VOLUME 10/NUMBER 1
1 APRIL 1994

BANK SWIRLED

The Choksis return to Maryland.

The World Bank/IFC/MIGA
O F F I C E M E M O R A N D U M

DATE: April 1, 1994 08:35am

TO: See Distribution Below

FROM: Ann O. Hamilton, SA1DR (ANN HAMILTON)
Daniel Ritchie, MN1DR (DANIEL RITCHIE)

EXT.: 87117/81312

SUBJECT: CONFIDENTIAL: Bank Swirled

A decade. No matter how you define it, it adds up to ten years. And April 1, 1994 marks the tenth April Fools Day newsletter we have published at the World Bank.

It began in 1985, with Volume 1 of Snowflake: the Newsletter of PA's Complex. In 1988, amidst the Bank Reorganization, the name changed to Bank's Wordy with Volume 4. And now, the debut of Bank Swirled, Volume 10. Bigger. Better. And still only $29.95 for cassettes, $39.95 for 8-track tapes.

Our readership may not be aware that we make and distribute only 25 original copies of this publication. To be on this coveted A-list is nearly as great an honor as becoming a staff member of IFC.

So you want to see back issues? Just use the Request Services pick on All-in-1 to contact the Internal Documents Unit, or the IISC, or the salt mine in Pennsylvania. And don't forget that the new Records Management policy states that all units must archive a copy. After all, BS is the history of the Bank.

So, here's to our anniversary. If we offended anyone in the past, we apologize. If we made people laugh, we accomplished our objectives. If we plagiarized too much from Dave Barry and Woody Allen, well, we just aren't as funny as they are.

And finally, we know that after ten years, this publication has become an institution within our institution. Everyone who sees Bank Swirled or its predecessor publications asks (after wiping tears of laughter from her or his eyes), "Who writes this? It's the funniest thing I've ever read!" Well, we no longer fear for our jobs, and we are proud of the joy we've brought to the staff of International Centre for Settlement of Investment Disputes and other organs of the World Bank Group.

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BANK SWIRLED

The Magazine For Anyone Who'll Read It
Vol. 10, No. 1 April 1, 1994
"There is no agony like bearing an untold story inside of you."
-- Zora Neale Hurston

Travel News

In the first panicked response of the airline industry to the elimination of first class travel by the World Bank and the International Monetary Fund, KLM and Northworst Airlines today announced their new "Bank/Fund Business Class." BFBC includes sleeper seats, premium liqueurs and champagne and a choice of five entrees, and is available worldwide on the two airlines' widebodies. "This service does not require an upgrade, so there should be no guilt by poverty-alleviating Bank travellers," said GSD travel czar Jacobus Van Den Berg over cognac, caviar and herring at KLM's launch party. As a special concession to Bank travellers, in addition to Nintendo and gambling channels, all in-flight video screens will be pre-wired for the Enterprise Network. "The next generation of widebodies will roll out before EN is implemented," said OBP Director Ian Scott, "but we may surprise you and get it done before the Bank's 60th Anniversary."

In related news, Managing Director Ernie Stern, interviewed as he was being barcoded, tagged and sent down the luggage chute for his mission to Pyongyang to offer technical assistance on central planning under totalitarianism, announced that KLM and Northworst would be the Official Airlines of the April 1, 1994 First Annual Conference of Central Planning, sponsored by PBD. Proceeds from the travel savings clawback will fund the travel of the North Korean delegation, the only one that had accepted the Bank's invitation, once PBD figures out how to convert dollars into staff-weeks.

Spelling Errors

Recently, sum Bank documents cent too the Bored included obvious typographical errs. The Internal Communications Unit of the External Affairs Department asks staph too always use the Spell Czech feature of there word processors. Thank ewe four yore consideration.

Attention Board and CTR Managers

Today's Controllers VP Management Retreat, originally scheduled for Chincoteague Island (near where a Blue-footed Booby was seen last week), has been moved to the Wayside Inn in Middletown, Virginia. The relocation apparently has nothing to do with the possible sighting of an extremely rare Bachman's Warbler in the Shenandoah Valley near Stephens City.

Also, next Tuesday's Board discussion of the Prospects Summary and the rest of the Russian lending program will be postponed until next week. This delay reportedly is not related to the unconfirmed sighting of an ivory-billed woodpecker along the Powell River in southwestern Virginia near the North Carolina border.

Snow Days

Now that the terrible winter of 1994 is finally over, we wish to recap the procedure by which staff are informed of Bank closings due to bad weather. Generally speaking, on snow days, we either follow the Federal government's decision, or we do what Ernie wants. In all cases, staff should call our 24-hour weather hotline, 202-473-7643 (202-47E-RNIE).

Anniversary Gifts

The Benefits Division of the Personnel Services and Compensation Department is happy to announce a new gift matrix for staff reaching 10-year service anniversaries. The new program maximizes staff satisfaction with this important ritual while reducing administrative costs. For more information, contact your Benefits Counsellor.

Anniversary	Old Gift	New Gift
10-year	Color photo of staff member shaking hands with Bank President Lewis Preston	Black-and-white photo of staff member shaking hands with a cardboard cut-out of Bank President Lewis Preston
20-year	A nice mantle clock	A clock that counts *down* until your retirement date
30-year	A party in your honor, or $500, or an equivalent gift	$500 (no one ever took the gift or the party)
40-year	Negotiated with staff member	Free psychiatric examination
50-year	Never happened	Depends on what the 12-person all-male Steering Committee decides, once it figures out when the Bank was created

Weather Report

Today's weather forecast, brought to you by the Main Complex Rehabilitation Project, is for rain in the Executive Director's Library on the 12th floor of the E-building. A possibility of mud slides also exists in the J-building parking level 3, and showers are also likely in the H-B2 Fitness Center. Elsewhere: fog.

