

BANK SWIRLED

**Cost Accounting System
Release 1.6a**

"If You Want It Badly,
You Can Have It Badly"

— p.21

Honey, I Shrunk the Bank!



HSD DIRECTOR'S WARNING: Reading
This Publication With A Full Bladder
May Be Lucrative To Your Dry Cleaner.



Australian Awe

E-Building Executive Dining Room
May 1995 to ?
Open from a sparrow's fart to 2:30 p.m.

On The Line

Shrimp on the Barbie	3.50
Mixed Grill	2.75
Bangers and Mash	3.00
Fish and Chips	3.10
Witchety Grubs	2.95
Galah au vin	6.95

Display Cooking

Guest Chef, **GRAHAM KERR**, serving reptilian delights

Grilled Goanna	7.45
Basted Blue Tongue	11.00
Fried Frill Neck	9.25

On The Bar

Castlemaine	3.00
Victoria Bitter	3.25
Toohey's	4.00
Ben Ean	0.10
Rosemount Estate	9.00
Penfold's Grange	85.00
Wolf Blass	10.00

BANK SWIRLED

The Magazine For Anyone Who'll Read It

Vol. 11, No. 1 April 1, 1995

"You can't make good omelettes out of rotten eggs."

— Uzbek Proverb

New President Moves In

Nearly two months before his official start as the next President of the World Bank Group, James Wolfensohn has already moved into temporary offices on the 12th floor of the E-building.

Sources in GSD confirmed that most of his personal effects were delivered by special movers late Friday evening. Included were his collection of rapiers and swords, two cellos, a large cage containing his trademark koala, his personal library of 150,000 volumes, a drafting board, several easels, five unfinished oils, two watercolor landscapes, a marble bust in progress, a working model of a cold fusion reactor, several 12-meter yacht designs, his Gulfstream jet, a Bloomberg terminal, a model of the set design he is finishing for the San Francisco Opera's production of *Semele*, costumes from his staging of *Titus Andronicus* at Stratford, Ontario last year, his collection of 11,000 autographed celebrity photos, a Gutenberg press, a keg of Castlemaine beer and a refrigerated tap. In addition, adjacent office space was allocated to his court composer, his chamber orchestra, his biographer and the 1996 Australian men's Olympic fencing team.

Until Wolfensohn moves into his permanent suite of offices, GSD planners have also set up a temporary gymnasium (with *pista*) for his use in the E-building gallery. "This will allow the President to continue his daily fencing regimen and conduct informational meetings with senior managers concurrently," disclosed a source close to the move.

In addition, an unnamed EXC source disclosed that the new president asked for a sweeping review of the PMD Training Division's course offerings. New courses will include rhetoric, politics and law for senior managers, Renaissance history, and comparative studies, including "Pablo Casals and the Art of Leadership," "Rostropovich on Russian Lending," and Yo-Yo Ma's "The Pacific Rim in the 21st Century."

Wolfensohn will also take over as both Chief Architect and Lead Construction Engineer of IFC's new headquarters building. His first design change in the IFC plans was to etch *ARS LONGA, VITA BREVIS* into the marble façade of the main entrance.

MPS Senior Vice President S. Shahid Husain commented: "I've already had my first meeting with Mr. Wolfensohn. He's looking forward to reviewing our progress in streamlining the Bank. He told me I open my stance too much during parries. *En garde*."

What is the single biggest concern of the Staff Association about the new president? SA Chair Eric Swanson, who demanded anonymity, remarked testily: "James D. Wolfensohn, Inc. manages a portfolio of over \$10 billion in investments with 150 staff world-wide. Our lending was \$20 billion last year, and we have over 8,000 staff on board. What do you think?"

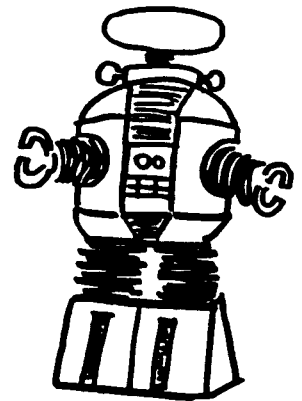
Staff Announcement

Abiding by a 50-year World Bank tradition of promoting the best technical expert to manager, Security Robot SR2 will replace Jacobus van den Berg as the new Division Chief in GSD's Security, Transport and Food Services Division. Mr. van den Berg will retire to the Antilles, where he will manage an investment firm specializing in KLM Frequent Flyer Award futures.

Mr. SR2, a Japanese, Korean, Indonesian, Thai and Malaysian multinational, joined the Bank in 1994 as an Assistant Security Officer and has patrolled the Main Complex ceaselessly ever since. Mr. SR2 still holds the institutional record for the most hours recorded on a single TRS monthly submission — 744 — after he worked the entire month of January 1995, including all nights, weekends and holidays, without a single break. This broke the previous record of 597 hours held by EXT's Alan Drattell, set the month that the Main Complex cost overrun story broke.

Senior MPS managers were initially opposed to promoting Mr. SR2 after so little time in the Bank, but quickly approved the recommendation of GSD Director Pilar San Jose after Mr. SR2 logged the highest score ever on the Division Chief Assessment Center role-playing exercise on how to manage poor performers. Mr. SR2 also posted high scores on both the counselling and the role-playing exercises.

Mr. SR2's appointment is effective April 1, 1995.



Bank Swirled Changes

To maintain the highest degree of cultural diversity in accordance with institutional directives from senior management, effective today, 60% of the jokes in *Bank Swirled* will offend Part I nationals, while the remaining 40% of the jokes will offend Part II nationals. Furthermore, in accordance with recommendations set forth in the 1992 Stern Report on the Status of Women, no more than 33% of the jokes will be sexist, and this will be reduced to 25% by April 1, 1998.

New All-in-1 Release

Effective April 1, 1995, All-in-1 has been upgraded to include TRANSLATE, a sophisticated "fuzzy" neural network software package that interprets outgoing electronic mail, and rewords the message depending on the recipient. The product is the brainchild of OBP's Guido Deboeck, who grafted a portion of his own cerebral cortex into the computer code.

TRANSLATE's vast potential for revolutionizing Bank internal communications is best demonstrated by example. Last February, then Acting President Ernie Stern sent the following All-in-1 message to IBRD departments: *It really never ceases to amaze me how little attention you well-paid senior managers pay to making sure that the bunching promises I made to the Board on your behalf are met. Do you really think I have time to review and rewrite your pathetic Board packages? Particularly now with all the going-away parties I'll be going to, including my own? Deal with this personally.*

TRANSLATE intercepted the message, and rewrote it as follows:

As received by Ian Scott, Director, OBP: "There BPI seems BPI to BPI be BPI some BPI danger BPI of BPI static BPI toward BPI the BPI end BPI of BPI the BPI millennium BPI in BPI the BPI electronic BPI community. Are BPI you BPI checking BPI the BPI circuits?"

As received by Wilfried Thalwitz, Vice President, ECA: You can have as many June slots as you want, but just be damn sure to deliver the blasted Russia program. Bring the charters home, let me know what's going on, and don't make me fly to Moscow.

As received by Stephen Eccles, Vice President and Controller: Tweet. Chirp, chirp. Whipppp-orrr-whilll!

As received by Kim Jaycox, Vice President, AFR: I don't know how much longer the string-pushing can continue. Do it cheaper and do it faster. Understand?

As received by Mike Ruddy, Director, ACT: Fore!

As received by PBD: Look, I'm tired of throwing money down rat holes. ARE YOU LISTENING, OR IS IT FRIDAY?

As received by Meiko Nishimizu, Director, FRS: The bear roars in spring/The bamboos tremble and sway/He is leaving soon.

As received by the Print Shop in GSD: Overtime!!!! Yessss!

