VOLUME 12/NUMBER 1
1 APRIL 1996

BANK SWIRLED

MAKING CHILDREN SMILE

Task Manager and entourage arrive in Paraguay to pre-appraise the Third International Seaport Project

-- page 27

We're on the Net at http://members.aol.com/bswirled/private/bs.htm!

MARRIOTT CAFETERIAS
Monday, April 1, 1996

BREAKFAST

Thanks, we'd love some

LUNCH

SOUP OF THE DAY:	Competition-Free Chowder	84.95	D,E,H,I,J
ENTREE SPECIAL:	Clean Forks	2.95	D,E,H,I,J
DISPLAY COOKING:	Stir-Fried Gruel	35.00	D,E,H,I,J
CHEF'S CHOICE:	Gruel with Raisin Glacée	42.95	D,E,H,I,J
INTERNATIONAL CUISINE:	Gruelle Française	83.95	D,E,H,I,J
	Gruella Valenciana	79.95	D,E,H,I,J
	Gruel de Newark, New Jersey	1.25	J
PIZZA:	Boboli	3.50	D
	Boboli w/Gruel	4.99	I
	Boboli w/assorted toppings	99.95	D
SPECIALTY BAR:	World of Gruel	9.95/oz.	E,H
	Chef's Choice	.27/oz.	I
VEGETABLES:	Vintage Lettuce	7.95	D,E,H
	Onion Peels Jambalaya	13.95	I,J
	Bruised Brussel Sprouts	32.95	D,E,H,I,J

TEA TIME

FEATURE:	Monopoly Melon	473.95	D,E,H,I,J

BANK SWIRLED

The Magazine For Anyone Who'll Read It
Vol. 12, No. 1 April 1, 1996
"I can't sing, but I am an expert anyway."
"Truth does not die, but it lives like a poor man."
— Yiddish Proverbs

Spring Collection

Washington is abuzz over the World Bank's spring collection. Press and buyers from around the world will soon convene for a hectic 12 weeks of project, adjustment and policy loans representing the utmost in the fashion diversity of the Bank. Word from the cutting rooms, where some of the fashion industry's most fetching models are trying on the latest offerings, is that it's going to be quite a year. A special runway and catwalk are being completed in the lavish E-12 designer showrooms, and the cutters are getting ready for lots of overtime to bring the collection to an eager global public.

Despite COStly expectations, the Bank's fall and winter collection was very disappointing. The House of Jaycox has been totally revamped, with new, young designers Jean-Louis Sarbib and Callisto Madavo (with their famous "two in a box" logo) overthrowing the established wisdom and bringing in new, streamlined offerings, generally small ditties with a strong European influence in various colors of camouflage. Now that Kim's put down his pens and scissors, his design room has been preserved — perhaps forever — the way he left it on his final day, with the velvet ropes holding back seekers of tradition in the classic undisbursed favors that marked past Africa collections.

The Latin American and Caribbean flavor has been maintained with a characteristic glitzy big ticket display: chief designer Javed Burki will follow the models throwing $100 bills and bottles of tequila into the audience to recreate that winsome LAC look, while machines enshroud the runway with stage smoke to simulate the ruddy hues of Mexico City smog.

After the oversold front-loaded frou-frou found no takers or makers, the ECA spring collection features extremely heavy bunching to draw attention from the rather skimpy fall and winter décolletage; once again no animal furs are used. ECA will show wash-and-wear banking overhauls, with hand-made social safety nets embroidered with just the merest splash of ESW.

Madonna just raved about the MNA collection, with pyramid bustiers abandoned in favor of the Bosnian influence that completely overwhelms the veils and pointed slippers that established the reputations of the earlier MNA masters. Evening attire made from anti-sniper Kevlar will be modeled by Christine Wallich and her colleagues, accessorized by night-vision rhinestone glasses.

Not to be outdone, East Asia's Chris Chamberlain will stride down the catwalk sporting the new Timberland anti-mine footwear and a Cambodian longhee. Jackboots continue to find favor in the East Asian collection, favored particularly by Directors and Division Chiefs. Of course, their timeless look is now *de rigueur* in fine golf course grille rooms from Seoul to Jakarta.

