VOLUME 14/NUMBER1 APRIL1, 1998

BANK SWIRLED

Official HBS Tennis Hat
Poly/Cotton.....$2,000

INSEAD T-Shirt
All Cotton.....$13,000

U.S. Airways Tote
(not shown)
$1285 (R/T) and 40,000 miles

LSE Sea Isle All-Cotton
Button-Down Dress Shirt
Single-Needle Tailoring.....$7,500

EDP Class Ring
(not shown)
Gold Vermeil.....$28,000

Harvard University
Sweatshirt
All Cotton.....$4,800

Stanford Key Chain
Gold-Tone/Silver..$1,800

IESE/Universidad de Navarra
40th Anniversary Bumper Sticker
$10,000

Call Me, Ismail!
p. 27

E-mail: bankswirld@aol.com
Web: http://members.aol.com/bswirled/private/bs.htm

DEVELOPMENT ACTION PLAN

Name: James D. Wolfensohn Level: 31

Title: President PMU/Unit: EXC

UPI#: 000000001 Period covered: From January 1, 1998 To December 31, 1998

What do I want and/or need to learn? (Focus on no more than 3)	How am I going to learn it?	How will I know if I've learned it?
1. *The names of the children and spouses of all the heads of state, heads of government, church leaders, movie stars, media personalities and fellow billionaires of the world*	(please specify) On-the-job: *Many missions, plus lunches in my gold wallpapered private dining room* Self Study: *Read briefing books before getting into helicopter* Other: *Listen better (get tips from Kemal)* If formal training: *Endow chair at Harvard*	*Send twice as many "Season's Greetings" cards as in 1997.*
2. *How to control my temper and use less profanity when I am on mission*	(please specify) On-the-job: *Fewer meetings with VPs/MDs* Self Study: *Read programs to make sure that handlers organize meeting with head of state near the beginning of my visit to the country* Other: *Diversify my use of crude language* If formal training: *Endow chair at Yale*	*Fewer stories about me after I return (Jane: ask Mark to cut out the tongues of local staff and drivers after I leave each country).*
3. *How to use the Internet*	(please specify) On-the-job: *Mohamed to show me how to access AOL chat rooms* Self Study: *www.sexvixens.com* Other: *Have Steve select content and Jane print it out* If formal training: *Bill Gates to Jackson Hole*	*Blind trust buys Netscape, Inc.*

How will I get help to know I learned it?

1. *Mark B. will make sure that the 1999 Attitude Survey includes questions on this.*
2. *Rachel W. will make sure that Bank's World covers all my learning events.*
3. *Luis D. will make sure that security guards force staff to check my personal web page daily, so my page gets more hits than the Archbishop of Canterbury's page.*

SIGNATURES

Staff Member	Date	Manager	Date
	April 1, 1998		April 1, 1998

BANK SWIRLED

The Few. The Proud. The Redundant.

Vol. 14, No. 1 April 1, 1998

"I'm O.K., Euro-K." —Jessica Einhorn

Y2K Surveys Post Surprising Results

Information Services Network Chairman and Chief Information Officer Mohamed Muhsin today announced the conclusion of a $27.6 million Price Waterhouse consultant study concerning the year 2000. "All indicators suggest that the year 2000 will follow the year 1999," said Muhsin at a midday news conference.

The consultant team benchmarked other organizations during the execution of their contract. The team discovered that the IMF, the U.N., all NGOs and all multinational organizations have also concluded that the year 2000 will follow the year 1999.

Additionally, civil society was benchmarked. Forty-seven Price Waterhouse consultants undertook a high level mission to Israel, which is currently in year 5758, and determined that centuries ago, the year 2000 indeed followed the year 1999.

Price Waterhouse was also awarded a second $32.7 million contract to benchmark several countries in the Middle East, Asia and Africa that use the Muslim or Chinese calendar. These missions proved inconclusive.

The consultants then examined the impact of the year 2000 on Bank information systems. They anticipate huge conversion problems for the Bank, except in Human Resources. Apparently, HR programmers dealt with the year 2000 problem in the mid-1980s, when then-Vice President Bill Cosgrove approved 20-year fixed term appointments as a "suitable balance between organizational flexibility and recruitment competitiveness."

New Pet For the Prez

Not to be outdone by U.S. President Bill Clinton's public relations coup with Buddy the Labrador retriever, World Bank President Jim Wolfensohn has announced that he, too, has acquired a new pet, a bouncy 4-month old wombat.

Staff and Executive Directors are invited to submit proposals for names by e-mail to Mark Malloch Brown. A task force led by Julian Schweitzer, on sabbatical from LAC/HD to HRS to lead task forces, will select the winner. The Board will vote according to shares and Jamil Sopher, representing the Staff Association, will participate in the discussion but not vote.

The wombat was selected based upon a $21.5 million public opinion poll conducted by EXT consultants. Malloch Brown explained that 10 people were selected randomly from Mr. Wolfensohn's Rolodex and contacted by telephone. Malloch Brown also remarked upon the metaphorical appropriateness of Mr. Wolfensohn's choice. The wombat is a Australian marsupial that, once born, laboriously crawls up its mother's leg and finds refuge in a warm pouch where it fastens itself to a teat and sucks voraciously until it "graduates" and hits the ground running.

Anyone Hungry?

The World Bank is still reeling from last year's food poisoning incident in the Main Complex, according to a recent survey conducted by *Bank Swirled* investigative reporters. The survey included a random sample of poisoned and unaffected staff, as well as interviews with Health Services and Food Services employees. Among the major findings of the study:

- 90% of staff hope that the food poisoning episode will recur, as long as they receive sufficient prior notification so they can take their manager to lunch.
- Marriott Corporation lost over $1 million when they cancelled their promotional campaign, which featured a cartoon mascot named "Minnie the Marlin."
- GSD Director Luis Descaire has accelerated his plans to in-source Atlantic salmon in the MC fountain pool.
- HSD Director Bernhard Liese remains outraged that the *Washington Post* article on the debacle misspelled his name.
- Staff in general overwhelmingly reject "Tainted Fish Bar" as a proposed cafeteria feature.
- LLC managers have commissioned a separate study to see if they can use the Blue Marlin Special as a significantly cheaper substitute for the Poverty Week module required of all Harvard Executive Development Program participants.
- The Staff Association's class action appeal on behalf of the blue marlin (for being immediately separated without notice or severance package) enjoys popular regular and fixed term staff support but little support from NRS.

Only one Sector Family can name a dung beetle after Jim Wolfensohn and get away with it.

ENV

Today: Insects. Tomorrow: Reptiles.

Robert Watson, Director x36965

Around the World Bank

All staff are reminded that medical disability criteria have been updated. "Mentally Incompetent" for the purposes of disability now covers all staff diagnosed with an accepted condition by qualified doctor, all EXT staff, any U.S. male seeking a managerial position, and anyone who understands HR Reform.

In an unprecedented concession to management, Staff Association Chairman Jamil Sopher today withdrew his insistence that maternity benefits be extended to male non-regular staff.

To reduce costs, effective immediately staff must use their magnetic ID cards to enter any toilet stall. Any staff using another unit's toilet facilities will incur a charge-back cost. Furthermore, to reduce the amount of business transacted in front of urinals and increase the ability of female staff to influence decision-making, all bathrooms will be moved to open space.

In an effort to make internal staffing processes more transparent, HR Deputy VP Richard Stern announced today that managers will announce staff selections before posting vacancies.

The Main Complex fire alarm system is out of service today. NRS staff contemplating arson should reschedule accordingly. For more information, contact Security Operations at x84489.

The U.S. government has formally blocked funding of IDA-12, according to a Capitol Hill spokesman. The decision followed acute concern from key lawmakers over the purchase of vacuum aspirators in a number of World Bank projects. World Bank President Jim Wolfensohn, nursing a sore *tush* from having been sucked up to by too many Bank staff with new aspirators, was unavailable for comment.

Responding to Mr. Wolfensohn's ultimatums to improve attitude survey results, SRM has awarded a $41 million consulting contract to Price Waterhouse to fill out each survey in the 1998 cycle. A near-100% return rate is anticipated.