As received by Ismail Serageldin, Vice President, ESD: Simply put, I see the need to overcome the emergence of short-term institutionally induced phenomena which are in conflict with our longer-term vision to embrace a program which recognizes the interdependence of all living things, while at the same time is truly reflective of a multicultural and pluralistic institution. And with your help, it can be done, it must be done, it will be done.

New IFC Headquarters

A spokesperson for IFC strongly denied today that there is a \$42 million cost overrun on the construction of the new IFC headquarters on Pennsylvania Avenue NW.

"We haven't overrun \$42 million on this project. In fact, we've overrun \$392 million to date. And the site hasn't even reached ground level yet," IFC spokesperson Dee Fensive stated during

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NOTICE TO READERS: Beginning April 1, 1995, as a service to readers, complimentary comments concerning *Bank Swirled* and its predecessor publications, as well as suggestions for future articles, may be submitted via Internet to the *Bank Swirled* editorial staff at bankswirld@aol.com. Negative comments and complaints should be addressed to rule701@aol.com, or call 1-800-GET-A-LIFE.

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Editor for Pages 2 and 4
(secondary responsibility: Pages 1 and 6)

a morning news briefing. "At this rate, we'll comfortably beat the Bank's current \$387 million MCRP overrun, even if that grows a bit in the future."

Ms. Fensive also stated that there was a strong likelihood that construction delays would prevent the IFC from moving into its new headquarters building at least 18 months beyond the original target date of October 1996. "This will be at least three months longer than the Bank's anticipated 15 month delay to occupy its headquarters," Ms. Fensive explained.

When asked about the ramifications of the current problems on IFC operations, the IFC spokesperson said that "these delays would cause at least as much concern among the donor countries as the Bank's current problems. Of course, we hope for much greater fallout."

Asked to comment on any reorganization in IFC to address the potential management issues, Ms. Fensive commented, "We'll have to investigate the possibility of misconduct very rigorously. While the Bank found no real malice, capriciousness or wrongdoing in its overrun investigation, our own investigation unquestionably will prove to be more productive."

Ms. Fensive disclosed the strong possibility that IFC will soon reorganize based on a thorough application of "Better Business Process Innovation" (or BBPI) to its core activities. "We anticipate far greater cost reductions than achieved in the Bank. In fact, one outcome may be the dissolution of the IFC altogether."

Ms. Fensive denied that there was a spirit of one-upmanship involved in these developments.

The Circuit

The meetings to attend! Every day of the week!

Mondays, 9:30, Outside F1244, with listening devices. The VPs (no substitutes). Mr. Husain hosts.

Tuesdays, 6:00 to 7. MD's Happy Hour. Knock twice at Gerry Rice's door, and say "Orsalia sent me." This week: discussion of the "Golden Footstool" awards to departing senior managers.

Wednesdays, 2:30, T-7070. ITAC. This week: "Religious Wars: Intel versus Mac." Ably chaired. Meeting ends promptly at 4 p.m., in time to stop at Starbucks.

Thursdays, 12:30, Kinheads. CAO Lunch. This week: "Measures, Countermeasures, Measuring Counters, and Counting Measurers."

Fridays, 11:00, P-7071. IS Managers. This week: Us versus us. Cookies and simultaneous translation provided. No agenda.

Saturdays, 10:00, H-Fitness Center. WBVS Domestic Partners Caucus.

Sundays, 7:00, H-Auditorium. Twilight Double Bill. This week: *Disclosure* starring Michael Douglas and Demi Moore, sponsored by the Ethics Office. Also, *EDMS for the Masses*, sponsored by the Management Succession Planning Office in MPSVP.

New Office Space Standard

Bank staff are encouraged to read and comment on GSD's new standards for office space, which include reducing by 50% the allocated square footage of offices for level-26 staff. GSD has made the study available to the public at a number of Internet sites. To determine the site addresses, use ARCHIE to search public FTP nodes using any of the following keywords: *dead on arrival, toast, insane, naive*.

Art Amnesty

Through c.o.b. April 1, 1995, the Bank has adopted a "no-questions-asked" posture regarding the reappearance of missing artwork from the new Main Complex. Please return all sculptures, wall hangings, paintings, murals, stencils, mosaics, masks and other artifacts to the location where you "found" them.

After April 1, all returns will be dealt with via interrogation by the Chief of GSD's Security, Transport and Food Services Division (see Staff Announcement, page 1). It won't be pretty.

HAIR-Brained?

Bank Swirled investigative reporters uncovered a new covert assessment program for managers called HAIR, or Helicopter potential for Analysis, Imagination and Realism. As part of the current PMP exercise, all managers are being secretly rated by their managers using a newly created index, Current Recognized Assessment of Potential (CRAP). Every manager will get a CRAP rating which will determine their management succession opportunities. The key for future success in the Bank now depends on the ability to behave like a helicopter: hover, fly backwards, avoid incoming missiles and give traffic reports.

With CRAP, every division chief and above will be given a rating between one and five helicopters by their managers in each of the unspoken managerial competencies, including:

Doing the more senior managers's dirty work

Protecting the more senior manager from making decisions

Provision of reliable gossip

Allowing the more senior manager to take credit for subordinate manager's work

Low golf handicap (ACT only)

Long-term retention of a totally worthless executive assistant

A combined CRAP rating of less than 25 helicopters means a bad HAIR day! Staff receiving such ratings should prepare for either forced placement in Personnel or Rule 7.01, depending on nationality and gender. A rating of between 25 and 32 helicopters indicates classification as Junior Suck-Up, with upward mobility limited to Division Chief. From 33 to 39 helicopters indicates Big Time Suck-Up, with Director potential. Ratings from 40-48 helicopters indicate excellent senior management skills with potential for Vice President, assuming the staff member is a former YP or looks good on film. Staff with ratings over 49 are possible Managing Directors, if the staff member possesses the correct passport at the correct time.

The CRAP factor has reportedly eliminated the need for a Division Chief Assessment Center in PMD's Staff Development Division. "We are simply trying to codify what has been happening anyway since 1946," said Kent Lydic, PMDSD's Chief.

Eric Swanson, Chair of the Staff Association, questioned the validity of the Helicopter concept. "There is already a bias that women cannot fly into combat and this CRAP just reinforces that prejudice." When asked why the HAIR program should be kept

Since the 1980s, the cost of living has increased 40%, the cost of insurance has increased 90%, and real wages at the World Bank have increased by 2%.

That's life.

Since the 1980s, we've increased premiums to Bank staff by 120%, increased the average MIP deductible by 95%, lowered our overall service level, reduced efficiency, increased reimbursement time, and introduced totally incomprehensible claims forms. And we use the telephone to answer any e-mail sent to our All-in-1 account.

That's New York Life.

The company you are stuck with.



secret, when open feedback is considered critical to staff development, a source in MPS said that "managers have enough to worry about."

Barbara Travis, MPS Succession Planning Officer, could not be reached for comment. She was too busy revising the CRAP form to include fencing and classical music, and preparing herself for entry into the Federal Witness Protection Program.

A final note to managers: do not look for CRAP in your career file. The information is kept in a secure lockbox in Barbara's office, behind the Monet print, protected by an impenetrable childproof cap.

Cost Accounting News

Since the Cost Accounting System (COS) will not accept FY00 products, the Accounting Department announced today that as part of its never-ending effort to support users, three "work-around" solutions are possible. COS users should use one of these three strategies until the system is upgraded, which is scheduled to occur in FY2003.

Option 1: Input 1900 as the fiscal year (what's past is prologue, an important aspect of strategic planning). This approach is strongly endorsed by Miguel Schloss, PBD's Chief of Corporate Planning, since it allows the calculation of all inputs in horsepower, the predecessor of staffers.

Option 2: Count backwards past FY99, i.e., the planning year series is FY97, FY98, FY99, FY98, FY97, etc. This saves data entry since the second FY98 entry need not be repeated. This approach is strongly endorsed by many country directors since it avoids the need to slip operations explicitly even though they no longer just tumble out of the system as you purge out overprogramming. This option also simplifies the three-year planning exercise, since the fall 1996 effort would be the FY98-98 Prospects Summary and one column in the table could be eliminated.

