pacheco**

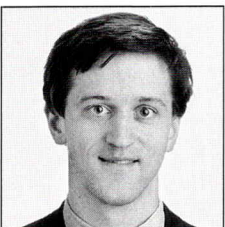
Peruvian, is a Staff Assistant, PDR. She holds a B.A. in economics with minor in French from Georgetown University. She likes drawing and oil painting, travel, gymnastics, and visiting friends and family back in Peru.

**Ceyla Pazarbasioglu**

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**Stéphane Rottier**

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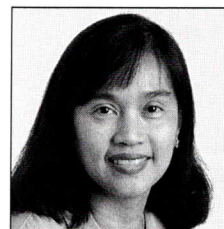
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Manrique Saenz

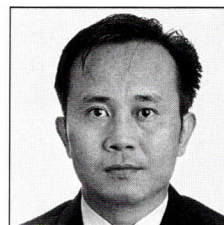
Costa Rican, is an Economist, AFR. Previously a researcher at the Central Bank of Costa Rica, he holds a Ph.D. in economics from the University of California at Los Angeles.

**Merceditas San Pedro-Pribram**

A U.S. national, is a Staff Assistant, FAD. Formerly a senior marketing analyst at U.S. Airways, she holds a B.A. in business management from St. Paul College of Manila and Philippine Christian University. She enjoys tennis, rowing, photography, and painting, and is married to an American Czech.

**Khamphout Sithilath**

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Staff News welcomes
suggestions for articles.
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HQ2 opens its doors

With the last batch of moves in early June, HQ2 is now home to approximately 1,500 staff. The move was the final phase of a massive undertaking, the scope of which Fund staff are only vaguely aware.

Just how daunting was all of this? Around 200 companies were involved in the planning and construction of the project. Three law firms were consulted on zoning issues and other aspects of the project. Roughly 20 architectural and engineering consulting firms worked under the program architect Pei, Cobb, Freed, and Partners. In the actual construction, 55 firms were involved, with each employing subcontractors and suppliers. Add to that the scores of movers, information technology

workers, cleaning crews, and security personnel involved in the move itself, and it amounts to one of the largest construction projects in IMF history.

Though the new building is now inhabitable, there is further work to be done. Construction of the conference hall will finish in mid-July. By the time of the Annual Meetings, its audiovisual systems will be up and running. H Street is expected to open near the end of July, while the waterwall on the Pennsylvania Avenue side is slated for completion in early August. The visitor's entrance to HQ2 at the corner of 19th and Pennsylvania Avenue will be open by September, and in July, HQ2's Credit Union branch will start construction, with the project estimated to last

4 months.

The Fund's G Street offices will move later this year. ♦