Career News

Following the success of the Benefits Division, which marked a 94% approval rate Bankwide in the recent Attitude Survey V after implementation of the cash option for home leave travel, the Staff Development Division of the Personnel Management Department today announced across-the-board promotions for all regular and fixed term staff. "A small step in the right direction," commented Staff Association Chairperson Eric Swanson.

New Security System

GSD has implemented a new "Electronic Access Control and ID System" for use in all Bank buildings. This system uses state-of-the-art equipment to read information stored on magnetic strips. Beginning April 1, strips will no longer be placed on ID cards, but will instead be surgically embedded in the foreheads of each employee. This relatively painless procedure (with approximately the same level of discomfort as this year's Salary Review Increase) offers a number of benefits for both staff and the Bank:

- the strips will be permanently implanted, thereby eliminating the need to update identification cards periodically;
- staff no longer need to fumble through pockets or handbags or wear silly tags around their necks. Simply bow to the security guard on duty to gain entry to Bank buildings;
- passwords will be included in the information contained on the strips, allowing you to log onto ALL-IN-1 by pressing your head against your workstation monitor;
- via a similar procedure, you can obtain cash from Credit Union ATMs, easing frustrations and shortening lines;
- a specially-designed forehead reader will allow easy access to underground parking in owned space;
- patrons of the I-Building cafeteria get an extra benefit. By inserting their heads into the Espresso machine, the cost of their purchases will be automatically debited from their Debitek "Food Card Express" card;
- using a neurological upgrade expected to be in place by the next Attitude Survey, the Bank will use the implant to control your thoughts, thereby improving both morale and confidence in management.

Implants will be done on a first come-first served basis in the MC-C2 Health Room daily between 9 a.m. and 3 p.m. All implants must be in place by July 1.

Daughter's Day

Following last year's successful Daughter's Day program, the Bank will expand this year's event. 1994 will be the first year that Daughter's Day does not take place on a day that schools close due to snow. Daughters between the ages of 9 and 15 are invited to participate in a number of exciting activities:

- sit in on important meetings with Dad, then join him for a leisurely power lunch in the Executive Dining Room; or
- xerox important documents with Mom in the sub-basement copy center, then during your lunch hour (as scheduled by Mom's Administrative Secretary's daughter), share an apple with Mom at her workstation while Mom covers the phones.

In preparation for the event, GSD security staff will be on hand, wearing riot gear. Marriott will serve Frosted Flakes at all meals. HSD staff is also on alert to deal with complications from excessive photocopying of body parts. Administrative secretaries should disable their unit's paper shredders and paper cutters to avoid repeating last year's disasters.

If you do not have a daughter age 9-15, please contact your Personnel Officer. One will be provided for you. Please note that plans for Son's Month will be announced shortly.

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EDITORIAL STAFF

Lewis T. Preston
Editor-in-Chief

Attila Karaosmanoglu
Editor for Pages 3 and 6
(secondary responsibility: Pages 2 and 5)
[formerly responsible for Pages 1 and 4]

Sven Sandstrom
Editor for Pages 2 and 4
(secondary responsibility: Pages 1 and 6)
[formerly responsible for Pages 3 and 5]

Ernie Stern
Editor for Pages 1, 5, and Snow Policy
(secondary responsibility: Pages 3 and 4)
[formerly responsible for pages 2 and 6]

New IFC Building

The International Finance Corporation broke ground for its new headquarters in Foggy Bottom last week. The Pennsylvania Avenue NW property was acquired by combining several tracts from different owners. In separate transactions with Oliver Carr Companies, George Washington University and Dave's Deli (a limited partnership), IFC paid $1 million, $3 million, and $22 million respectively.

According to IFC projections, $99 million will be spent for acquisition, construction, and furnishings, and more than $400 million will go to a Madison Avenue public relations consulting firm to launch a high-profile campaign to convince Corporation staff to accept an "open seating" Montessori-type office space configuration.

IFC is "committed not to overspend like the Bank did on its MCRP," according to a Corporation spokesperson. "We intend to stay within our $68 million budget." The spokesperson did admit, however, that all budget submissions were sent to the Board anonymously, and at the Board discussions, IFC staff wore paper bags over their heads.

Nonetheless, Corporation senior management was upbeat. "We reaffirm that we are different from the rest of the World Bank by building this magnificent $84 million monument to our uniqueness," commented a smiling Jannik Lindbaek, IFC's Executive Vice President. Christopher Bam, IFC's Director of Personnel and Administration, was also extremely optimistic. "There is no way I am going to overspend the $91 million budget on this project."

TV Listing

A new project jointly administered by GSD, OBP and HSD, will allow staff to watch television shows on their security monitors. The shows will be transmitted over the Enterprise Network. A full program is planned, despite mounting criticism that the project uses decades-old technology. "Sure the screens are small, and the pictures are black-and-white, but I think staff will still like the results," stated Dee Buck, OBP Project Manager. "I have tried to get some answers about these technical limitations from our vendor's FTP site, but using COTERM's VTRANS7 file transfer protocol and my Bank-approved 2400 baud modem, I am still waiting for the download to finish."

Television programs include:

- *Fortysomething*. A group of female Division Chiefs discovers that there are not enough Director jobs to go around.
- *Fiftysomething*. A group of male Directors discovers that there are not enough Vice President jobs to go around.
- *Greed*. Staff Association Chairman Eric Swanson explains psychiatric pre-treatment for dogs and cats to prepare for the "pets points" trip and offers advice for green card holders deciding whether or not to change their spouse's nationality.
- *Hee-Haw*. Musical guest "The Managing Directors" performs the Grammy Award-winning soundtrack from the hit film, *Grumpy Old Men*. Parental discretion advised. Note: this show will be rebroadcast on MTV Asia for those on mission.
- *Crossfire*. ACT takes on OBP, while PBD and the CAOs cheer from the audience. Note: this show will be uplinked by OPSMIS and rerun as *Family Feud*.
- *Home Shopping Network*. Help save a crumbling OBP as they sell off old and new office technology equipment in an effort to pay for their long term consultants.
- *Married With Children*. A roundtable discussion of maximizing expatriate and tax benefits, hosted by Paul Cadario, chair of the Staff Association's Benefits Committee.