Option 3: Avoid work entirely on the FY00 program, thus precluding the need for data entry. This approach has been endorsed by the CAOs, who doubt that the COS will ever work regardless of the century.

New Bank Image

Sources close to Mark Malloch Brown, World Bank imagemaker, confirmed today that James Wolfensohn's successful campaign theme for the World Bank presidency: "The Bank will never play second violin again" would be the dominant, unique message in the Bank Group's reinvigorated global PR effort.

Mr. Wolfensohn, an accomplished cellist, is planning a series of television commercials to be beamed on the U.S. networks, CNN, BBC and Star TV. With the demise of U.S. Public Television as part of Newt Gingrich's *Contract on America*, among those being considered for this advertising effort (and to be signed exclusively with the Bank) to energize the Bank Group's senior management are some of the biggest names in show business. Diva Kathleen Battle will become the new VP and Secretary to smooth relations with the Board. Tenor Luciano Pavarotti will spearhead travel, food services and security work at the Bank. The cast of *Melrose Place* joins the Bank as YPs. Television star Bart Simpson joins MTV's Beavis and Butthead in the Accounting Department, sharing the role of Director ("COS, dude!"). Actor Anthony Hopkins, Oscar laureate for his role as Hannibal



Why OBP's Bell Atlantic computer repair technicians have trouble with relationships.

"the Cannibal" Lector, becomes Director of PBD until it is abolished. The artist previously known as Prince was being touted as the Executive Vice President, MIGA, on account of his ability to redefine himself as needed, but declined the job when OBP determined that All-in-1 could not accept his new name, a one-character symbol. Madonna was rumored to be the second choice for the MIGA post, after *Basic Instinct* star Sharon Stone "underdressed" for her interview and was instead designated Director, AF6. However, Madonna's interest could potentially be derailed due to the Personnel System's inability to process staff with single-word names. Actors Michael Douglas and Demi Moore will head up the Bank's work on electronic document management and sexual harassment education, respectively, while Steven Spielberg will manage "green issues" in the new Environment Department, which will be headed by Smokey the Bear. Former Disney CEO Michael Eisner will take over as the head of the Headquarters Construction Department. Eisner was selected based on his proclivity for theme park development near G-7 capitals and his demonstrated ability to manage cartoon characters. The cast of *ER* will take over the Health Room.

Malloch Brown also announced that meetings of senior management will take place on the stage of the H-Auditorium. They will not start until sometime in September, after the BPI on Large Group Interventions on the Writing of OPs concludes, and after senior managers have had enough music lessons to know which end of the common songsheet is up.

News From the Board

PSC Work/Family Czarina Kathy Tama announced today that the employment service for travelling children of EDs seeking summer jobs in resident missions would be outsourced to American Express. This follows the closing of the Internal Documents Unit after the children of four Alternate EDs were expelled from Sidwell Friends for submitting the recent Economic Report for Laos as a report of their summer vacation. The plagiarized essay,

which was typed by an ED Assistant's G-V, was discovered to be a fraud when the teacher, who insists on usage of the Prestige Elite 12-point font, grew suspicious of the Courier 10-point script with the carefully aligned spreadsheets. The teacher called SEC's Dirk Mattheisen to complain. "I guess that the Executive Assistant who taught her didn't know how to change the font in Wordperfect 5.2," said Mattheisen said, off the record.

Daughter's Day

Daughters to Work Day coordinators are gearing up for what promises to be a bumper event on April 27. All participants are asked to report to the Health Room at 9 a.m. to be surgically implanted with a homing device to avoid a repeat of last year's unfortunate loss. Also, each child will be accompanied by border collies on their rounds.

Each girl will receive a "goody bag" just like their fathers get at GQ Fashion Shows at Macy's at Pentagon City. Thanks to the efforts of the China Department Industry Division, both male and female children have been working in unsafe factories since Christmas manufacturing the favor of choice — Hacker Barbie — to go into the bags.

Hacker Barbie, a role model for the 1990s, comes equipped with its very own terminal and UNIX documentation and is robed in a dirty button-up shirt, a pair of worn-out jeans, a Casio all-purpose watch and thick glasses that can set ants on fire. The dolls will terminate the stereotype that women are numerophobic, computer-illiterate, and academically challenged. The Ken doll is not included because event organizers dismissed him as an incompetent summer assistant who always asks Barbie for help.

In a related development, PMD Policy Officer Charlotte Mandel ruled today that redundant staff who have entered the six-month job search period under Staff Rule 7.01 may, at the discretion of their Division Chief, enroll their daughters in Daughter's Day activities.

Video Communications Services

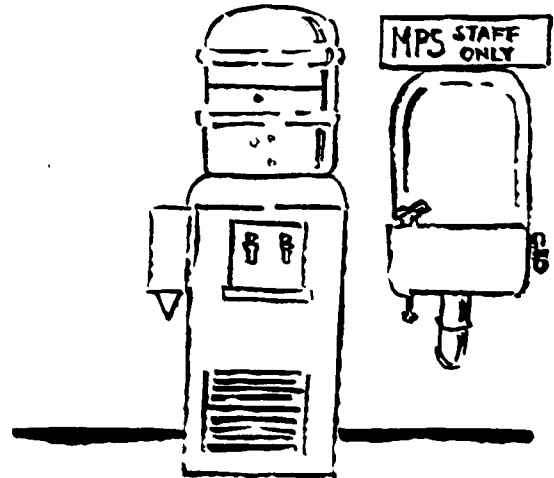
Four staff were today reprimanded for using the Bank's multimedia switches and telephone network to run a video dating service for eligible Bank bachelors seeking G-V household workers. This infraction of the Rule on Use of Bank Toys Unless Really Empowered (RUPTURE) was discovered when state television networks in four East Asia countries complained to EAPVP Russ Cheetham that "our nasi is being stolen from our goreng" by competition from the Bank's large-scale video broadcasts. The offenders have all been promoted to level 27.

In an unrelated move, a large-scale video conference for Business Process Innovation on Business Process Innovation will be held next month. According to OBP Executive Producer Ian Scott, the conference means "we don't get charged for the walk to the P-building by all these bloody consultants." Dean & Deluca shares fell by 2-7/8 on the Mexico Stock Exchange in reaction to the news.

MPS Self Esteem

MPS managers today imposed measures that will be taken to improve the self-esteem of MPS staff, one of the flagship goals established in the vice presidency's FY96-98 Business Plan (see <http://www.worldbank.org/screwy>). When clinical findings showed that MPS staff serotonin levels were below the average

of Bank staff, genetic therapy was selected as the most cost-effective solution: the water in the O, P and R buildings and parts of the Main Complex will be treated with Prozac. In order to assure the health of non-MPS staff visiting MPS offices, the MPS management team, henceforth known as the alpha-males, announced a sophisticated high-tech solution:



Personnel BPI Disaster

The floor of the Ethics Office collapsed today under the weight of its new files, crushing all but one of the members of the PMD/PSC Change Management Team, who had gathered for their weekly anxiety-fest in the conference room below. Paul Cadario, the sole survivor, refused medical treatment despite massive internal injuries and instead salvaged critical BPI supplies from the rubble. Heroically, he limped off to the P-building to arrive late for three BPI meetings he was scheduled to attend concurrently. Met at the P-7 stairwell by the three anxious facilitators, Cadario collapsed, but not before handing each a box of yellow Post-Its. "BPI must go on!" were his last words. He was transported to the HSD Health Clinic in the Main Complex, where his condition is unknown since he is nineteenth on the sign-in sheet and was awaiting treatment at press time.

Apology

Our deepest condolences to the family of *Bank's World* staff photographer Michele Iannacci. He saw our faces. He had to go.