ISG's Telephone Services proudly announces that after rigorous testing, Nortel handsets have been selected as the World Bank standard. The selection process included real-time usage and stress testing. Staff were also asked to contribute their input and thoughts during the evaluation period. "I like the phones. Jim and I tested one by throwing it through a plate glass window and seeing if it still worked!" laughed EXTVP Mark Malloch Brown. A Wolfensohn spokesperson commented, "The phone is very robust. We enjoyed the opportunity to work with Mark on the testing and we wish him much luck in his future endeavors."

The World Bank InfoShop is pleased to announce its new children's book section, designed to help children better understand their parent's career at the Bank. Our titles include: *Mommy Didn't Make the Shortlist, The Rule of 75 and Other G-4 Math Problems, Why Do I Have to Go to Public School Now?*, and for our young readers, *Why Is Daddy Always Home?*.

Five Indian professionals from HRS have filed an appeal regarding the recent advertising of Human Resources Account Manager vacancies in the Job Posting System. The appeal alleges capriciousness because "HRAM" means "bastard" in Hindi/Urdu. "We stand by our title," said an HRS spokeperson.

World Bank Chief Historian Turgid Papermill announced today that his research has uncovered a colossal mistake in the implementation of the 1947 Bretton Woods accord. Apparently, the International Bank for Reconstruction and Development was supposed to be called the "Word Bank," not the "World Bank," in anticipation of the endless documents the founding governments foresaw when they created the institution. Staff are urged to cross out the "l" in all official letterhead and correspondence.

HRS Adviser Julian Schweitzer will hold a full day seminar today focused on retirement planning for non-regular staff. Among the topics to be covered in the Q-building McNamara Broom Closet are: *Dumpster Gourmet: Recipes From the Alleys of Georgetown; Paper or Plastic: Pros and Cons For Moving One's Household; Lawn Grass: The Miracle Homeopathic Herb For the Next Millennium;* and *Blue Light Specials: Power Shopping at Your Local 401K-Mart.* The session is free, but NRS attendees will be assessed one day of annual leave.

While participating in South Asia's vaunted Village Immersion Program, 35 regional staff have contracted malaria, 41 have contracted giardia, 68 have tapeworm, and 57 have contracted hepatitis. "The VIP," said SARVP Mieko Nishimizu, "has given our staff a feel for our clients that they could not get in any other way. When this is all over, if there is anyone left who is medically cleared for travel, we will be a much more effective region than we were before."

SRMVP Mark Baird announced today the conclusions of a $93 million study of Bank cost effectiveness. The study was done in two weeks by KPMG junior analysts who had never heard of the World Bank nor set foot outside of the U.S. The main finding of the report was that if everyone except senior management moved to 100 sq.ft. offices, the World Bank could save over $134 million a year in office occupancy and payroll costs as nearly every staff member would resign upon space policy implementation.

HR Service Center manager Mark Bowyer today acknowledged a massive breach of security in HRS's "Peoplesoft" personnel database. "As far as we can determine," said Bowyer, "4,312 staff tampered with their date of birth so they appear to be age 50." Bowyer, age 50, refused further comment, as he was on his way to Florida to inspect some retirement property. HR Transaction Center manager Dorothy Dempsey-Chiam, age 50, and HR Benefits manager Deborah Wright, age 50, also refused comment.

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NOTICE TO READERS: All suggestions and positive comments concerning this document should be sent to bankswirld@aol.com (yes, Virginia, this is a real e-mail account). Negative comments and complaints should be addressed to Mark Malloch Brown in EXT, or call 1-800-GET-A-LIFE. If your copy is one-sided, it is an unauthorized xerox, which means you are not on the A-list. Better luck next year.

This magazine was created under strict supervision of overpriced consultants from KPMG. No actual World Bank Group managers were injured or abused during document production.

James D. Wolfensohn
Editor-in-Chief

Awards Winners Announced

The Awards for Excellence Committee (sponsored by Nike, the official shoe of the Strategic Compact – *Just Do It!*) is pleased to announce the first annual Oxymoron of the Year Award. The award celebrates official Bank Group terminology that skillfully hides the contradiction inherent in the object, process or group that it describes.

Competition this year was strong. Runners-up, who receive a bowl of bruised fruit from Kathy Tama and a free pass to last June's World Bank Disco Night from Yosef Hadar, include:

- Long Term Consultant (HRS)
- Board Committee on Development Effectiveness (Corporate Secretariat)
- Space Efficiency Program (GSD)
- Cost Effectiveness Review (Office of the Managing Directors)
- Strategic Directions Paper (SRM)
- *Bank's World* (EXT)
- HR Reform (HRS)
- Executive Development (LLC)
- Richard Stern (Richard Stern)

First prize – two upgrade certificates on Tajikistan Airways, four free IVs at Bamako General Hospital, dinner for one at the Port Moresby Travelodge Hotel, a week of free use of the Vientiane bus system and four days of free parking in the K-building – goes to the Bank's first triple oxymoron, the *ECA Leadership Team.* This gem takes an institutional oxymoron (leadership team), and by simply localizing the term with one additional word, creates two more oxymorons of breathtaking obfuscation and telling accuracy! Congratulations, Anil!

Attention: Dead Retirees

If you are dead and are receiving a World Bank pension, you may be in violation of Staff Rule 6.20. Please contact the Pension Administration Desk at x82977 immediately, or write ipension@worldbank.org on Lotus Notes.

PEN$ION

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HRS Outing Goes Awry

In an effort to improve morale following last year's Attitude Survey, HRS staff recently took a one-day retreat to a paintball center in rural Carroll County, Md. However, *Bank Swirled* has learned that the day was not the inspirational team-building exercise it was intended to be.

Staff were divided into four teams. Each team, its members armed with handguns which shoot harmless paint pellets, had the objective of capturing the other teams' flags while defending their own banner. However, staff ignored the rules of play soon after the exercise began, forsaking the team structure to instead fire indiscriminately at their managers.

HRSVP Dorothy Berry was extensively hit during the exercise. According to an anonymous HRS staff member, "She was a sitting duck, once her heels got stuck in the mud. And her outfit looked great, but it made her easy pickings, with everyone else in camouflage." Berry could not be reached for comment, as she was on an emergency mission to Nieman-Marcus.

Deputy VP Richard Stern was also a casualty; he was hospitalized after the Recruitment Unit dropped their weapons and tossed him into a 55-gallon drum of paint.

Despite the condition of Berry and Stern, several HR staff remained dissatisfied with the outcome of the exercise. "I'm still pretty mad about the whole thing," groused one team assistant. "They promised me I could shoot somebody, they gave me a gun, and they sent me into the woods. So I tracked down my manager for some payback. I'm standing over him, pumping rounds into him, and it was just paint! What's the fun in that?"

Lindbaek Replacement Named

The rotting corpse of 19th century French painter Henri de Toulouse-Lautrec will succeed Jannik Lindbaek as the new Executive Vice President of IFC, according to a confidential source in World Bank Group President Jim Wolfensohn's office. Lindbaek had previously announced that he will not seek a second term as EVP, and will depart at the end of 1998.

"It makes perfect sense," the source commented. "Henri's body is in remarkable shape, he is shorter than Jim, and he's no threat to upstage him. All we really wanted was someone who would keep his mouth shut, and the Board didn't really care as long as it wasn't an American. Besides, just think of the travel budget savings, since he fits in the overhead luggage compartment."

Wolfensohn's office directed all inquiries on the matter to Managing Director Sven Sandström, who told *Bank Swirled*, "What more do you want from me? I already leaked it to you. Oh, wait, you mean on the record?"

Reached for comment, Staff Association Chair Jamil Sopher told *Bank Swirled*, "I am so very pleased with everything my good friend and partner Mr. Wolfensohn does, particularly allowing me to address him as 'Jim,' so I'm absolutely certain this will be yet another of his wise, groundbreaking decisions, just like approving one day per year of administrative leave for every staff member to volunteer with a local non-profit organization."

Efforts by *Bank Swirled* to reach IFC staff for comment were unsuccessful, as reporters called before 10 a.m., between noon and 3 p.m., and after 5 p.m. The K-building is just too damned far to go ask someone in person.