Serageldin Productions Presents

The Trade-Offs of Environmental Management versus Sustainable Growth: A Socratic Dialogue

Nominated for 12 Academy Awards

Starring Ismail Serageldin • Written by Ismail Serageldin • Produced by Ismail Serageldin • Directed by Ismail Serageldin • Lipstick by Revlon • Screenplay by Ismail Serageldin • Translated from the Arabic by Ismail Serageldin • Film Edited by Ismail Serageldin, A.C.E. • Costumes by Ismail Serageldin • Production Design by Ismail Serageldin

Around the World Bank

The Bank's last remaining port engineers were recalled from an appraisal mission in Kazakhstan today to help OED in their investigation of the Uruguay Seaport Project II. "Hey, the PCR estimated it got an 8% ERR on completion, which is better than the MCRP!" said one of the team as he collected his pension and consultant reimbursement checks.

Angry task managers on the five missions sojourning in Rio de Janeiro rioted when their hotels ran out of sequins, make-up and feathers. "It's very cost-effective to supervise our various projects during Carnival," said RVP Javed Burki, "since all our clients are here anyway."

The MPS Vice Presidency is doing fine after having the shortest case of PMS ever recorded.

Staff of project implementation units in South Asia today burned a pile of Operational Directives in front of the bronze statue of Willi Wapenhans that was erected in Delhi's main square. "We could probably end clearcutting of timber worldwide if we would simply stop printing all this paper we need to file," said one Infrastructure division chief.

Russ Cheetham announced a $2 million donation from his administrative budget to fix potholes on major routes used by Bank staff to commute on snow days. In related news, the Cheetham Award for Creativity (and a check for $100,000 from EC3's budget) went to the Africa Region's rendition of *You Gotta Have Hope*, a ballad of its FY95-97 Business Plan. Accepting the award for RVP Kim Jaycox was CAO Mohamed Muhsin, who said he was touched, and hoped PBD wouldn't claw back this funding from his budget base. Also, the Cheetham Foundation announced the purchase of Edvard Munch's *The Scream*, stolen in February in Oslo, Norway. "We thought it captured very well PBD's attitude as projects slip, our outputs for Russia fall and our budget overrun rises," said a foundation spokesperson. ECA CAO Paul Cadario retaliated by insisting that the Faberge eggs in the Moscow Office be auctioned at Sotheby's to finance the Department's remaining FY94 program, and that the Department's private jet be leased out for vacation charters to Florida.

EC4 management angrily denied a "cookie-cutter" approach to their financial sector, environment and highway projects in the Baltic states. "Betty Crocker, Sara Lee and the Pillsbury Doughboy are all task managers of the highest reputation," said newly-appointed division chief Julia Child.

After MPS Vice President S. Shahid Husain ordered all MPSVP staff to get cellular phones to be available on a 24-hour basis, three staff suffered electrical shock while using the phones in the shower. OBP is now looking for a waterproof model.

OBP has launched a multiyear $30 million study to investigate using state-of-the-art technology to overcome the difficulties of getting people together for meetings at the Bank. Over 300 Bank staff representing every resident mission worldwide have been flown to headquarters to discuss the problem.

For sale: A first edition of autographed ITF Staff Papers. Asking price: one H/L position. Call the R-building, x32121.

Effective today, the entire ESD Vice Presidency was sealed within Biosphere III, an atmospherically-controlled dome where they will live and work for the next 24 months.

A-Building Time Capsule

Hyman Construction demolition crews were astonished today when, upon removing an interior wall as they razed the A-building, they discovered a fully functioning Non-Ferrous Metals Division from the old Energy and Industry Vice-Presidency, which was abolished in the 1987 Reorganization.

"Reorganization? What reorganization? No one tells us anything around here. Can we talk about this after I return from my mission to Rhodesia? I am flying PanAm out of Friendship in Baltimore, and I have to leave this instant. Anyone seen my Mastercharge card?" said Division Chief Dinah Soore.

Deputy Division Chief Tim Warp was a bit more philosophical after a long briefing designed to bring the Division's staff up to date regarding changes to the Bank's structure, policies and procedures. "At least our Turbo XT office technology equipment that we bought back in 1986 is still state-of-the-art stuff. Do I have to give up my level M?"

1994 Salary Review Increase

Ross Marcou proudly announced today that the Compensation Unit of the Personnel Services and Compensation Department was able to retain the 1994 Salary Review Increase Matrix using newly developed magnification techniques. In previous years, the Overall Pay Increase (OPI) of 0.007% would have been rounded to zero. This year, the "$10 rounding rule" has been suspended, and the following matrix will be used:

Salary Zone:	Reward Category: 2	3	4	5
1	$1	$1	$1	$2
2	$1	$1	$1	$1
3	$1	$1	$1	$1
4	$1	$1	$1	$1
5	$0	$1	$1	$1

Vice Presidencies can optionally forego salary increases and instead buy one gross of Faber Castell No. 2 pencils. IFC, however, has decided to invest their allocation and return dividends next year. PBD was overjoyed when they discovered they could cover the entire SRI budget through their coffee collection, leaving intact the "travel clawback" contingency.

Staff Announcements

Lorena Bobbitt, an Ecuadoran national, will replace Marit Wiig as the Bank's Senior Advisor on Women's Issues. "We have always wanted a well-known, highly visible individual in that job," said MPSVP Advisor Peter Nichols. "Although Marit was very conspicuous in the crowd shots during CBS's February coverage of the Lillehammer Winter Olympics, we are confident that Ms. Bobbitt's international name recognition will jumpstart the Bank's agenda on gender issues. We wish Marit well."