Inventory Issue Resolved

Last October, an alert OBP temp questioned the \$436,274.12 in monthly PC maintenance OBP was charging itself through AMMS. OBP Director Ian Scott ordered a full investigation. Armed with Polaroid cameras, an army of OBP and GSD Security staff began the search for the 8,000 pieces of "missing" equipment. Each piece of equipment was photographed to establish the property number and its location. A drive-through window in the H-parking garage was established so that staff without Polaroids could bring in their home use computers to have their property numbers checked. Over a five month period, the 153 OBP and

GSD staff mobilized to solve this problem found all but three ITS Turbines, which are believed to be in Mr. Scott's home. When the results were reported to the IS Managers, Nick Carter commented, "I could have told you that all PCs purchased for the IWP from 1987 to 1993 appeared in ITFPS inventory and were later transferred to OBPDR when we were abolished." Pilar San Jose added, "You believed the AMMS inventory?" Director Scott closed the discussion with, "Never mind."

In a related developments, IAD is investigating the purchase by OBPDR of 400 Polaroid cameras distributed to OBP staff, but apparently not assigned property numbers. Also, PMD is preparing a large team of facilitators for OBP's next retreat on "Mutual Trust."

NetNow and NetLater Standards

Since July, the Networks Standards Group (NSG) has been holding virtual meetings in a private chat room on America Online to provide long-awaited advice to launch the Bank into cyberspace. The NSG members are NetGirl (Chairnoid, ESD), Cyber (ECA), Astro (LAC), R2D2 (OBP/GSD), P-cell (PMD), Wizard (MNA), Enzyme (EAP) and Vector (AFR).

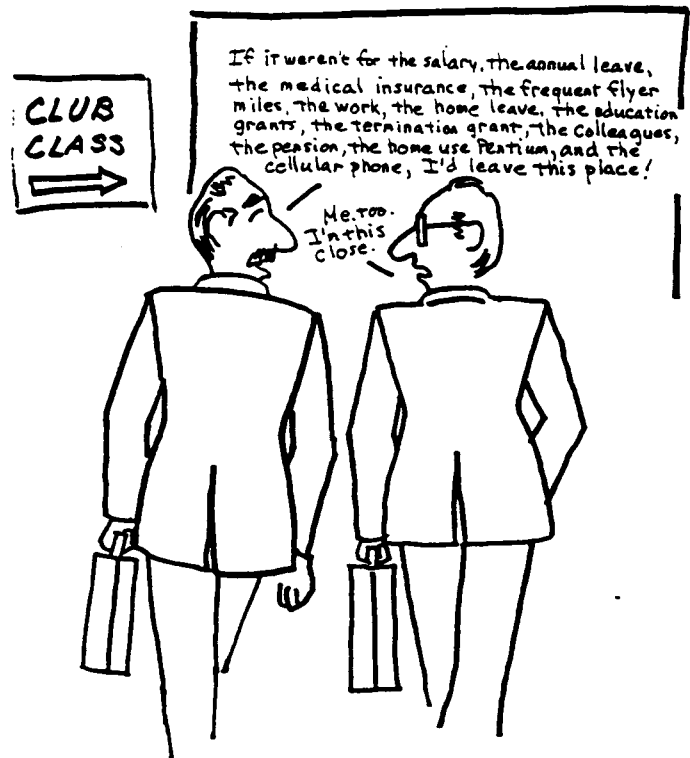
Initial recommendations, based on user needs, call for the minimum workstation to be a P-7 with 48 megabytes RAM, two gigabytes storage, two 4x speed CD-ROM drives, a microvision

flat screen, surround sound and 3-D virtual reality glasses. Wrist-watch computers will replace all notebooks and staff will be issued a micro VSAT which fits nicely over the ear and comes in several colors. Links-for-All will provide standards links to Internet, MTV, HBO, Gameboy, Pay-per-View, Tokyo and London stock markets and SABER. A Credit Union ATM is also included. Value-added services will include macros which optimize travel points, credit card purchases, mileage points and education benefits. Kevin Mitnick has been retained to advise staff on how to access secured information such as your children's SAT scores. For an additional cost, staff with a business need can purchase the synchronized game chair.

When asked about training and support, NetGirl responded, "Well like, this is almost, like, the year 2000, and as Ian, like, says, we've got to, like, move to four digits. Training seems like, sort of a waste, don't you think, especially for people with kids. And you know, we like, saved a whole lot of cash by, like, skipping that word processing stuff. Our, like, vision is that, like, in the future, you, like, just kind of, like, beam thoughts around. And we'll save all those trees. Kewl, huh?"

Mohamed Muhsin, OBP Deputy Director, was not available for comment, though word on the Net has it that he's shooting for the most points ever scored in MYST and cannot be disturbed.

Good luck, Mohamed! Bring home a trophy!



Nowhere Near the Record

The selection of James Wolfensohn as ninth president of the World Bank Group has caused a stir among NGOs and donor and client nations alike. What is this "Renaissance Man" really like? Last week, Bank Swirled Special Correspondent David Frost had an opportunity to discuss the man, his jet and his vision as Wolfensohn took a break between board room discussions and fencing practice.

BS: Thank you for the opportunity to meet and discuss your vision for the new Bank. In the midst of a wrenching reexamination of the Bank's mission and accomplishments, you become the ninth man to sit in the president's chair. Your thoughts?

JW: Ripper, David. I love your interviews on PBS. Keep up the good work. As for the Bank, I've admired its accomplishments for a long time, mate. But, this "Demicentennial Is Enough" campaign by the NGOs is difficult. Still, as Cambronne was credited with saying, although he denied it at a banquet in Nantes afterwards: "Le Garde meurt, mais ne se rend pas." Eh?

BS: Yes, well, all well and good. But, a *raison d'être* for your appointment was your global view. In these days of virtuality, why did you take up the challenge? And is this your pet?

JW: Sorry, David. Just me pet koala, Euky. Was at an archeological site in Queensland digging up evidence of giant carnivorous marsupials, that sort of thing, when I spotted the little fellow up in a tree. His mum had a nasty bacterial infection. A drop of tetracycline intermuscularly would have done the trick if I'd gotten there sooner. But, she was a goner. As Euky and I were standing by her grave, the Mozart Concerto for Viola and Cello — one of better string concerti of the late 18th century — ended, and it was then that I really came to understand the purpose of the Bank in the scheme of things. You know, *virtutem videant intabescantique relictis*. Euky's going to be the "Development Koala." Our new mascot. I've got the stickers made up. We'll put it on everything. On the street, if the Bank were public, we'd kick it up three points easy on the Monday open. The drongos hug the trees; I hug Euky. Shahid, could you take Euky for a minute? Thanks, mate.

BS: In reality, though, there is a long, hard road ahead for you and your efforts to regain the fit and polish of the Bank of old. Isn't that right? I'm referring to the issue of the Bank's collateral services.

JW: Well, if you're talking about "Portsmouth Fashion," I can't say how long it'll take. A 12-meter yacht comes about on the leeward mark as easy as a dingo lifts a leg, you know? But, it takes a crew with spirit, mate. I'll take a walkabout soon and see what's up. Straight away we can cut costs. I've already made Qantas the official Bank airline. Saves money and it's got a ripper of a good connecting flight through Sydney regardless of your destination; we'll do the mail that way too. Just like the old Imperial Airways. Then, you've got to look at the people. They're a skinny, pale lot around here. So, Outback Steakhouse will be just the thing. I've got them in to take care of the food. Great shrimp on the barbie and Fosters on tap; although I'm a Castlemaine man, myself.

BS: Yes, but winning the hearts and minds can be daunting. In the past, the Bank has been a *coeur sans esprit* to the outside. How do you address that?