Can You Program in FOCUS for CMS?
Do You Love Your Monochrome Display?
Do You Have a Picture of Mike Ruddy on Your Wall?

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The Miracle Product from Germany!

- *Works throughout the Project Cycle!*
- *Attacks unwanted systems at their source!*
- *Eliminates multiple points of entry!*
- *Destroys data discrepancies!*
- *Streamlines business processes like magic!*
- *Extremely strong scheduling and time recording module!*

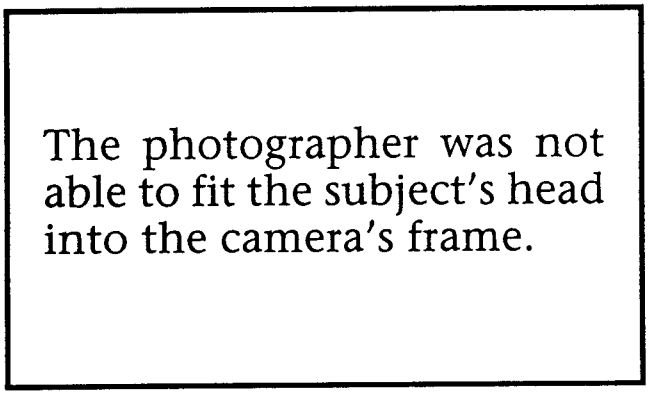
Just Follow These Simple Directions:

- Test first on small, inconspicuous business unit.
- Spray along corridors, in cubicles, behind desks, in smoking lounges -- wherever system developers may be hiding.
- Spray again if unwanted systems re-appear.

ACHTUNG: Do not question procedures. Do not fold, spindle or mutilate. Batteries not included. Use only as directed. SAP consultants sold separately. Initial application of SAP may cause severe disorientation, headache and dizziness. Alcoholic beverages, sedatives and tranquilizers may be required. Use caution when operating a PC using SAP. This package is tamper resistant and may protect itself.

Kevin Rafferty Talks With Kevin Rafferty

Bank's World Editor, Reporter, Copywriter, Photographer, Book Reviewer, Satirist, Cartoonist, Sous Chef and Grand Poobah Kevin Rafferty recently sat down with *Bank Swirled* investigative reporter Kevin Rafferty for an exclusive interview on furthering the reach and scope (not to mention the *raison d'être*) of *Bank's World* in the approaching millennium.



©RAFOTO

A note from the interviewer: As soon as I started the interview with Mr. Rafferty, I knew that I was in the presence of greatness. His nimble mind, boundless energy, undeniable enthusiasm — his *je ne sais quoi* if you will — suggests immediately how one man can run a successful publication, including writing all the articles, taking all the pictures, reviewing four books a month, and ghostwriting a charming "letter from the beyond" on behalf of the greatest economist in history. An edited transcript of our session together follows:

KR: Good Lord, you're a handsome devil.

KR: Thank you, you're not so bad yourself.

KR: By the way, are you any relation to Gerry Rafferty, the guy sang *Baker Street*?

KR: Yes, he's my twin brother.

KR: I thought so. Tell me, what was the inspiration for the letter from Keynes?

KR: As a lad, like any other boy of the time (and what a wonderful time that was to be a spry little sprout with nary a care in the world), Lord Keynes was a grand inspiration to me. Years later, whilst overhauling *Bank's World* and adding my own *imprimatur*, I saw the need for a light, humorous piece to tie together each issue. Of course, my first thought was to Lord Keynes, who as any economic historian worth his salt will tell you enjoyed a good laugh as much as the next Nobel Prize winner. The idea crystallized while on a flatbed boat floating down the Yalu River during the rainy season. I was polishing my 600mm telephoto lens, when —

KR: What a wonderful story, but I've heard it before. Tell me about working in EXT for Mark Malloch Brown.

KR: Can I confide in you?

KR: Absolutely.

KR: I love my job.

KR: What about Mark?

KR: Mark?

KR: Malloch Brown.

KR: What say we finish our talk over a nice dry sherry?

KR: Good show, I love the way you think. After you...

NOW PLAYING at the World Bank Gigaplex:

TITANIC (PG-13)

The tragic history of ECA Renewal, starring Johannes Linn, with screenplay by Anil Sood and Yukon Huang.

HALF BAKED (NC-17)

An IMAX National Geographic documentary of HR Reform.

BOOGIE NIGHTS (NC-17)

Friday night cash bar happy hours, circa 1979.

SPICE WORLD (G)

The latest pop sensation. Starring Sven Sandström as Posh Spice, Shengman Zhang as Baby Spice, Caio Koch-Weser as Scary Spice, Jessica Einhorn as Ginger Spice and Jim Wolfensohn as Sporty Spice.

TOMORROW NEVER DIES (PG-13)

Intrigue and debauchery from FPSI's Energy Sector. Starring James Bond as the French 007.

AS GOOD AS IT GETS (PG-13)

Full retirement at age 50! A slightly fawning but nonetheless entertaining film about the life and work of Charlie Chih.

AMISTAD (PG-13)

Spectacular but politically incorrect cinematography lifted directly from the *Bank's World* 1998 calendar shoot.

GOOD NICK HOPE (PG-13)

A touching story of a brilliant janitor in the H-building who derives a methodology to erase Bank-standard whiteboards without leaving messy streaks of ink.

DECONSTRUCTING JAMIL (NC-17)

A South Asia Region financial analyst-turned-labor leader's descent into hell.

RAMBO XXIII (PG-13)

This SAP Films production cost over $300 million, yet one can still make level 23 simply by understanding the BAS. We've seen this plot dozens of times before, and the ending is always the same: a disaster. Starring Mohamed Muhsin, with screenplay by George West and Steve Denning.

IMF EDP Launched

Bank Swirled investigative reporters have discovered that the International Monetary Fund has mimicked the World Bank's vaunted Executive Development Program, including the "Poverty Week" module. A confidential source inside the Fund provided *Bank Swirled* with a copy of the Poverty Week report from the first Fund EDP participant, Curr N. C. D. Value, to IMF Chairman Michel Camdessus. Excerpts include:

- "Arriving in Delhi was exciting, and not just because the first class cabin of a Boeing 777 is so comfortable. I had never before been in a country with a per capita income of less than $24,000. Are there really 300 million poor people in India, when Denmark has only 5 million people total?"
- "I was amazed by the number of employees at the hotel. Canadian hotels don't have nearly as many staff."
- "It was hot and I was glad that I could drink the tap water at the hotel, since there was a sign that said 'TAP WATER SAFE FOR DRINKING' right in my bathroom."
- "The ride out to my village was interesting, but I was surprised by the number of road accidents I saw."
- "On the Great Trunk Road to the village there were billboards mentioning 'AIDS.' I made a note to learn what this meant when I returned to Washington."
- "In Washington, I always keep my suit coat on and found it strange when my new village friends encouraged me to take my coat off. I did this reluctantly on the fourth day, but kept my tie on, of course."
- "India has very good beef."

Help Desk Marks 150,000th Ticket

In a brief ceremony followed by a raucous party, ISG Help Desk Manager Leighton Cumming presented ECA staff member Gerhard Pohl with a framed copy of his March 31 request for help with his EN 2.0 remote connection to Notes. Pohl's call was the 150,000th ticket entered by Help Desk agents since logging began in June 1997. Pohl also received a free telephone headset so that in future he can type, stir coffee and doodle when waiting for the Help Desk to answer x32121.

Cumming noted that staff in ECA call x32121 twice as much as other VPUs. She believes this is because ECA staff love both the Iranian piano concerto and the recording that states how much the Help Desk cares about their IT problems.

According to a confidential Help Desk source, James Calder, demand has overwhelmed the capabilities of the logging system. An average transaction now takes 22 minutes to record, and Help Desk agents cannot answer x32121 while logging a call.

The party atmosphere was bubbly, and x32121 was forwarded to voice mail for the day. When Pohl asked when ISG intended to fix his problem, Cumming told him"soon" and encouraged him to call again any time he desired.