Barney the Dinosaur, a Jurassic national, is the new Project Manager for the Bank's Work and Family Agenda. At the press conference announcing the appointment, Barney said, "I love you/You love me/We're a happy family/With a great big hug/And a kiss from me to you/Won't you say you love me too?"

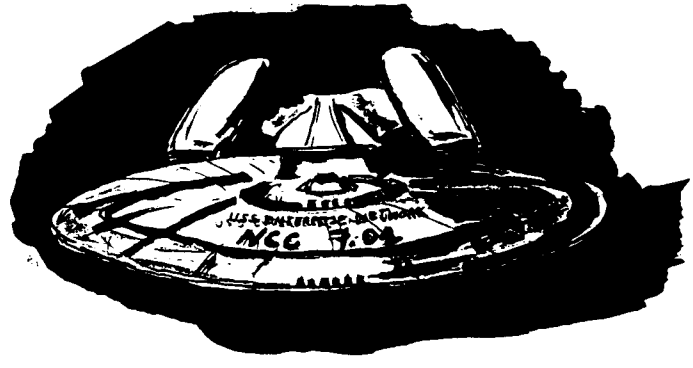
MCRP News

Peter Copplestone, Chief of the Major Projects Division of the Headquarters Construction Department in the Management and Personnel Services Vice Presidency, announced today that the new Main Complex would be torn down completely then rebuilt so he could prove that he could do it for less than $180 million.

ITF Disappears

Suspicions that ITF was merely a fake MOC were confirmed today when it disappeared from the Organizational Chart. Newly appointed OBP Director Ian Scott became concerned when no one answered the phone in ITF, and called GSD. Investigating quickly, Security Officer Bhimji found the R-building empty except for a phone tapped into x32121, stacks of chargeback bills, a worn "HOTLINE" sign, and an invoice for 500 tickets to the Cayman Islands. Apparently, the scheme of skimming chargeback money for no services had gone undetected for years despite detailed BAS reports and annual audits by IAD. Scott could not hide his disappointment, since procuring ITF was the first step in OBP's bid to take over the Bank. Users, however, were not surprised; most suspected ITF disappeared years ago.

The demise of ITF, whose motto was "Using Yesterday's Technology to Ignore Tomorrow's Problems," has affected many units around the Bank, but none more than *Bank's Swirled*, which discontinued publication of *Windowpains* effective with this issue. "ITF was a rich source of material for our publications," said Dan Ritchie and Ann Hamilton, chief authors of *BS*. "Readers thought *Windowpains* was fictional, but in reality it was excerpted verbatim from short-lived MPS publications like the *ITF Communicator*, *Windowpanes*, the *EN Connection*, the *All-in-1 Almanac*, and the *Health Bleat*. We regret that without these publications, we have no material for *Windowpains*. Goodbye, friend. You served us well."



The Enterprise Network: To Gladly Go...

TRS

To all staff: Time spent reading *Bank Swirled* should be recorded in TRS under PBRG 1WLDHUMOR, so that the total hours wasted Bankwide can be captured by the Cost Accounting System and charged back by PBD.

Nowhere Near The Record

Dollar budgeting has revolutionized incentives and spending patterns at the World Bank during FY94. The Cost Accounting System (COS), the primary tool to monitor spending, will be implemented in FY95 and promises to make as great an impact. We caught up with Michael Ruddy, Director of Accounting and instigator of these all-encompassing institutional systems, on the 19th hole of the Camelback golf course in Scottsdale, Arizona, as he took a break from an intensive management retreat.

Bank Swirled: We hear that Bank managers are eagerly awaiting the arrival of the new Cost Accounting System in FY95, as it will make dollar budgeting a snap.

Ruddy: Actually, the COS was implemented last July, but we can't get anyone to use it.

BS: You have been responsible for the BAS system. Do you think that the COS system will be as responsive to users as the BAS?

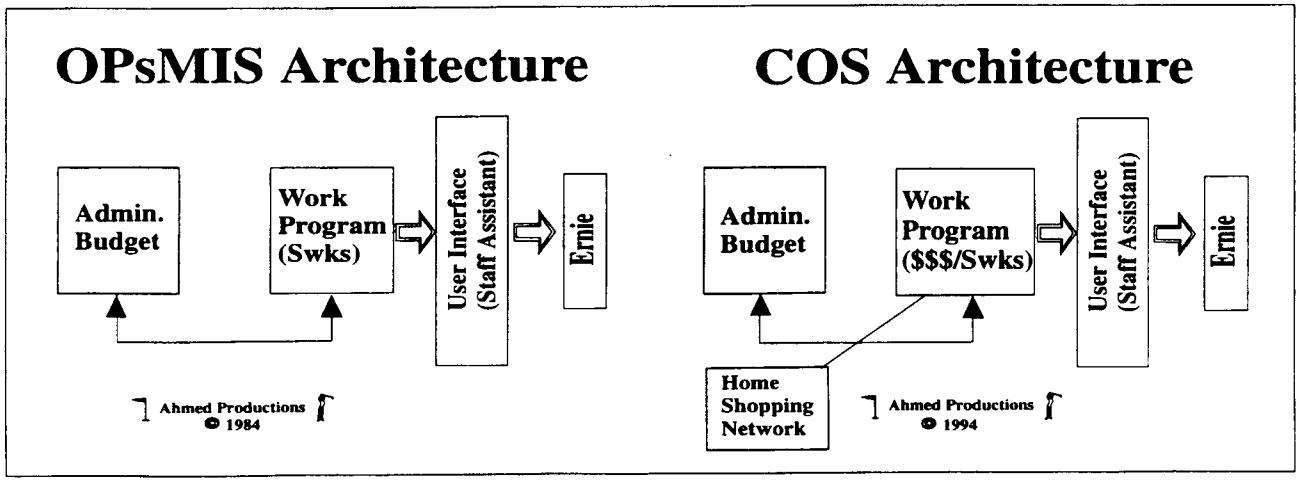
Ruddy: Oh, even more so, if that were possible. We know exactly what the users need, and we've put it in the COS. If they don't think they need it, then we'll make sure that they understand that they do need it. In fact, we've set up a training program for this very purpose. In the training sessions, we tell the users what they need, then they ask some questions, and then we repeat to them what they need. This also provides a foundation for users to understand the two reports we are providing for them.