JW: I've managed to move Russ and his EAP front office to Canberra as a first step towards putting our work closer to the field. And I've asked Paul Hogan to come up with some ideas. He'll be great as our new head of Information and Public Affairs. No more *cave canem* on the door. What with all the sheilas, I've asked Margaret Lane to chair the WBVS. And while we're at it, how about a Percy Grainger Week instead of Mozart? Tshk, what we need around here is some entertainment, and a little life. Slow but sure. As Disraeli said, "You cannot fight against the future. Time is on our side." Or was that Ian Scott? No, Gladstone. But Ian wished he'd said it, I'll bet, eh!

BS: Any toll on your personal life? You are a man, as many have noted, of considerable talents and interests. How do you cope?

JW: Well, the gym up here has been ripper, of course. I conduct meetings and work out at the same time. Before you came I was demonstrating the mezzocerchio to Sven Sandstrom. He's a real trooper, that one. I figure he'll have to give up on that third parry, though. Hasn't been used for years. But, before June 1, I've got the Glyndebourne Opera Festival, and then a quick trip to the Maggio Musicale in Firenze. But first, Pamplona and the bulls, with the Vice Presidents, what?

BS: I've noticed that you have some music playing in the background. You are, of course, an accomplished cellist.

JW: Right you are. I recorded the Dvorak 2nd years ago with the NSO. Pretty daunting that. But Slava was a real sport on the long bowing technique, and I'm dying to see the apartment he reclaimed in Moscow now that he's back for good. Pretty good recording, if I may say so. Elaine and I are looking forward to the challenges of making this one hell of an organization again. G'day, mate. Back to the bush. My discussion of Plato and water treatment in Part 2 countries starts in five minutes. Hope to see you at the Channel 26 telethon tonight, I'm doing the phones during MacNeil/Lehrer, and I'm guest hosting with Dame Edna and Lambchop.

BS: Well, best let you go, Jim, the traffic on the bike trail to Arlington is pretty busy in the afternoon and I know you want to be on time after you've dealt with the Platonic ideal as imagined by our water engineers, both of them. That was our interview with James Wolfensohn, new President of the World Bank. Back to Atlanta — Christianne?

presented by management was met with some scorn, and staff was asked to better justify the \$153 million cost of the redundancy package, as well as the projected 568 redundancy cases in IBRD.

Alternatives to Management Proposals

42. Several speakers questioned whether alternatives had been considered to the \$153 million package. Were market solutions investigated, asked one chair? It should be possible, the same speaker suggested, to hire entrepreneurs with proper equipment (identified through appropriate steps to encourage underrepresented nationalities) to assist managers in removing identified staff from the personnel rolls. The cost of these "contracts," which could be combined with mission travel, could be counted against the relocation budget (which was not included in the \$153 million) in lieu of shipping and air fare on termination. Such an approach, several chairs proposed, would save the cost of 22.5 months of termination payments and associated 70% benefits costs per person should employees not agree to leave quietly. The staff took this suggestion under advisement, but noted the attractiveness of the proposal due to the high level of life insurance carried by all employees on regular and fixed term appointments.

43. Alternatively, several speakers proposed, although the cost of sending large numbers of employees to serve in our resident missions (often dangerous capital cities where, in the absence of good French and Italian restaurants, the water and air are deadly) had been carefully and systematically hidden from the Board, could carcinogenic environmental hazards not be introduced into the air and water in Bank headquarters office buildings to encourage early departures on sick leave and medical disability, either of which could be cheaper than the termination grants specified under Staff Rule 7.01? This approach had already proven effective in Asia departments located in the Main Complex, where air quality and drinking water taste had already led to longer missions and "results on the ground," including medical repatriation of 16 mission leaders. The staff replied that the widespread application of such substances would violate legislation of the host country, and would be immoral and unethical to boot. In response to a question, however, the Senior Vice President and General Counsel reassured anxious chairs by recalling the Bank's immunities, and said that, in any event, dependent survivors had 60 days to leave the host country and thus would be unlikely (or unable) to file suit. Staff then proposed a pilot program in the O-building and R-building, where the highest potential institutional payoffs would occur. A speaker felt the P-building may be more appropriate due to the generally held negative feelings in the institution concerning BPI.

44. A speaker questioned the use of carcinogens and hit men, and speculated if the same results could more easily, effectively and competitively be obtained by exploding a car bomb in a Bank garage. Those who expressed their support said that this technique had a proven track record including recent results in both Part I and Part II countries. Another speaker said that such an endeavor presented some tangible risks, because destroying a Bank building meant reconstructing it later, thereby incurring the possibility of yet additional cost overruns on Bank headquarters construction projects.

45. A speaker pointed out that among the three alternatives mentioned, only the "hit man" approach guaranteed that staff could honor diversification and gender issues due to the nature of the intervention. The other proposals,

PROCESS EXCORIATION UPDATE

April 1, 1995

Hakuna matata

Update #11

Several At World Bank Like BPI

If You Made As Much As Ian's Consultants, You'd Like It Too

Day Care Center Outsourced

Following the recommendations of the BPI Team on Work and Family Issues, the World Bank Day Care Center was outsourced today and replaced by two long term consultants vying for a single fixed term appointment that potentially will become available in 1999.

"Our analysis showed quite clearly that the jobs performed by these 72 children could easily be centralized into two positions," said Brian Donnelley, Project Manager in PSCDR and co-chair of the BPI Team.

The day care center was poorly organized with tremendous duplication of effort. "Each of these children played with toys *every day*," said Donnelley. The Team recommended that the play component of the children be centralized into a single, stratified staff function.

The impact on the children was surprisingly mild, perhaps due to the months of rumors about redundancy that preceded the decision. "Frankly, I'm relieved," said one 3-year old. "The Bank is giving us six months to locate another day care provider, and if we are unable to do so, we'll leave under Staff Rule 7.01. I'll receive \$35 in special leave payments. I know one 4-year old whose been here since his mom ended her maternity leave, and he'll walk with more than \$100! It's Morphin Time!"

Millennium Issues

The BPI Team on Computer Systems Architecture proposes that the year 2000 follow the year 1999 and that the year 2000 be expressed with four digits. For more information, contact Co-Chair Clem Steyer, x32267.

Benchmarking in Personnel

Now that all the Personnel BPI Teams have been launched, there has been a rapid increase in benchmarking activity and planning. Junkets are an in-

tegral part of our BPI process, and we want to do everything possible to encourage them. At the same time, we want to make sure that our benchmarking is well-planned and coordinated, so that we get the most out of this substantial investment, and convey a positive image to the outside organizations that we are contacting. To that end, the following procedures have been implemented:

1. Before beginning the benchmarking process, make sure that visiting your benchmark organizations...

- » would generate at least 5,000 frequent flyer miles for each traveller
- » are near restaurants that were recently reviewed in *Gourmet*
- » are located where the last flight to D.C. departs before the normal end of the business day to ensure overnight stays.

2. Most companies appreciate having a list of questions sent to them in advance so that they can better prepare for your visit. Make the list long enough so that they feel compelled to offer lunch. Use the same list of questions for several organizations without informing your manager so that you can take a few days off while you are ostensibly home working on what questions your Team should ask. Ask the same questions about the Bank to no one in particular. Without this process, the Bank can easily get a reputation as an "industrial tourist" just visiting the sites but with no real purpose. Avoid this image problem by leaving your skis and golf clubs at your hotel.

3. Be sure that at least one group member does not have relatives in the travel area so that notes of the visit can be kept and circulated within a reasonable period to placate possible future investigations by IAD. Edit all notes and insert phrases like *paradigm*, *innovative*, *state-of-the-art*, *integrated* and *off-the-*

shelf. If possible, get a hard copy of the benchmark company's Powerpoint presentation to you so that you can just slap a routing slip on top of it and take the credit. Circulate your notes to any other Teams that might benefit. Force your Team's facilitator to make double-sided copies. They have all been trained.

4. Fleetinglly consider whether it might make sense to "bring the company here" rather than go on a site visit. Then, avoid cracking a rib while laughing at this ludicrous thought.