In a related story, D.C. Metropolitan Police recovered the Bank mail truck stolen from behind the K-building last month. Inside the truck, they found 149,999 unanswered Help Desk tickets. The investigation continues.

You've spent $61 million on Harvard.
63% of Cohort 1 can't remember Boston.
12% of Cohort 2 have been fired.
72% of Cohort 3 will take the Rule of 50.
Chad deported four staff on Poverty Week.
Bank culture has not changed.
Micromanagement is back.
Spending is up.
No one does what you want.
Staff are livid.

Hakuna Matata.

Soon! Under New management!

The Learning and Leadership Center

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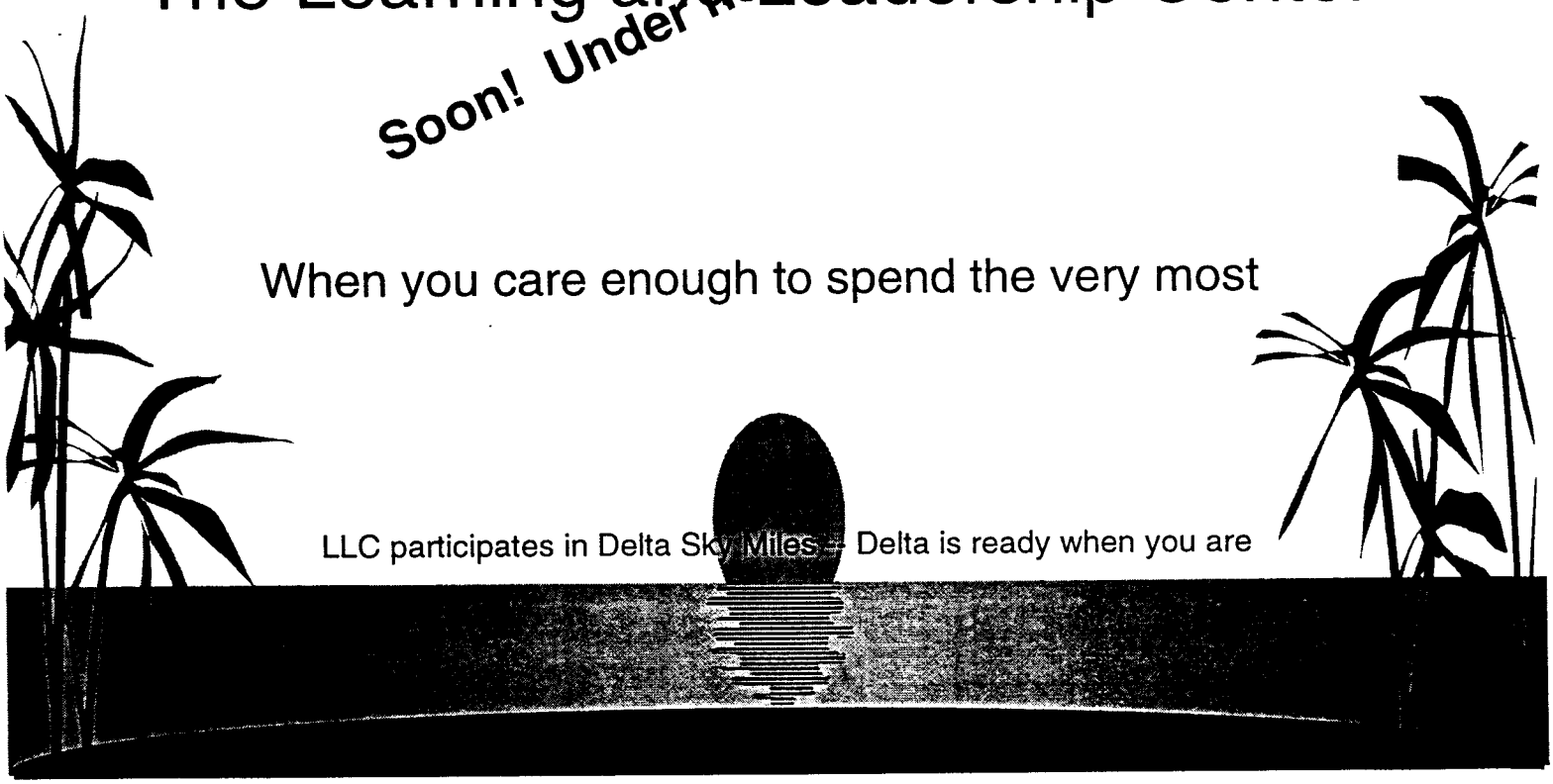


LLC participates in Delta Sky Miles – Delta is ready when you are

The Absurder *by Boris Sommoor*

How I survived the Strategic Compact last summer is a story unto itself. Round 2 was frightening enough with all of us warily eyeing the pitifully few chairs in the MC Atrium. The music stopped, and for a split second, Dan and I stood face to face, staring at a single empty chair. Fortunately, while he was spending his tax allowance in Alaska last fall, I took Kiyoshi's Shorinji Kempo class. It really was no contest. As luck would have it, Bernhard had grabbed the next seat, and even had a cold compress at hand, so no harm done. Now, Dan and I were YPs together, and shared a few "experiences" (including an impromptu mock kidnapping after we bumped into Yasar Arafat in the VIP Lounge at Zurich Airport a few years ago), but this is business, and besides, parachutes are woven from the finest silk.

Jim insists we take a "poverty week" of EDP in a village somewhere, so Muffy and I spent hours poring over the OAG, and I even bought Koos lunch at Morton's, trying to maximize frequent flyer miles, minimize diarrhea, and stay within a cab ride of a 4-star with a decent restaurant. We found a little town up the coast from Jo'burg, but bad luck: they temporarily closed the Club Med there for renovation. Muffy's stepfather's beef ranch in Uruguay also looked compelling, but then she remembered his strict rule about guests helping with the spring cattle roundup. So I decided my only logical choice was home leave. I complained to Bernhard about my allergies, and got him to call LLC on my behalf. As it happened, the next day Nick left for Fiji, and I felt guilty until Muffy reminded me that since St. Johns selected Yale and Bitsy selected Princeton, we would experience poverty firsthand soon enough.

Muffy and I were just exhausted after our long flight from Tokyo. Concocting ICRs during Harbin's Ice Festival is a huge burden every year, though we always keep warm in the evenings with bear paw *jiaozi* washed down with lots of *maotai*. Those provincial officials are always so grateful for a good sustainability rating, and count on me every year to use my *guanxi* with Bob. In Nagano, at the edges of the Winter Olympiad when we weren't watching compulsory figures in real time, as Mohamed would say, I'd very much taken to sport. Thank goodness ANA is relaxed on cabin luggage, so we got my snowboard, the Imperial Hotel towels, Muffy's lacquer chest from the grateful *chaebol*, the panda fur prayer rug with matching slippers, the Tanya Harding black felt painting (which I'll give to Ismail) and the bag of "World Bank/C of E Rules!" souvenir pins from Lambeth Palace, all stowed in the overhead compartments.

I was reminded of a conversation I overheard in the men's room at Nobu as we were waiting for Jim and the Archbishop to finish negotiating the communiqué. One man (not the one in saffron, I assured Muffy) complained to his colleague at the next urinal, "It's crazy, I have twelve children and you have none. How do you avoid pregnancy?" "It's easy, I only have sex during the safe period," said the other. "The safe period? You mean during...?" "No," interrupted the first, "I mean when you are on mission." I didn't catch his name, or I'd have passed it to HD so they could write a best practice note. Since there was no mention of a consultant, Muffy thought he might be one of those awful ECA managers she'd heard about at the WBVS martini and cigar mornings last spring. Beats business blueprinting at the Park Hyatt anytime, in my book; must call Arif.

The Red Carpet Club in Miami was crowded too, with the LAC management team, the eye protection thematic group and the sunscreen program team from the Senegal mission all en route to Curaçao for a retreat. That proves that Aruba has much better food and people, even if the beach where you get the best view is a tad crowded. The total eclipse was spectacular, despite my splitting headache from the prior evening with Kathy Sierra, downing *piña coladas* as we matched stories on which OPs had been replaced by instructions from Joanne about who in MIGA gets six copies of every piece of paper generated as a CAS gets written. I didn't even know there were six people in MIGA. They never attend CAS meetings anyway. I'm beginning to wonder if MIGA is a figment of someone's imagination. I must ask Anette. She'd at least know if any women work there. I'm sure none do, given the stories.