BS: How many units are now on the COS? And who are they?

Ruddy: The five divisions in the Accounting Department are enthusiastic users.

BS: Is it true that the COS design is modeled after the old MIS?

Ruddy: You have to start somewhere. The diagrams of the two systems below illustrate the improvements.



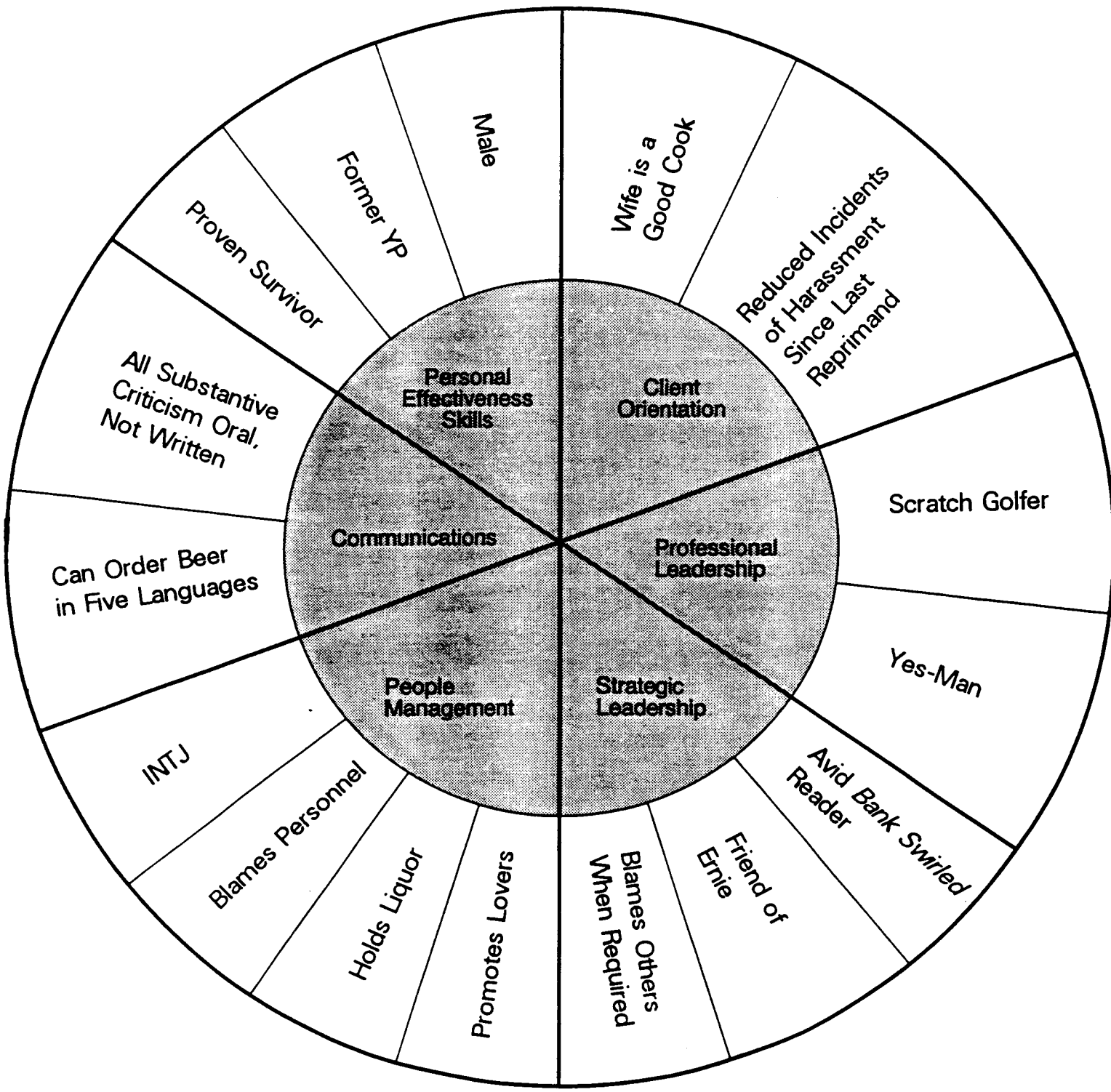
BS: How much have you spent designing the COS?

Ruddy: It's hard to say. We haven't really been tracking the cost, just the staff-years. Anyway, we feel that the downfall of both the MCRP and the EN was too much attention to dollars and budget. We just want to get the job done, whatever the cost. The Bank will be thankful.

BS: Michael Ruddy, you've just implemented the Budget Accounting System *and* the Cost Accounting System! What are you going to do?

Ruddy: I'm goin' to Disneyworld! To play golf!

World Bank Group
Competencies for Managerial Jobs
(Revised April 1, 1994)



Staff Development Division
Personnel Management Department

The Absurder by Boris Summor

I had a lovely time in Greensboro last month enjoying the cherry blossoms as they wend their way north for the enjoyment of those with large offices overlooking the Mall. Paul Volcker and I remarked just the other day how wonderful Washington is in the spring: the snow has melted, the 100th murder has yet to be reported in the *Post*, those summer appraisal missions have been planned around Whitney Houston at Wolf Trap, and people are still chuckling over the *Bank Swirled*, wondering whether this year's revelations of malfeasance, humorlessness and imminent sacking are going to turn out, yet again, to be prescient for the exposed and hitherto powerful. Oh, to be in England! The boys in IAD were apoplectic, but how often can one charter a Gulfstream?