5. To avoid having many Teams visiting the same organization, central coordination is required. Facilitators will provide this coordination by compiling a list of destinations, along with information about the weather, sports activities, dining opportunities and outlet mall locations near the target site. Review these and determine if it's easier to get reservations in the area's best restaurants and clubs as a small group or a large group. Large groups would argue for simultaneous visits by several Teams.

If you have any additional ideas about how to manage this process, please contact Håkan Hallén (x32068).

BPI and the Arts

The film version of Ian Scott's book *A Day in Summer* could be this year's box office blockbuster. Originally entitled *Me & Larry Summers*, the book underwent downsizing and is now an All-in-1 ISK announcement. The movie version stars Jeremy Irons reprising his role of Scar, or Ian himself, depending upon the availability of FY96 resources. Negotiations are currently underway with two redundant OBP staff to play crowd scenes. The movie will be directed by Ismail Serageldin and scored by James Wolfensohn. Opening soon at a Bank conference room near you!

Rumor Mill Process Redesign

OBP Director Ian Scott announced today that the new process for spreading rumors is in place. Annual savings are estimated at \$224 million, which should cover the \$153 million redundancy price tag and the latest overruns on the Main Complex.

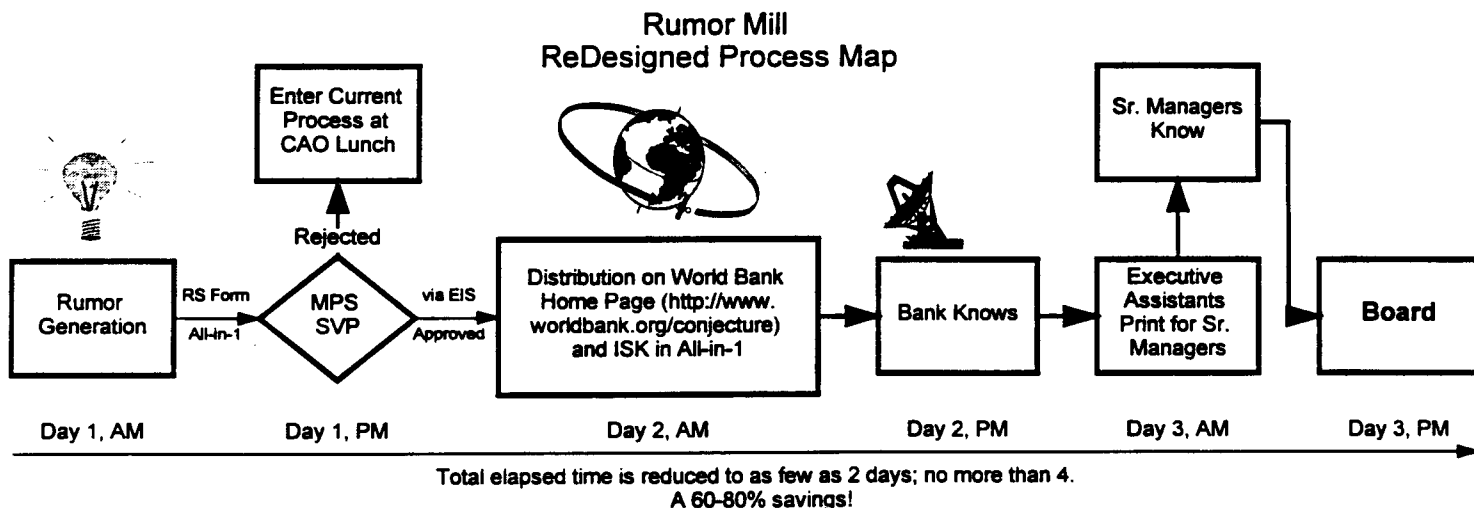
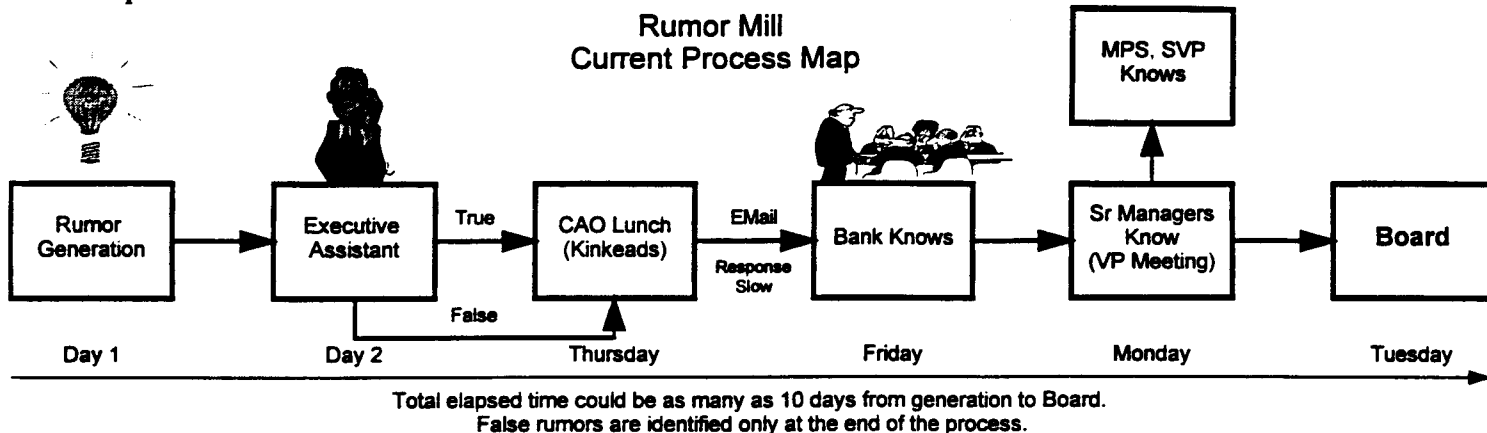
MPS Senior Vice President Shahid Husain launched the effort when the *IS Atlas* (seen only by Mr. Husain himself) revealed that \$405 million was spent in FY94 on communicating rumors, excluding ACT Help Desk activities. Upset that many of these rumors were totally unfounded, especially the one in last summer's *Bank's World* about a wholesale separation of directors and removal

of a large number of staff, Mr. Husain ordered the wasted time eliminated and the process streamlined. Only approved rumors will now be spread. Rejected rumors are discussed at the CAO lunch and sent to Jim Roan for follow-up.

The BPI Team, chaired by Maureen Moore and comprised of all level 26-above women in IBRD, worked for three months to re-design the process (see process map below). Expert advice was sought from Rona Barrett and a benchmarking visit was conducted to the *National Enquirer*. A simulation model projected that the Rumor Index (elapsed time from rumor creation to Board discussion) would decrease by 6.5 days per rumor for the estimated 193,000 rumors

spread annually at the Bank. Messrs. Husain and Scott were particularly pleased with the ERR for this project: 1,450,254%. The work was cost free since the Team worked during their daily scheduled tea-time meetings at Cup'a Cup'a. Further staff reductions will increase savings.

The new process streamlines the steps and reduces the spreading of unapproved rumors. After rumor creation, each rumor monger must submit a Rumor Verification Notice (Form 3548) to the MPS-SVP through EIS, All-in-1, fax or by paper mail. Approved rumors are immediately posted via EIS on the Bank's World Wide Web Home Page (<http://www.worldbank.org/conjecture>).



BPI UPCOMING EVENTS:

Monday, April 3, 10 a.m.: Presentation of March 1995 bills to sponsoring managers. MC-C2 HSD Heath Room. CPR available.

Friday, April 7, noon: Weekly BPI Consultant Gucci Bag Lunch in P7-031.

LOST: If you find any puzzle pieces similar to these, please contact the Procurement BPI team IMMEDIATELY. They must have dropped out of the box, and they will miss their April 19 deadline and birthday party without them. Call Jeannie Egan (x81866) or e-mail to PROCUREMENT.BPI.