Of course, my mission wasn't nearly so exciting as Jim's recent sojourn in Nicaragua (which I can now pronounce properly thanks to "All Things Considered"). I don't go for all that excitement, fawningly reported in Mark's Yellow Rag like an Indiana Jones film but without the glamour. I can safely say that I did not dodge a tornado, fly in a helicopter with a broken fuel tank, or endure an hour-long blackout at my hotel in sweltering tropical heat. Jim is lucky Sally was there to keep his spirits up. Oh, for the heady days of BPI, when Ian spent with abandon on whatever change consultant crossed his doorstep, and you didn't have to be a friend of Mark's to come over from Operations. At least I don't get flustered by the things that are part and parcel of client focus, as I said to Javed as we discussed how willful shortlist committees have become. We don't have much expertise in making $600 loans (except travel advances to Jessica for a day trip to New York), or even telling a sheep from the shepherd's dog. Well, maybe someone in ESSD knows sheep, particularly if it's nestled alongside the *chèvres* on the *chariot*.

As we took off for BWI, bronzed and refreshed, I perused the ICR schedule for Turkey. August looks good: four minutes totality and the children will be home from college. I know change is upon us, but the red ink syndrome has not fully disappeared even if Moeen's golden shovel was part of his separation agreement. Can you imagine if we hadn't done big infrastructure loans? Japan: no *Shinkansen* trains. Pakistan: no missiles. Zaire: no debt. Indonesia: Suharto's children, but no big houses. Brazil: indigenous peoples but no highways. But look at all those quick-disbursing weather things, not as bad as financing rice imports for Indonesia, of course, but hard to justify nonetheless. I'm glad Jim negotiated personally with El Niño, reducing cyclones and tornadoes in return for 60 basis points. But you won't find us retiring to a Disney World trailer park. Perhaps we'll have the best of both worlds: stay in Potomac but rent that Toronto P.O. box Muffy had kept her eye on since the '87 Reorganization. All thoughts of Charlie's Rule of 50 were dampened, though, when we contemplated moving back to Bloomsbury. With Achim's shipping container on the bottom of the Atlantic, I wonder if that extra 50% of the separation grant is worth it. Probably not.

Creepy Crawlers

Following the recent naming of an obscure rainforest dung beetle, *Metamasius wolfensohni*, after World Bank President Jim Wolfensohn, Bank senior managers have frantically petitioned the world's scientific community in a valiant effort to get a species named after them. This phenomenon mimics closely the behavior of the social insect *Termitus sycophanti*.

Bank Swirled investigative journalists researched this effort, and compiled a list of senior managers and the species that honors them. A small sample:

- Mark Baird: *Bacillus budgetari bowelmovementi*, a rare bacterium that afflicts actuaries, all of PBD, and the few remaining members of the resource management family.
- Jessica Einhorn: *Paramecium euro pipedreamica*, a rare microscopic Antarctica protozoan so difficult to identify that most scientists doubt its existence.
- Achim von Heinitz: *Streptococcus templatus opaqus*, a virus related to Strep A with symptoms including induced compulsion to produce PowerPoint slides that no one reads instead of Word documents that no one reads.
- Mark Malloch Brown: *Mustela telephonis aerodynamicae rosenthali*, a European mammal that diets on yellow paper.
- Gary Perlin: *Selasphorus duobitus bankermortgagentis*, a hummingbird that flourishes in open spaces.
- David de Ferranti: *Utricularia wiffenpoofus a cappella*, an aquatic plant with an extraordinarily long life span and a penchant for distance learning.
- Callisto Madavo and Jean-Louis Sarbib: *Oryx projecti atriskus gemini*, an elegant Serengeti antelope.

EN 2.0

Stable Infrastructure for Unstable Software

Tools you can't use for work you must do.

Information Solutions Group

Yesterday's technology
Today's problems
Tomorrow's frustrations

For more information on ISG, send a handwritten note to Mohamed Muhsin in S13-033. Please: no e-mail, telephone calls, Skypages, cellular phone calls, faxes or Telex.

Staff Announcement

SRMVP Mark Baird today announced the appointment of Pol Pot as Director, Decentralization, to promote the Bank's agenda to get closer to its clients.

Pot, a Cambodian national, is a former dictator and head of the Khmer Rouge, a terrorist organization. In the 1970s and 1980s, Mr. Pot forced the relocation of millions of urban dwellers to the countryside in support of vague social goals similar to those in the Strategic Compact. He improved capital flows by permitting the export of priceless cultural artifacts such as those now found in the homes of many Bank staff. Recently he relocated to Ankhor Wat, where he received numerous Bank EDP participants for the Poverty Week of their Harvard program.

Mr. Pot was selected because of his action-oriented and out-of-the-box approach to unusual problems, his ability to mobilize large numbers of supporters around clear goals in the face of opposition, his ability to see radical ways of reducing personnel costs, and his proven record at getting results in the ground. Mr. Pot's appointment is effective April 1.

Sacred Cave Discovered

The demolition of the J-building was halted abruptly today as workmen discovered a buried underground cave that was once used in sacred rituals. The J-building is being razed by HQC contractors following last week's car bombing that authorities believe is linked to the delay in the release of hostage VPU budget envelopes.

A WPA team, financed by the CAO Community® and led by World Bank Chief Anthropologist Gloria Davis, is investigating. "Work has just begun, but we found a treasure trove of objects and we are now trying to piece them together," said Davis. "Unlike the caves at Niaux in France, where a wall painting of a stylized weasel marked the meeting place of the ancestors of today's Legal Department management, these walls are rich in graphics and written symbols, which are now being decoded." According to Davis, the cave lacks the richness of Lascaux, where there are wall pictures of small men chasing big bison. On the J-building cave walls, big consultants chase small men, with accompanying self-congratulatory phrases like 'far-sighted and dynamic leadership.' This is surprising since there is no other evidence of such a culture ever inhabiting this specific area of Washington in the late 1990s.

Bank Swirled investigative reporters donned hard hats to examine the cave firsthand. On the floor in the middle of the room were three ritual objects, apparently used in some ceremony during the sacred meeting. Paired together were an abacus and an Excel spreadsheet, with a bottom line difference of $5 million. A short distance away was a shrink-wrapped but hastily-opened box with the inscription "SAP" on the side. Inside were 800 broken Tinker Toys, apparently snapped during the leadership ritual.

In a related item, GSD Facilities manager Carl Wessman has retained a *feng shui* expert to help implement the reconstruction of the Main Complex into Dilbert-like cubicles. The geomancer, Ho Li Xit (a Chinese national), investigated the best way to change 10,000 10x15 offices into 10,000 10x12 cubicles. Although areas were included so team members could argue about mission TORs before travel and coordinate expense reports upon return, Ho concluded that the smaller work space would not be sufficiently large for both a typical team leader and his ego.

Bank Chic

What's cool! What's hot! What's not! Here is the list you've been waiting for: the Outs and Ins of 1998:

Out	*In*
WBVS	GLOBE
LTCs	Term Appointments
Principles	Pragmatism
Thematic Networks	Core Services
Youth	Cunning
FPSI	Financial Crisis Group
Matrix Organization	Free-For-All
Lotus Notes	All-in-1
Handwritten Notes	Blind Copies
The Great Wall	Bali
WPAs	Side Deals
Satellite Links	Internet Service Providers
Quantity	Quality
Quality	Cost Effectiveness
Cost Effectiveness	KPMG
Uniform Pricing	Side Deals
Mentoring	Knowledge Management
Lunch	Knowledge Management
Coffee	Knowledge Management
Redundancy	MAS
Sexual Harassment	White Men
LLC	Strayer College
Actions	Words
Words	Actions
Norrell	Norrell
Salmon farms	Blue Marlin farms
Hierarchy	Chaos
Layers	Chaos
Managers	Chaos
Budgets	Chaos
Special Leave	Lump Sum
Staff Over 50	Consultant Retirees Over 50
Bank's World	*Bank Swirled*

Happy Birthday

EXT has announced that the planned birthday party for the Strategic Compact, originally scheduled for 3 p.m. today in the Preston Auditorium, has been cancelled. All non-EXT staff had sent regrets, claiming scheduling conflicts with Twelve-Step meetings, accountants, estate planners or divorce lawyers.