It seems unnecessary to go to the lovely Piedmont for Bank managers to learn about denial (the USAir Club at Greensboro is hardly the Concorde Lounge). But after a scintillating session on diversity, we donned our pinks and set out for an afternoon riding to the hounds, "learning experientially" to quote Peter Karp. The live ammunition is a nice touch, but it's a shame that some of Ian Scott's old ORG gang couldn't join us, the outside facilitators are such good shots. The protesters were not in evidence (unlike the time at Madison Blanche, when Sven and I ran the gauntlet of spray-painting WBVSers protesting Princess Margaret's birthday party -- or was it the end of spouse points?).

Back in D.C., Larry Summers and I lunched at Red Sage and talked about the Russia Department's latest philanthropy. Imagine, renting out their H-building offices, taking advantage of those marvelous space chargeback guidelines, and reinvesting their profits to make sure that the PBD-underfunded benefits accounts can still afford summer school in Switzerland and the new roof at the country house on the Blue Ridge! And that poor woman's travails in the Senate, trying to get confirmed when all she had done was two years in the Peace Corps and 18 months at the White House blocking qualified nominees -- a shame. You'd have thought she had a G-5 nanny, Barney Frank's letter was so nasty!

Clever fellow, that Jacques Attali. Now that he is regularly lunching again at Tour d'Argent I see all that innovation we did at ENA together coming back to the fore. After that 12-step program to deal with his Carrara marble fetish, he's back in fighting form. The G-7 has rushed to buy his new device for speeding up transfers to Russia and the FSU. The envelope (orange for easy identification) has no glue.

Larry, Jimmy and Colin are still good friends despite all the rumors that they'll be taking over the helm at the Bank once the December 31 process reengineering deadline passes, and another new Bank is in place, looking very much like the BMW plant in Alabama, to use an analogy close to my Bank colleagues' hearts and wallets. Now that engineering is back in style, I.M. Pei told me the other day that it's just too bad the Bank fired most of their good engineers in the '87 Reorganization and Ian Scott has to hire them back for $2,000 a day to give him advice. At least IFC's engaging the same good architect that did the D-building so they won't have to do a coffee table book to publicize *their* new HQ. I understand, however, that KLM will run a shuttle between IFC's building and the rest of the Bank, at 500 frequent flier miles a pop. Mies must be spinning in his grave as the bathroom mirror goes up on Pennsylvania Avenue NW, the very metaphor for transparency once you get past the bunkers at ground level.

Enjoyed very much the last client relations party Holiday Inns threw at the HoJos at Logan Circle for all our friends at GSD, Tommy Cook and American Express. Seems they were worried about their fate now that the Regent and the Peninsula and the Imperial and the Royal Monceau had at last been stricken from the Bank's "approved" hotel list. Coors and Fritos are certainly an innovation over that tired Marriott buffet we've seen so much of over the years. There will be more retirement parties in the next few months, after the other VPs start wielding swords in leased space. Too bad the carpet in the new Main Complex isn't washable so they could also do it there. Martha Stewart lamented just last week (at the Choksis' brunch, in the part of the garden that looks like Versailles) about the atrocious lack of maintenance and wall-washing in Phase I. We agreed that a nice Laura Ashley print wallpaper plus some Braunschweiger Fils upholstery on the Ikea chairs would brighten the place up a bit. But with everyone in Asia now sitting in their offices playing video games on the LAN, perhaps it doesn't matter how scuffed the walls look.

Meanwhile, Mayor-until-December Sharon Pratt Kelly told Tim Cullen and me over drinks at Dominiques that the Bank-Fund Credit Union had gone to the D.C. Rent Board over the retroactive charges someone demanded for their spiffy new quarters in the bowels of the "Hyatt on H." "Sharon looks wonderful," Estee Lauder whispered to me as we waited for the valet to bring the tax-free Mercedes up from the Fund garage. Estee looked marvelous herself, sporting her bold ebony Cost Accounting handbag and looking every bit a CAO on her way back from Pentagon City after lunch. Mayor Sharon thought there was no firm agreement over who would pay for all those halogen lamps and frosted glass in the new Credit Union office, and the interior designers down there certainly did a much better job than the ones assigned to the upper floors! I understand that at least one department is angling to move underground, then make the Credit Union take their space up on MC-9.

And speaking of Seattle, I was so jetlagged after an unpleasant 15 hours in Connoisseur Class coming back from mission in Beijing that I spent virtually the whole night, sleepless -- and without Halcion -- thanks to Nancy Reagan's influence on Bernhard Liese. I just don't know what's happened to American television, what with short versions of Board meetings at 11pm on MTV, Spielberg's long version (with the marvelous special effects) on HBO, Madonna running the PBS pledge-a-thon and threatening to show the Cost Accounting video again unless more people call, YP unknowns hosting the talk shows. What happened to debates on C-SPAN over who at the Bank is really in charge of poverty, with Eric Swanson defending the home leave cash option as *the* way to globally redistribute income, Ismail interviewing Julia Child on hunger, and Armeane striding through the rainforest picking paneling for the new IFC building? And all to the sweet, sweet chords of a Brahms concerto. Makes me miss Karl. Ah, the horror, the horror.

Dollar Budgeting: Questions & Answers

Piloted for several years in LAC, 1994 heralds the implementation of dollar budgeting, a radical program designed to make Bank managers fiscally accountable. "Doing Less With More" has always been a Bank objective; dollar budgeting is now another tier in the Bank's administrivia. PBD Director Richard Lynn prepared this treatise on what promises to be a vivid and controversial change in the way things get done around here.