Outline for a Staff Appraisal Multimedia Presentation

1. The Staff Appraisal Multimedia Presentation (SAMP) is the primary method that Bank¹ staff use to plead for promotion. Because it identifies performance indicators, SAMPs can guide IAD when digging up the dirt as well as NGOs in deciding what banner to unfurl on the N-building. SAMPs are as short as possible, due to the short attention span of the EDs and their wish to speak at length about what's missing from it.

Cover

2. The SAMP cover is a holograph. Pictures of beneficiaries — smiling women and children, the hallmark of self-promotion (see BP 10.04, Annex AB, *Project Photography and Career Development*) — are prominent. The hologram carries the following notice:

Lonely? Call 900-232-1212. \$3 per minute. You must be 18 or older.

When the SAMP is prepared for Board presentation following negotiations, it will be leaked to the public then illicitly copied at a laser disk plant in China, where it gets enclosed in an edible jewel box, manufactured in accordance with the Montreal Protocol (per para. 18(b)(ii)(c) of the ENV Business Plan). If the SAR distribution is restricted (per para. 6 of BP 21.50, *Disclosure of Embarrassing Information*), videos are piled in all lobbies.

The Main Report

3. The SAMP consists of concise, tightly-shot Technicolor videos of the project's principal aspects, justification and implementation. A counter

in the lower left corner of the screen keeps a running tally, in ECUs, of the cost of project preparation, as calculated using the Cost Accounting System. A counter in the lower right corner shows the real cost, but this part of the screen is encrypted.

4. *Sector; Subsector/Project Area.* List the sector's salient features, like the names of all the beneficiaries; the social and political pecking order, the priorities for investment (see BP 10.10, Annex CJ, *Pork*), what the appraisal mission spent on telexes to the RPA, idiosyncracies of the ED representing the country, lessons (learned or not) with bonus points for any citations of any OED finding ever published in any context (regardless of relevance), etc. The score and lyrics of the Song of Sector Policy and the status of negotiations on the movie rights should also be given.

5. *Project Concept and Justification.* List the project's genesis and evolution, including the original of the Country Director's Diners Club receipt from his dinner with the Minister of Finance; its general purpose and objectives, including how many people were injured in the participatory soccer match to determine the project area; who would be resettled; pictures of the things that are going to be bought with the loan proceeds ("Toys"); where the project management plans to travel to buy them ("Tours"); alternative technologies and the reasons why cheaper, illegal options were excluded; use of non-union labor (or long-term consultants); family relationships of the consultants who helped prepare the project to those who will run it; daring excuses for the quantity of technical assistance, and why it will be funded by other donors.

1. "Bank" includes IDA, and "loans" includes credits, and "staff" includes persons on regular and fixed term appointments under the new Compact or some historic sucking-up relationship, long-term consultants, short-term consultants, Trust Fund consultants executed by the Bank, those allowed to live, former staff incorporated, with or without packages, in the 1987 Reorganization, the 1990 Realignment, the 1992 Fine Tuning or the 1995 Massacre.

The Absurder by Boris Summoor

What with St. John and Bitsy finishing next year at Sidwell Friends (they've done so well, especially with those Bank-funded summer camps in Tuscany to improve their mouse technique and ballet, in which St. John excels), Muffy and I are worried. Their friends are all going to the Ivy League, whatever would we do if we actually had to pay college tuition from my own net-of-tax salary and her undeclared mutual fund dividends? No more weekends in Manhattan with the Choksis, standing behind the velvet ropes and hoping to see Sharon Stone, or dinners at Vidalia with the Rischards, or polo at Bretton Woods with the Fischers. Even the odd Chocolate Chubby at Dean & DeLuca with Javed would have to go. McGill just doesn't cut it with the Potomac crowd, even though it would prepare the children for home just as well as MIT. And the Bank would pay. We should have just said "no" when they finished at Georgetown Day, or sent Bitsy to the nuns in Switzerland as Grandmama urged. Ah, the path not taken, as Mark Malloch Brown would explain (though hopefully omitting the "not venal, just confused" phrase, the MDs' new image line... but I digress.)

Assignment to level 27 just isn't an option: I have too many scruples to do something so egregious and, besides, controls are now in place — so Avivah tells me — to prevent massive fraud. Or it's being done openly: BPI by volunteers at retreats at Wye Plantation and Westfields, new systems designed by consultants and charged to the capital budget, friends instead of Marriott catering the Christmas party, June divisional retreats down the Potomac River at lunchtime under a K number. And to think of the row when I gave my cousin — who lent me his quaint Edinburgh manor for my two authorized stopovers — a bottle of duty-free CK perfume, and recorded it under "In/Out/Within" for my last trip to Sana'a. "Never itemize," is the first thing a YP learns. My dear Lord, how could I forget?

The boys at Coopers & Lybrand were distressingly unsympathetic to our plight, having so generously advised on several neat G-IV tax shelters (the subject of our new page on the Bank's World Wide Web server). As was Dan Ritchie, a Princeton man, who literally sputtered

at the merest hint that I wanted sympathy for the cut in our living standards that would follow from sending our offspring to U.S. universities. He threatened to expose me in the *Bank Swirled* in '96.

Fortunately, Ian Scott came up with a brilliant solution when we last lunched at Provence. (One has to go far afield these days, but as Provence will soon move to the Executive Dining Room of the new IFC building, we thought we'd beat the pack and avoid hoi polloi at Kinheads.) Ian's gift to me: *the field*! Of course! I bought us both cognacs (quietly pocketing the blank receipt the bartender so very thoughtfully provided) and immediately jotted a reminder on my Bank-issue Apple Newton to ring up Peter Richardson just as soon as I returned from lunch. Peter's voicemail said that after cappuccino with Arianna Huffington and Jessica Einhorn he was off for the afternoon at Shirley MacLaine's, having his crystal polished (I made a note to make an appointment myself), so I pushed "zero" and was immediately put through to Brian Donnelly, who's been sharpening his knives over in PSC. That tired market test "if it's cheaper to send people to the field, more people will get sent to the field," is certainly compelling, until you think for just an instant (say, the time it takes a yellow-lashed pit viper to strike) and realize that "if it's not so attractive to go, fewer people will." Ah, Baron Keynes' invisible hand. Brian was not forthcoming about what will change, other than to quietly advise me to arrive before midnight July 1, so I immediately put the word out on the Internet that I needed advice. Well, it just flooded in. Well-armed, I saw Peter at lunch at Charlie Chiang's, and shouted over the din of Ian's BPI consultants and IFC derivatives traders that he should join me. As we settled into our plates of Pekinese Szechuan Style and a couple of Tsing Taos, Peter confided that things were not going well. We paused as the waiter refilled our Malvern water, the choice of Resident Representatives everywhere (and of the S-building crowd as well, now that Ismail's decorators finished and his front office has decamped Africa). The news was alarming. Personal Diners Club points are needed to upgrade operational travel. "Normal and customary" will be redefined to exclude those won-

derful orthodontists and plastic surgeons that Bernhard Liese's been recommending for years. No more R&R trips to Nassau from Mexico City. The coup de grâce: every field staff member must pay rent for official housing! Just imagine. \$20,000 net a year, whether you're living in a smart pied-à-terre once owned by the head of the secret police and used by his mistress (with the mirror wall that turns into a 30" TV screen while you're in the jacuzzi, just like in Armeane's new mansion), or in the seafront villa with the lap pool and the palm trees behind the razor wire, or in the smart penthouse with terrace overlooking the French Embassy, where 150 can enjoy cocktails amid the potted orange trees and — naughty them — drop hot hors d'oeuvres on the passers-by. As if it wasn't bad enough that Hechts replaced Martins as the place where those miserly CAOs buy china, or that Roche Bobois is off-limits for leather (or anything else, for that matter), or that Jennifer Convertibles are now *de rigueur* for the mission's reception areas, or that our chauffeurs drive us around in Volvos instead of Mercedes. Standards have clearly slipped, and even transporting the harpsichord is now discouraged. Peter couldn't even discuss shipping the Irish wolfhounds, he was too choked up.