Notwithstanding the cancellation, two invitees did send gifts as a token of their appreciation. One package was opened by EXT staff; the Preston Auditorium will be unavailable for use for the next three weeks while it is ventilated and disinfected. The other gift is currently being disarmed by Lulu, GSD's robot messenger, in the J-building tunnel.

A second birthday party for the Compact is planned for April 1999, if anyone is left to celebrate it.

Attention: Non-Regular Staff!

Dr. Liese's Fiber Diet

Health Services

It Could Be Worse...
You Could Be Waiting in Our Reception Area!

Eau d'ESSD

Staff nauseated by the recent stench emanating from the MC fountain pool should take heart: the smell was just part of a test conducted by the ESSD Network. "We saw an opportunity to get some results on the ground," Vice President Ismail Serageldin told *Bank Swirled* in an exclusive interview last month in his hermetically sealed office on MC-4. "When the construction workers installing Mr. Wolfensohn's Jacuzzi accidentally hit a sewer line, we thought it was a great chance to showcase our talent, and we leapt into action!"

Working mostly at night, ESSD senior engineer Robert James Wetland cleverly routed the run-off from the sewer into the fountain. Next, 100 baby shovelnose sturgeon were flown in from Azerbaijan. Within one week the fish had grown from tiny fry into meter-long behemoths. The fountain pool was quickly drained and disinfected after the experiment, and then was filled with Jackson Hole Chardonnay. The fish were donated to Marriott, where Head Chef Pierre Tête de Fromage developed a number of highly nutritious recipes that will be served fresh each Friday through July in the Main Complex dining room. Staff interested in obtaining the recipes may contact Michele de Nevers at x38607 for a recyclable brochure entitled *1001 Nights of Extinct Sturgeon*. Recipes are also available from any ESSD Knowledge Manager.

Yellow Brick Road

The new World Bank Drama Club will hold its inaugural audition this evening for its first production, *The Wizard of Oz*, directed by Mark Malloch Brown. Though some roles have already been cast (just like in other World Bank job selections), many remain available pending the audition. World Bank President Jim Wolfensohn has already been cast as the Wizard, while SARVP Mieko Nishimizu and IFC VP and General Counsel Carol Lee are fighting over who will play the lead role of Dorothy. The MDs have reserved the roles of the Scarecrow ("If I only had a brain!") and Tin Man ("If I only had a heart!"), although actual responsibilities remain unknown at this time. The role of Cowardly Lion ("If I only had courage!") is also up for grabs, and HRS Executive Resources Manager Alberto Bazzan reports that all level 26-above managers are possible candidates. Competition will also be fierce for the various witch roles. Support staff and NRS are encouraged to audition for the many Munchkin roles (height-challenged staff are especially welcome). Join us in the Preston Auditorium today at 6 p.m.!

So, You're Being Decentralized?

An Information Brochure for Operational Staff

In June 1997, World Bank senior management decided to move staff closer to clients by increasing the share of the Bank's work done from field offices. To facilitate transition to a decentralized environment, KPMG and the American Gastroenterological Society compiled this guide for operational staff at Headquarters.

Why am I being decentralized?

Time recording analysis shows that Bank operations staff at Headquarters spend most of their time drinking coffee at Starbucks. Management decided staff would be more productive if they instead drank tea served by poorly paid bearers while stationed overseas. KPMG confirmed these findings.

What does the decentralization process mean for my job?

It means that your job will no longer exist. In fact, your job has been given to non-regular staff overseas who are paid at 30 percent of your costs, and that excludes your fat defined-benefit pension! KPMG confirmed these findings.

When will decentralization take place?

Right now! In LAC, it is called *Give All of the Budget to Mexico!* In South Asia, it is called "Co-Location of Work." No matter the moniker, it means that by 2002, the only Bank staff left in Washington will be the President, the four MDs, and 2,267 Vice Presidents. KPMG confirmed these findings.

Won't decentralization reduce the price of my Starbucks stock?

Absolutely. Sell now. First, the stock is going straight to hell anyway. Second, you will soon need all the cash you can get. Third, after decentralization, all Starbucks stores near the Bank will go bankrupt. KPMG confirmed these findings.

Is decentralization truly the answer?

Yes. World Bank senior management believes decentralization will solve almost any problem.

How can I get more information?

HRS has put cartoons on the walls of Starbucks to explain the decentralization process. Call in advance so that one of Starbucks' famous "Close to the Client" service personnel can walk you through the presentation. If you still have any questions about being decentralized, you can request copies of other informative brochures:

- Purifying Water: Tablets or Filters
- Advanced Baksheesh
- 10 Ways to Clean Lettuce
- Industrial Pollution and Family Planning
- A Guide to International Schools

All brochures are available from the Help Desk now.

So, You're Being Centralized?

An Information Brochure for IT Staff

In January 1998, World Bank senior management decided to centralize all Information Technology Support staff into the Information Solutions Group, or ISG. To facilitate transition to a centralized environment, Microsoft Corporation compiled this guide for IT staff at Headquarters.

Why am I being centralized?

A key component of the Strategic Compact is to increase cost-effectiveness. This includes eliminating non-vital human resources. Mass organizational change (and the impersonal, uncaring employee-management relationships it creates) is the best way to achieve this goal.

Once I'm centralized, will my job be outsourced?

The right question is really "Should my job be outsourced?" You can rest assured that your new ISG managers will make the right decision for the good of the organization, regardless of any personal hardship it may cause you or your family.

How will I become centralized?

You will be asked a series of simple questions to determine your suitability for centralization. For example, your manager might ask you something like: "Centralization is good, right? Right?" Whether or not you become centralized depends on how you answer these questions.

Won't centralization separate me from my clients?

No, because they are not really "your" clients. The staff you support are "corporate staff," owned by the organization as part of our new "Managed Mind" policy. Client needs will now be determined for them centrally.

Is centralization truly the answer?

Yes. World Bank senior management believes centralization will solve almost any problem.

How can I get more information?

The easiest way is to head over to the Starbucks next to the S-building. There, you'll find ISG staff who have already been centralized, and you can hear firsthand how happy they are. Ignore the cartoons on the walls. If you still have any questions about being centralized, you can request copies of other informative brochures:

- So Your Job's Been Outsourced
- So You're Declaring Bankruptcy
- So It's 10 a.m. and You're Already Drunk
- So They've Raised the Price of Thunderbird at the 7-11
- So You're Living in a Dumpster

All brochures are available from the Help Desk now.

As an institutional courtesy, Bank Swirled *hereby reprints in its entirety the March 18, 1998 statement of Staff Association Chairman Jamil Sopher to the Board on the subject of Human Resources Reform:*