What are the objectives of dollar budgeting?
The objectives are to promote greater efficiency, transparency and flexibility in the allocation and use of resources -- exactly the same objectives as the last eight reorganizations, and possibly as painful. Under dollar budgeting, managers can trade staff costs for consultants and laptops. Dollar budgeting also allows managers to make the appropriate choice custom fit to his/her work program when given several expense options, e.g., a U.K. female economist versus voice mail. Note that dollar budgeting does not affect off-budget money from trust funds, ensuring that the real development work of the Bank can still be completed.

Does dollar budgeting have sound economic underpinnings?
Dollar budgeting is based on the work of the greatest economist in modern history: John Maynard Keynes' *Invisible Fist.*

What steps have been taken to ensure that there is no adverse impact on staff?
Senior management has stated explicitly that there will be no impact on staffing decisions from dollar budgeting, implying that all of the subjective criteria that dictate promotions and reassignments remain in place. As before, MPS (through the Personnel Teams) and PBD will continue to obstruct line manager decision-making on personnel matters.

How will the number of positions be initially determined?
Once our administrative systems learn how to count, they will be counted by our administrative systems.

Can the number of positions be altered during the year?
As in the past, managers may hire close friends and relatives as long-term consultants, but dollar budgeting will block the most egregious abuses (such as hiring Nobel laureates). There will be an increase in five-month, three-week contracts that are rolled over indefinitely to avoid breaking the 6-month rule. Short-term consultant usage will be contained simply by not giving them offices. Retirement parties for long-serving short-term consultants will be allowed as a benefit designed to retain such high-caliber staff.

What happens to "T" positions?
T-positions will gradually disappear as PBD delegates to each Vice-Presidency the authority to brew coffee.

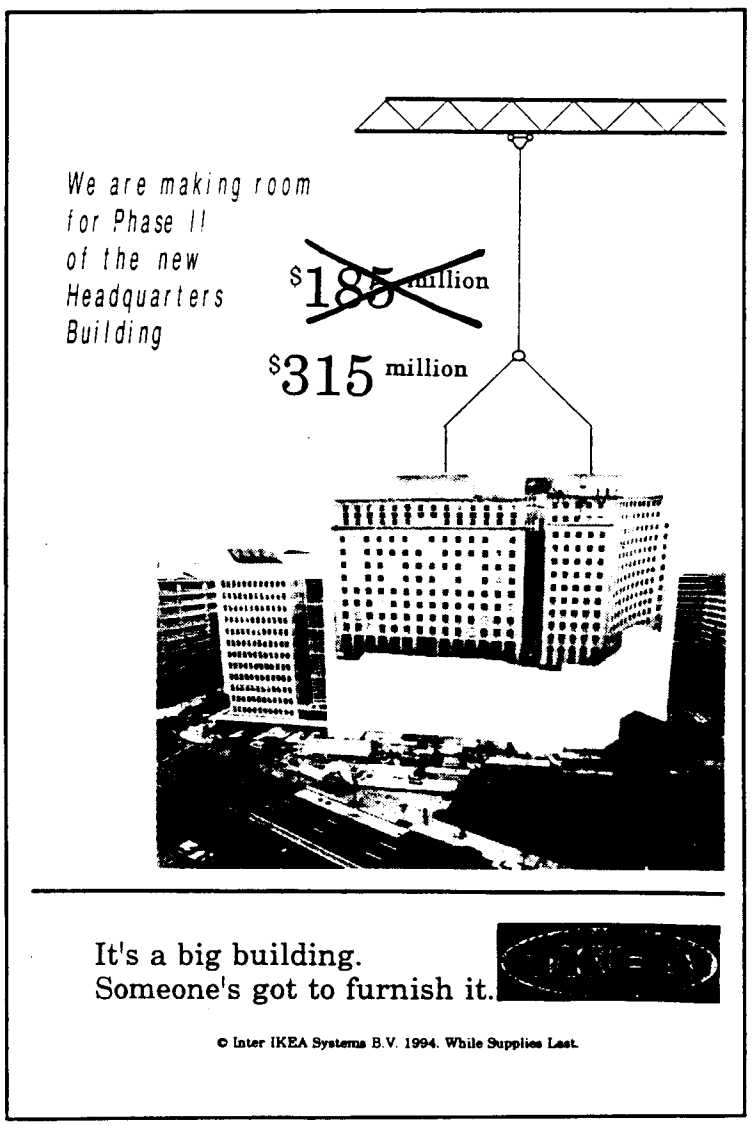
What about the controls on complements?
Our Staff Rule on Harassment specifically addresses this issue.

Will "staffyears" still be used for monitoring staff inputs?
The staffyear is no longer a relevant measure under dollar budgeting. PBD, of course, will continue to use staffyears for planning, budgeting and control.

Under dollar budgeting, will the distribution of the annual Salary Review Increase be equitable?
Sorry, dollar budgeting won't affect the Salary Review exercise at all.

What are the changes in budgeting for benefits?
For budgeting purposes, 70% of salary will be allocated as benefits. The 70% figure was carefully derived by PBD and Personnel, and equals one-half of the terminal velocity of the peregrine falcon, measured in miles per hour.

How will staff training be affected?
If you had a choice between sending a few folks off to learn COSTAB, or squeezing in another mission that connected through Singapore, which would *you* choose?



Retrospective

Here is a sampling of some of the features and stories that made *Bank Swirled* and its predecessor publications the most widely xeroxed documents in Bank history. This salute to the past dramatically illustrates the maturing of the World Bank from a small, humorless bureaucracy to a large, humorless bureaucracy. You've come a long way, baby. Congratulations to all! Here's to another ten years, unless the Rule of 85 applies.

1985 *Snowflake: The Newsletter of PA's Complex* (Volume 1)

Job-grading and Vietnam: A Historical Comparison

"The planned move is now scheduled for the first Monday following World War III."

1986 *Snowflake: The Newsletter of PA's Complex* (Volume 2)

REMINDER: ADM has changed the combination on the petty cash vault in the Cashier's Department to 14-75-81. Please make a note of the new combination.