After lunch, even a quick 13-minute session in the I-building meditation room with HSD's contracted-out masseuse did nothing to improve my spirits. Disenchanted, I trudged to the garage and climbed into the leased '95 Lexus. Pulling onto G Street, the cell phone purred, and for once I let it go, and hoped it wasn't Shahid asking about that little flap I had with our domestic over the weekend. I picked up Muffy at the Fund's side entrance, and, after a brief stop at Sutton Place for some take-away, we settled down in front of the fireplace. Ibrahim's latest book on the Inspection Panel is hardly going to make the *Times* best seller list, though Ian's has a shot, she confided as she fell asleep. I was luckier, having fought my way through the crowd at Starbucks to have Greg Louganis sign the PID for Mexico Social Protection: that was all I had in the pockets of my Burberry. Perhaps the version on the Web Server is more interesting. The one with the pictures. Now, let's see. How do I access McGill's home page?

October 31, 1994

Operational Directive 0.07

Guidelines on the Effective Maximization of Travel Resources

istives Savings Efficiency & Reduction (MISER) task force has formulated several
divers to be used by Staff for mission travel. The procedures outlined below have
ry the Managing Directors, and are to be implemented for mission travel
ember 31, 1994.

staff are to utilize the hospitality of all friends and relatives who reside in the
lon's work; if none are available, query the counterpart agency for details on
shelters, or public sanatoriums. If such facilities are not available, and if
idges and overpasses provide sufficient protection from the elements, and will
ppportunity to meet new friends and to form business relationships. To the
will be a standard item in the new Travel Package (TP) which will be issued
nk staff.

WORK PROGRAM AND BUDGET DATA BOOK

Planning and Budgeting Department
January 1995

Operations Policy Division
Operations Policy Group
The World Bank
January 24, 1995

"THIS STUFF IS GREAT! THIS
BEST I'VE EVER READ!"

PRESIDENT'S RETREAT - MAY 5-7, 1994

AGENDA

Thursday, May 5

- 16:30 Departure for Westfields (own vehicles: HOV restrictions on I66I)
- 17:30 Arrival
- 18:30 Receiving Line (Mr. Preston and Miss Northern Virginia, 1994)
- 19:27 Recap of Impact of the Last Two Retreats
- 19:30 Dinner

A Perspective on the Bank in a Changing World
Introductory Remarks by Walter Cronkite
Discussion

Friday, May 6




- 7:00 Morning Run - Akira Iida will lead, assemble in the parking lot)
- 7:30-8:45 Breakfast (Retreat Objectives will be agreed at the Omelette bar)
- 9:00 Setting the Stage for the Future
Chair: Attila Karasmanoglu

Defining the Key Guiding Principles for
(for background: drafts #1
assorted...

Please, Contact BANKSWIRLD@AOL.COM if You Can Contribute
TASK MANAGERS HANDBOOK

We could Really Use you.

THE MATRIX QUIZ

	How many chocolate chip cookies has Charlotte consumed at CAO lunches since August 1987?	Who is Muri's "Deep Throat"?	How long was Steve Eccles' longest monologue and at which Contact Group meeting did it occur?	
	What was the planned cross support (in mm	The compensation adjustment methodology for the ADB was developed by: Gorbachev, Alisbah, Kafka, Deng?	Who REALLY had control of cross support resources in FY94? PBD, the CAOs, Newt Gingrich?	

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. We will notify your manager of your attitude. All Answer Line columns should be filed under Catch-22 of your Staff Manual (now available on All-in-1) and committed to memory. You will be tested later.

Question: With all the emphasis on empowerment and delegation to staff, is it true that all electronic mail and memos from the Accounting Department still have to be cleared by the Director, and are often rewritten by Mike Ruddy personally, before they are sent?

Answer: I will be pleased to answer your question when Mr. Ruddy returns from his golf vacation in Scottsdale, Arizona. *Fayezul Choudhury, Acting Director, ACT*

Question: How do I access my manager's All-in-1 account?

Answer: It's quite easy. Simply call the All-in-1 Help Desk (x32121) and ask for us to reset the password on his or her account. Your manager's UPI or staff number is helpful to expedite the process, but not necessary as we can look it up for you on the Bank's Web Server. *Patty Hamsher, All-in-1 System Administrator, OBP*

Question: The Bank has employees from hundreds of cultures worldwide, most of whom speak English fluently but are not as skilled at writing in English. I feel strongly that we could "get by" on internal communications by simplifying the words and idioms we typically use, to the benefit of most staff. For example, would it be possible to spell phonetically?

Answer: Sure. P-H-O-N-E-T-I-C-A-L-L-Y. *Ann Hammond, Internal Communications Specialist, EXT*

Question: Last July, Mr. Husain announced that there was "absolutely no basis" to the rumors that there would be a "large-scale reduction in staff." In February, Mr. Stern announced the Board had approved a staff redundancy plan calling almost 600 departures over the next two years. Can you explain this?

Answer: No. *Peter Karp, Director, PMD*

Question: I'm interested in an overseas assignment. What do I have to do?

Answer: Something we know happened, but cannot prove. *Jim Roan, Ethics Officer, PMD*

Question: Every time I go to a meeting, we discuss gender and diversification issues, as if these are the most pressing items on the Bank's global agenda. Can this be stopped?

Answer: Sure. Don't attend any more meetings. *Peter Nichols, Senior Advisor, MPS*

Question: Phase II of the Main Complex Reconstruction Project seems to be making good progress. What gives?

Answer: The project is just another \$19 million over budget, not counting the security and food service investments, which are included in the capital budget. Occupancy is projected on schedule, whenever that was, but I wouldn't order any movers before 1997. To make sure we don't lose any more time, we have prohibited all change orders, even those that save money or are related to items that did not exist when we planned the building seven years ago, like provisions for hot food, or accommodating the Enterprise Network. We're no longer planning to spend any money on the Edward R. Murrow Park, as we promised the D.C. government to get approval for the design; instead, EXT will organize a tree planting day. Finally, there will be even stricter cost control: if the money runs out at the 12th floor, so be it. *Ernesto Henriad, Director, HQP*

Question: I am white, Part I, level 24 and male. I joined the Bank at age 42 after a successful career in the roads department in my home country's colonial service. I must admit that I've always envied ex-YPs. They are motivated, fungible, and cross-trained. They have experience in more than one part of the Bank, and they are completely fluent in at least one Bank working language. This gives YPs a clear advantage for selection to management positions, despite the rhetoric otherwise from Personnel. Now we hear something new is happening, eerily similar to the YP mystique: that "high potential" staff will be identified, thus creating another class of preferred colleagues against whom to jealously compare ourselves. Is this rumor true? If so, why was this done and when will it stop?

Answer: With the cutback of the YP intake to 15 annually, we endanger the risk of losing the discount for the Grand Ballroom at the Four Seasons Hotel if our annual orientation retreat gets any smaller. We had to find a group of 40-something friends of various YPs to fill the room. The "hi-po" program was the answer. We've decided not to tell anyone whether or not he or she is a "hi-po" but once we work out how to send the invitations to the event and not create another entitlement as perceived by the Staff Association, we'll quickly proceed. I am very sorry you didn't make the cut. Thanks, and have a nice day. *Barbara Travis, Manager, Succession Planning, MPSVP*

Question: What is the Bank's policy concerning reinstatement to one's former level after a demotion?

Answer: The Staff Rule clearly states that such an event will occur when pigs fly. *Hendrik Groen, Deputy Director, PMD*

Question: But if pigs flew, would I get a second 5% promotional increase?

Answer: Of course. *Hendrik Groen, Deputy Director, PMD*