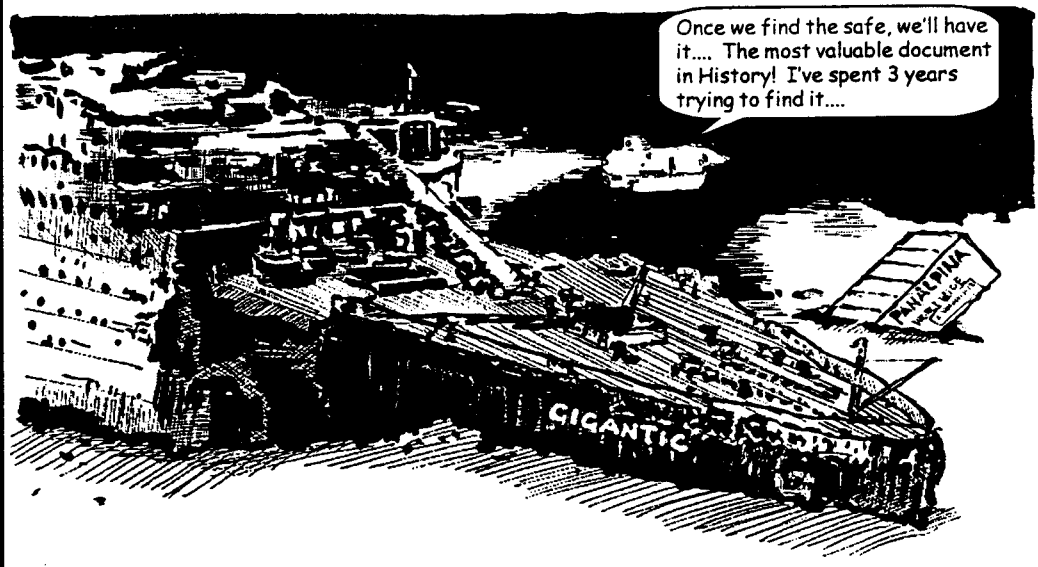
"Good afternoon, ladies and gentlemen, and colleagues. Thank you for this opportunity to hear the Staff Association's views on this important subject, although I hasten to point out that under the current procedures, management is obligated to give me this opportunity to speak to you. In fact, this reminds me of a story of a man who goes to his psychiatrist and complains that he is talking to himself all the time. "Don't worry," said the psychiatrist, "lots of people talk to themselves." "Yes," replies the man, "but I am such a *nudnik*." And that is how the Staff Association feels about HR Reform. The other aspect of HR Reform concerns that little episode I had with vomiting — I wrote about it recently in *Bank's World*. Many people told me that my story was inappropriate, including George Bush, but the treatment of non-regular staff is also inappropriate. Which leads me to this observation: I was very fortunate that I could attend the Harvard Executive Development Program last year, especially because of the finance module that was added at the end of the program. As you know, I was a financial analyst before I became a labor leader, and I have since required all Staff Association Delegate Assembly members to become Certified Financial Planners. This was controversial, but I did outline my intentions in one of my papers to Jim, and since I did so on a no-objection basis, I conclude that we have agreement between the Staff Association and senior management on this subject. Now if I could return to my earlier point about pension reform. As you know, broadbanding is quite controversial and we believe strongly that premature implementation of broadbanding could have deleterious effects on morale and productivity. This relates to another major issue, which is parallelism with the International Monetary Fund. Parallelism with the Fund has been a cornerstone of our never-ending quest for internal equity, so that all staff of this esteemed organization are treated with the respect and compassion that an international organization like the World Bank demands and expects. And I do mean that grandfathering remains one of the most critical objectives for staff. And I ask you: do parallel lines ever meet? We must continue to work with our colleagues in HRS to get the kinds of reform that are needed, and the Attitude Survey results indicate once again a need for radical reform on the part of senior management. Jim knows this, we know this, you know this. The question is: who else know this? How does it relate to a 401-K program for non-regular staff? And what about diversity? Has anyone really looked at that? I am all for integrating pay principles for Headquarters and National staff, but not at the expense of erosion of the social benefits that all of us here consider part and parcel of the compensation package we agreed too when we were hired years ago. And don't get me started on disability coverage or contingent employment. As I wrote to Jim, these are issues that we must all face in our future together. We must do it, we must do it together, and we must do it quickly. Thank you very much for this opportunity to talk with you."

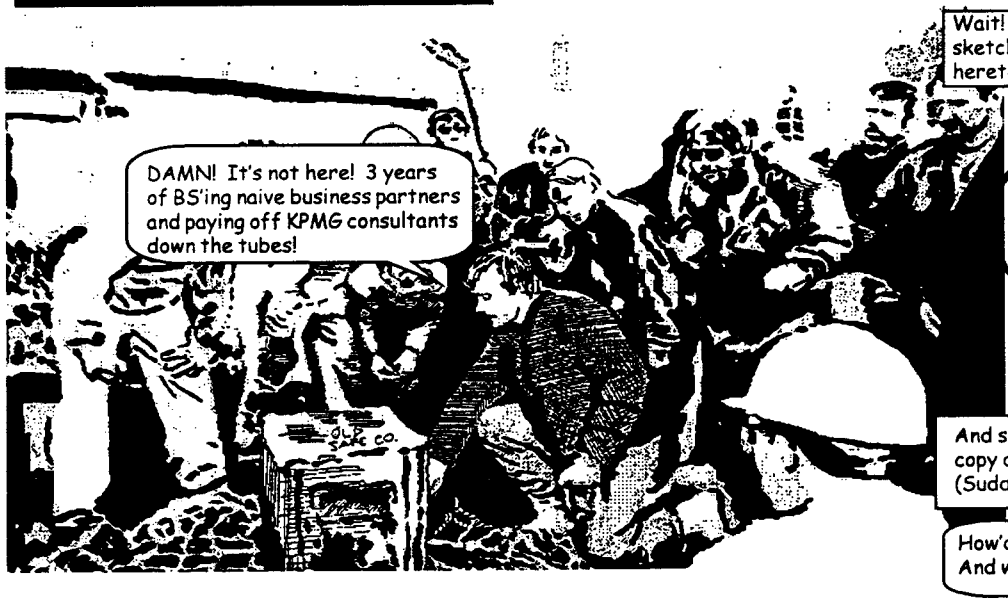
Leonardo DiCaprio Kate Winslet

a James D. Wolfensohn Film

GIGANTIC

Produced by
KPMG
Price Waterhouse
Ernst & Young





Wait! What's this? A lovely sketch of a beautiful, naked woman, drawn by a heretofore unknown male artist, who's probably quite cute..

And she's holding it! She's holding a copy of the "True Mission!" (Suddenly, a phone call....)

How'd you get this number? And why are you calling?

I used a cheap literary device. So now I know you have a sketch of me! Does this mean I get to come to your ship and vividly recall my personal experiences on the *Gigantic*?

I was Rose Dewitt Bukater then... And it was all so new! The sheets had never been slept in... the napkins never used... I was a beautiful Young Professional. I was returning after my EDP village module with a handsome Director, Caledon Hockley. Smart, ambitious, he had a real problem with gender diversity. (He was also a white, U.S. male. But back then, it really didn't make a difference.....)

Of course it does....

The *Gigantic*, Rose! She's the biggest and the best. She's unsinkable!

How I wish you hadn't said that, Cal....

Cal and I were engaged to be married...
He was terribly well-off, and this was "good for my career..."

The Gigantic was captained by J.D. Wolfensohn, White Star's finest and most accomplished captain....

(I get sea-sick.)

Are we ready to set sail, Mr.Koch-Weser? The Board has approved full-steam ahead! I assure all of you that in 2 days, we'll all have witnessed the most amazing crossing in History.

Underway, I met and began to fall in love with a young man from Steerage, Jack Dawson....

That evening, I invited him to dine with us. Cal was unkind... But later I went with Jack to a party in Steerage, hosted by Mr. Hadar. It was wonderful!

This is a brilliant piece of writing, Jack. It's unfair... You've a Harvard PhD. But you're still a long-term consultant....

Thank you... Take off all your clothes and allow me to sketch you holding it....

Impetuously, I accepted his offer...

I know about Jack's report... It's brilliant and will make me an MD! I've hidden it in a safe place until our return...

Next day....

And this is for charity...?

You really are a weasel....

ICEBERG! Drat... I suppose this means we'll hit it and sink with great loss of life?

Later that night, Jack and I made love for the first time....

That was incredible! I guess we couldn't do that in open-seating....

Thank you. I learned that during my Village Immersion module....

Meanwhile....

It became obvious that the great ship was doomed... And with a handful of lifeboats, not everyone could be saved!

Damn it! We're sinking! Man the pumps! Call the GSD engineer!

We've tried... But it appears the chap is away on leave...