1987 *Snowflake: The Newsletter of PA's Complex* (Volume 3)

"Veni, vidi, Visa (I came, I saw, I bought) is our motto," said Harinder Kohli, ITF's Director.

1988 *Bank's Wordy* (Volume 4) [with supplemental *World's Wordy: International Depression from the Arts*]

"If you have a bunch of clowns, you're going to have a circus." -- Gautam Kaji

1989 *Bank's Wordy* (Volume 5) [with supplemental Swimsuit Edition of the *Weekly Bull*]

Weak Batteries. The owner of a blue 1983 VW Rabbit with Virginia tags MKP-519 should return to the D-building garage (level 2). Your lights are on.

1990 *Bank's Wordy* (Volume 6)

"To err is human, to forgive is simply not Bank policy."

Miss Nude M.I.G.A. contest

1991 *Bank's Wordy* (Volume 7)

IFC: The World Bank Group's Largest Private Part

1992 *Bank's Wordy* (Volume 8)

Form 9990: Requisition for Recognition of Regular/Fixed Term Staff

1993 *Bank's Wordy* (Volume 9)

Stating that "some think, and I'm inclined not to disagree in the absence of Bilsel's opinion, that perhaps risk-taking is a policy whose time may have come again, maybe," PMD Director Alberto de Capitani announced today.

"RED ALERT! SHIELDS TO MAXIMUM"

1994 *Bank Swirled* (Volume 10)

Beavis and Butthead join the Accounting Department as computer programmers.

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 staff 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 AnswerLine columns should be filed under Catch-22 of your Staff Manual and committed to memory. You will be tested later.

Question: I have been working in Africa Region for two years. In the last six months, I have noticed a marked reduction in the number of missions, particularly to Francophone countries. Is this related to a strategic shift in Bank policy towards other regions, or perhaps early indications of the abandonment of the structural adjustment lending that has been the cornerstone of our development agenda in Africa?

Answer: Nah, it's not that. No one wants to fly business class. *Kim Jaycox, Regional Vice President, AFR*

Question: I have worked in the same department at the same level for 12 years. While my colleagues get promoted up the organizational chart and routinely reassign to exciting new jobs, I trudge to work and do the same thing day after day after day. What is wrong with me?

Answer: While I am always reluctant to diagnose career problems based on such little information, it looks to me like your competency wheels need to be rotated. *John Lavelle, Senior Personnel Specialist, Staff Development Division, PMD*

Question: I joined the Bank in 1979. Since then, I have participated in six Attitude Surveys -- in 1982, 1984, 1986, 1988, 1990 and 1993. Every survey is more and more of the same. We take the time to honestly assess our work environment and our management. Yet every year the Bank does nothing with this information. Survey follow-up rarely occurs. Poor managers remain poor managers, and even get promoted. Why can't the Bank adhere to the purpose of the Attitude Surveys, and act upon the valuable insights that the Attitude Surveys produce?

Answer:
Ian Scott, Director, OBP

Question: I try to live frugally, but my personal debt (credit cards, Credit Union overdrafts) continues to mount. What can I do?

Answer: As you know, the Bank's compensation system ties directly to international comparators, and thus very few degrees of freedom exist in the compensation system to quickly increase salaries. It sounds to me like you need some fast cash. Have you considered going on home leave? *Mark Bowyer, Chief, Benefits Division, PSC*

Question: I joined the Bank one month ago as a Young Professional. When do I get my level 26?

Answer: Your question implies blatant arrogance and a total disregard for the policies and procedures that govern personnel administration at the Bank. It encapsulates everything that is wrong with this place. I'd say about three years. *Hendrik Groen, Deputy Director, PMD*

Question: I have been sleeping with my division chief since my last PPR, and she won't promote me. What shall I do?

Answer: Clearly, you and your manager need to review your performance and competencies for your position. *Barbara Searle, Ombudsman*

Question: Why hasn't the Bank surveyed its diverse population of managers to find out what type of assistance they need to develop their "people management" skills?

Answer: When surveyed, four out of five division chiefs agreed that your question is stupid. *Mavee Park, Survey Specialist, OBP*

Question: How do I order a new workstation?

Answer: The process is simple and has recently been streamlined following a $3.3 million consultant study. The process now takes much less time and has fewer checkpoints, ensuring minimal delays. It begins with the Prospects Summary where the purchase of your workstation must be defined as strategic. Any issues regarding the purchase are discussed in the meeting with the President. The need for the workstation is then justified in the 3-year Business Plan. Once the business plan is approved at your Divisional, Departmental and Vice-Presidential levels, the projected cost of the new workstation must be included in your Vice President's budget request and then approved by the appropriate Board committees and the Board as a whole at the end of June. Include the purchase in your Dollar Task Plan in the CAM exercise. Meanwhile, your department must submit to Process Reengineering led by OBP staff and several outside OD consultants, preferably at a retreat setting, and including at least one team-building exercise. When the results of this exercise are implemented, begin the cost/benefit analysis of the workstation purchase. After you finish, if your workstation (or its software) is not on the OBP Expanded Standards list (i.e., an ITS Turbo XT running DOS 3.1, MASS-11 and VISICALC, or an Apple IIe with a Quadlink board), go talk to Peter Hsueh. By this time, you should have completed both your Budget Retrospective for last fiscal year as well as the budgetary Mid-Year Review, so you must conduct a secondary analysis to ensure that your intended purchase remains in line with your revised strategic agenda. The cost/benefit results, plus the business plans and analyses, plus Mr. Hsueh's approval (if applicable), and a copy of the original Bretton Woods accord, are then submitted to me. I review each request individually, and, assuming that everything is in order, I will then sign off on your purchase approval, allowing you to buy a new workstation. But only if I want to. *Bill Katzenstein, PBD*