South Asia's collection retains its wooden hues, but even the most conservative designers could not withstand BPI's sequined influence. "Partnering" is the watchword of this collection. They claim a wrinkle-free product, but only time will tell.

The Choksi-Rischard-Serageldin Consortium plans a multimedia opening of its thematic collection with a demonstration of natural fiber, expensively and unwillingly cross-supported for style, though not convenience or ease of wearing.

AFR Staff Member Fired

An AF1 Senior Economist was fired today after security guards discovered him in the H-Fitness Center shower without his Bank ID. An earlier arrest attempt in the sauna failed when the high temperature short-circuited the robot. The staff member, his wife and his seven dependent children were immediately deported.

This action was the culmination of several months of investigative work by David Reed and his colleagues in GSD's Security Division, prompted by an anonymous tip.

Staff Association Chairman Fred Wright lamented the incident, stating that the Bank's punishment for the infraction was unduly harsh. However, Wright admitted that the staff member was at fault for not surgically implanting his ID card onto his forehead, per GSD's instructions.

In a related story, World Bank President James Wolfensohn's attempts to downsize the World Bank have apparently backfired. A report released by the Internal Auditing Department revealed that Bank staff now number 22,000, double from a year ago. All of the increase took place in HSD, which has hired 332 medical personnel each business day to deal with lower back injuries incurred when staff bend to place their ID cards onto the security scanners at each Bank entrance. The audit recommends that the I-building be razed once IFC moves to its new headquarters, and replaced by a Bank owned and operated orthopædic hospital.

MNA Shakeup

MN1 Director Dan Ritchie was reprimanded and downgraded today by World Bank President James D. Wolfensohn, after he reportedly used the forbidden phrase "s-pp-rt st-ff." *Bank Swirled* investigative reporters viewed a secret videotape of the incident, which showed Ritchie addressing Bank managers at an LLC-sponsored workshop on "people management" skills. Ritchie stated, "I support a vibrant and fast-paced work environment, but at the same time I *support staff*." (Emphasis added.) At this point, the videotape clearly shows three Staff Association delegates, all with grades no greater than 17, leaving the room, allegedly to report the infraction to the Executive Offices.

In a related story, Bank salary expenditures exceeded budget by $210 million in January and February as staff formerly known as higher level submitted overtime requests.

Food Supply Project

Declaring a "War on Hunger," the World Bank moved quickly last month to alleviate hunger after 6 p.m. by opening a new evening-hours cafeteria on D-10. "Hunger is a global tragedy," stated External Affairs Vice President Mark Malloch Brown at a news conference prior to the grand opening. "It reduces productivity at best, and can cause rumblies in tumblies at worst. This project depicts the Bank at its finest: in crisis, with clear direction, and with results on the ground. If we all work together efficiently, effectively, and with excellence, we can alleviate hunger after 6 p.m. in other buildings."

Performance Management Reform

Effective April 1, the procedure for creating and saving annual Performance Review Records (Form 2335) has changed for level 26-above staff. Instead of submitting the documents to the next level of management, level 26-above staff should file their performance records in the W:\BANKSWIR\ subdirectory on the Enterprise Network, where they will be used as fodder for next year's edition of this magazine.

Bank Reform

World Bank Managing Director Sven Sandstrom today inaugurated a study to examine in detail the World Bank's current administrative, budgetary, lending, information, financial and accounting policies and procedures, including interaction with the Board of Directors. The terms of reference of the study include a wide mandate to reengineer these processes for efficiency improvements.

The consulting firm of Stern, Husain, Wapenhans, Thahane, Jaycox, Eccles, Thalwitz, Ruddy and Associates will conduct the study.