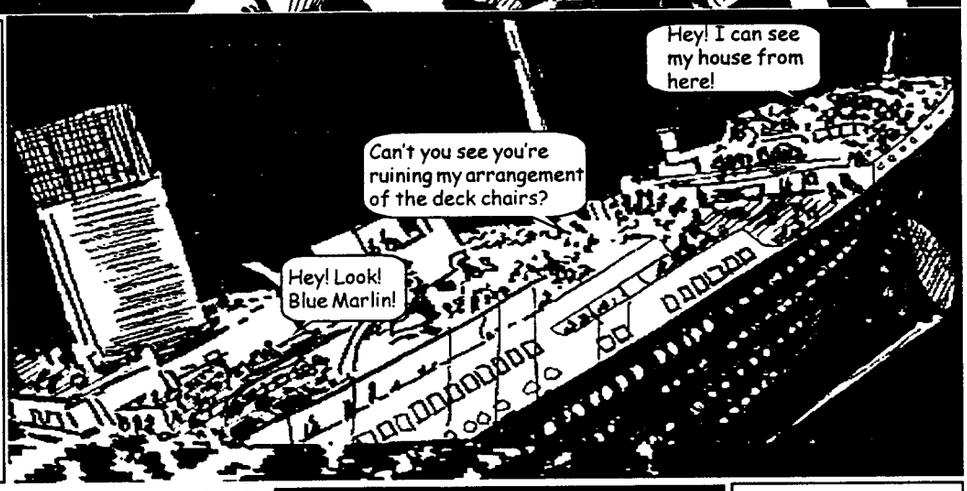
Please! Women and children first, as well as sub-Saharan Africans, Italians, Spanish, Germans, Albanians....

I'm 50 and I've been guaranteed a place in a boat!

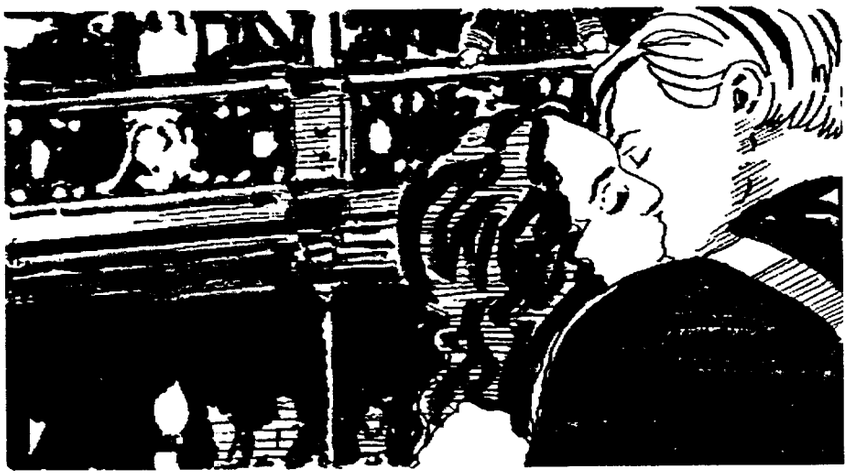
Me, too!

It was terrible.... As the ship sank, the HRS String Quartet valiantly played EDI teambuilding ditties while Radio Officer Malloch Brown refused to send out an SOS, and all the remaining passengers began to panic even more as the situation grew increasingly desperate... I clung to Jack for my life, and he clung to me for his (and because of the nature of consultant appointments at the time).... Cal had made it to a lifeboat in time using a grandfather clause, leaving me behind....

With the Board and few lucky others safely away, the Ship of Dreams, still filled with the less-fortunate, most of ISG, a lot of white males and Jack and me, suddenly shuddered as its stern rose out of the water in a horrible death throe.... Amidst the terrified cries of those on-board, *Gigantic* silently slipped beneath the glassy sea....
Jack made me promise that I'd survive and remember him forever...Then I lost hold of him, and he was gone....
I was rescued later and took the name of Dawson and became a Country Director myself....



Old Rose, pensively standing at the stern of the SS *Price Waterhouse*, removes an old report from under her nightgown, and throws it overboard... Then, she goes to bed... falls asleep.... dies.... and <u>continues</u> to draw her pension. The report drifts slowly downward to rejoin its author....



As her spirit slips the bonds of Human Existence, Rose is re-united with her love, Jack....
And in this final, eternal dream, the Board reads and approves "The True Mission," the Strategic Compact succeeds, and Human Resources Reform is logical, fair, and makes sense to everyone....

THE END

AnswerLine

The purpose of this column is twofold: a) it propagates Bank policy as if it were friendly advice from Ann Landers, and 2) it provides a forum for disgruntled staff members to share their warped paranoia with the rest of us. Please include your name and UPI number so that we can enter a permanent record of your insolent ignorance in your Personnel file and notify your manager(s) of your attitude. All Answer Line columns should be filed under Catch-22 of your Staff Manual (available on Lotus Notes) and committed to memory. You will be tested later.

Question: How does my manager determine my May 1 Salary Review increase?

Answer: The annual May 1 Salary Review increase is just one of multiple entry points to the performance management mosaic. Performance management begins with a skills inventory as determined from the Network-approved skills lexicon. Cross-sectoral skills are factored in, with a technical vitality index measured and recorded. A development plan is drawn up, incorporating task management and relationship management skills. Performance clustering is also attributed. A results agreement is developed, and both 5-point and 6-point scales are used to characterize a knowledge management index with 360-degree feedback. Career trajectory nomenclature and the dynamics of your success vector, appropriately benchmarked to a partnership and collaboration scale, are incorporated. Then, one night, your manager determines your salary increase based on his nationality and your nationality. *Peter Karp, Adviser, HRSVP*

Question: Each day as I pass through the MC Atrium I become a bigger fan of the lovely statues of the female form on display there. I disagree with those staff who find such fine works of art in some way offensive. In fact, I've become particularly fond of one of the pieces (I call her "Fifi"), and was wondering if I might be able to volunteer to come in on the weekend or late at night and, um, help polish or dust Fifi, or take her for a walk or something.

Answer: While we appreciate your spirit of volunteerism, GSD presently has a full complement of staff on the cleaning crews. I shall be sure to pass on your positive reaction to the Art Committee and the staff psychiatrist. *Luis Descaire, Director, General Services Department*

Question: I am a manager in LAC. I joined the Bank five years ago. Ever since LAC started its renewal process, I experience a tremendous sense of emptiness in the pit of my stomach each morning as I come to work. I need to feel better. What can I do?

Answer: Try our I-cafeteria continental breakfast for only $2.29! *Margaret Clark, Food Services Manager, General Services Department*

Question: I am a Resident Representative in ECA. I heard that the LAC ResReps have World Bank flags on their limousines, just like an ambassador or head of state. Can I get flags for my limo? It's armored.

Answer: Sure – just reassign to LAC. Take your car with you. *Paul Cadario, Chief Administrative Officer, ECA*

Question: This "Preferred Provider Option" from NYLCare has me completely confused. Can I go to the doctor if I am sick?

Answer: Yes, please do. However, keep in mind that the PPO option allows us to be much more rigorous in our attempt to keep our health insurance cost-effective. For example, just last week we refused to pay a claim for the hospitalization of a staff member following an attempted suicide, because the staff member had failed to seek prior authorization before his medical treatment. *Bernhard Liese, Director, Health Services*

Question: Six incompetent managers from my department have attended the Harvard EDP course. As far as I can tell, it was a waste of time. In fact, things are worse: they are still incompetent, but now they are arrogant too. Have the Harvard EDP attendees really gained anything from their training?

Answer: Yes. On average, each EDP participant gained just over two kilograms during each two-week session. *Alberto Bazzan, Acting Manager, Learning and Leadership Center*

Question: A shortlisting committee recently refused to shortlist someone who's done my bidding, on a range of matters, for many years. I don't care that he is unqualified, I just want him working for me. What can I do?

Answer: First, determine who is on the shortlisting committee by calling anyone in HR – they'll tell you. Then, call them and threaten them. Under no circumstances should you let me find out you are taking this approach. *Claude Blanchi, Ombudsman*

Question: Since moving to the Main Complex, I having been coughing non-stop. What should I do?

Answer: Tell your RVP to stop smoking in her office. *Bernhard Liese, Director, Health Services*

Coping With a Dysfunctional Job Family

A lecture
by Helen Frick
and Jim Striker

Preston Auditorium
April 1, 11 a.m.

HR Career Services

Putting the "You" in "Value"