Engineering News

HQ Construction Department Director Ernesto Henriod today assured Chief of Staff Rachel Lomax that hastily ordered engineering evaluations confirm that, despite the extreme upward shift in the center of gravity following the move of the expanded Executive Offices to D-10, D-11 and D-12, the existing foundations were strong enough so that the D-building will not collapse into the new MC atrium, where the Mona Lisa (on loan from the Louvre) will be on display for the opening of Phase 2 in early 1998.

However, the studies revealed other serious issues. The required cooling rate for the increased hot air on D-10, D-11 and D-12 requires a modification of the building's ventilation and air conditioning systems. Accordingly, the atrium skylight will be bolted down securely to prevent it from lifting from the building at 9 a.m. each morning.

A week-long retreat of the Bank's single remaining building engineer addressed the issue of fog forming on E-12 when the outside temperature is below 30 degrees Fahrenheit. After simulating the atmospheric conditions during a meeting of the Change Management Group, the sprinkler system for the E-12 atrium has been targeted for removal. The clash of air masses of differing temperatures apparently result in thunderstorms early in the day.

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This document was produced under strict supervision of overpriced consultants from McKinsey and Company. No actual Bank managers were injured or abused during the production.

James D. Wolfensohn
Editor-in-Chief

Assistant Editors:

Sven Sandstrom, with responsibility for finding the right *Bank Swirled* staff, budgeting the $75 for Kinko's, finding us PCs with desktop publishing, and, of course, our Web site.

Jessica Einhorn, for supervising the spending of the $75.

Richard Frank, with responsibility for all material on IFC and MIGA, and for helping *Bank Swirled* go public.

Gautam Kaji, with responsibility for all references to managers in AFR, SAS and FPD.

Caio Koch-Weser, with responsibility for all references to managers in ECA, MNA, LAC, HCO and ESD.

The thunder, complete with lightning (both air-to-air and air-to-ground), is funded from the new EXT budget for internal communications and savings from the elimination of the publication of *Bank's World.*

Appropriate steps have been taken to remedy all identified problems, using funds taxed from the Portfolio Management expenses in Regional budgets. The expenses will be hidden in the FY97 administrative budget and not otherwise disclosed to the Board.

Procurement Process Revisited

As of April 1, a single new procurement process will replace the existing 16 separate processes, each with 14 steps, first implemented in 1953. Last year's Procurement BPI, headed by Jeannie Egan, recommended major changes to streamline the system, rationalize the process, focus on routine and complex transactions, and maintain appropriate checks and balances. During implementation, Koos van den Berg had a better idea and overrode the recommendation from the $2.6 million BPI effort, despite consensus among 1,000 internal and external participants.

"Neither Pilar or I thought up the proposed BPI recommendation," noted Koos. "My solution is much simpler. Each Division Chief will be issued a credit card to charge all goods for his or her division. Then, I approve every purchase." At the time of publication, Koos was not visible over the mound of receipts awaiting his signature.

World Bank Special!

Kinko's offers the finest services in Washington for the preparation of briefing books for Mr. Wolfensohn. We will beat any price from any of our competitors, including the World Bank's own Print Shop. And only Kinko's offers standard features such as:

- Up to two photos of smiling children (additional photos incur a nominal charge)
- Digitized inclusion of the Bank ID photos of the Resident Representative and the Division Chief
- Background signs in the proper language
- Simulated PowerPoint slides with optional typographical errors to suggest lack of attention to detail

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ID Fiasco

Bank Swirled has learned that GSD has ordered the recall of all retractable ID holders, acknowledging that their pilot program was a failure. The recall follows the shattering of an E-building glass door into a distinct person-shaped outline believed to be that of Sven Sandstrom.

Reporters were able to interview Sandstrom in the HSD Health Room, where he was being fitted for a body cast. "Well, it was like this. One minute I was on my way out. And then, well, to my surprise, I was on my back way in. But at a considerably faster speed than I was on my way out."

A tearful security guard accepted full responsibility. Apparently, he bent down to give a final buff to Mr. Sandstrom's shoes, then accidentally caught the MD's ID card in a dust cloth. This incident follows several other accounts of staff spinning out of control after placing their IDs on the electronic card readers.

Vice President, External Affairs

James Wolfensohn has announced the appointment of Ms. Martha Stewart to the position of Vice President, External Affairs. Ms. Stewart replaces Mark Malloch Brown, whose departure from the Bank to assume a sales consultancy with Rosenthal Jaguar was announced earlier.

Ms. Stewart, a U.S. national, brings to the position many years experience in print and electronic media, marketing, catering, hostessing and decorating. Her first responsibility will be to show the poor women and girls of the world how to take advantage of the odds and ends in their cupboards when preparing for company. Among her responsibilities, Ms. Stewart will be particularly involved in the Group's new external publicity drive, *The World Bank: It's a Good Thing*. She also will take full responsibility for redecorating the new Executive Offices on D-10, D-11 and D-12.

Ms. Stewart will establish and then work out of the Bank's new resident mission in Greenwich, Connecticut. Her appointment is effective immediately upon completion of the taping of her syndicated Easter special and the publication of the companion edition of *Martha Stewart Living* magazine.

Around the Bank

The Macintosh Users Anonymous group will meet at 12 noon today in the ACTPS conference room. The new 12-step program will be discussed. Speakers Hywel Davies and Guido Deboeck will facilitate. Topic: "They Didn't Mean *My* Mac, Did They?"

For sale: 10 million yellow stickies. Call Ian, x82330.

HRG today announced its new Open Space Trauma Center. Veena Darling will conduct group primal therapy sessions for staff troubled by the fact that colleagues now know every intimate detail about their life. Sessions daily in GB1-833 at noon. Conference room capacity: only 500, so don't be late!

HSD has announced an exciting new gene therapy for ex-YPs. Tests have shown that after three months of the therapy, ex-YPs seem less arrogant and their heads tilt down instead of up, making it much less likely that they will drown while walking in the rain. "The therapy is miraculous," noted one happy subject. "No one could tell I was a YP and it's still on my CV!"

Harvard Business School Camp Shirts, embroidered with "Class of 66" on the front and a map of the Boston subway system on the back, go on sale starting April 1. Buy yours in advance, since they don't say *which* Class of 66! $50 per shirt. Proceeds go to United Way. Available in all sizes. Call Y. Hadar at x31791.

Tariq Husain has received an honorary degree from the Harvard Business School. Harvard Academic Dean Ivory Tower denied that the award was connected to the $5 million endowment of Camp H-B-S by the LLC.

PBD has summarily rejected a request from the Vice Presidents to purchase a Learjet for executive travel. "The business justification for a Vice Presidential business jet is only marginally less than the business justification for a Vice President," said PBD Director Richard Lynn at a news conference.

In response to staff complaints about gas in open space, effective today HSD will lace the drinking water in CSH and HRG with Lomotil.

Security alertly responded to a fire in the E-building on March 21 by sounding an evacuation alarm promptly after logging in the fifth report of a staff member collapsing from smoke inhalation and simultaneously spotting an ambulance on their outdoor all-weather state-of-the-art video cameras. GSD says that they will work overtime to repair the smoke damage.

In order to promote effective presentation techniques on the part of senior Bank managers, effective April 1, all staff must complete a questionnaire following each department meeting they attend, and indicate whether or not their butt fell asleep. Completed forms will be sent to the LLC, where they will used to target managers for presentation skills training.

Economist Staffing Group

Because macroeconomists at the Bank are clueless about the real world, the Learning and Leadership Center has developed a mandatory "It's a Small, Small World After All" program for all economists in DEC and CODs.

This course begins with six months of service as a traditional birth attendant in rural Timor (male staff must wear female clothing and behave kindly to perform this role). Upon return to Headquarters, staff will be apprenticed to Gloria Davis, from whom they can learn much of the real world and have a good time doing so. Staff who pass Gloria's final exam will be able to return to their macroeconomist position, while those who fail will be offered positions in Personnel.

PUBLIC SERVICE ANNOUNCEMENT

In order to expedite the process by which FACT users learn how to determine the actual salaries of colleagues, *Bank Swirled* provides here as a public service the proper procedure. This form is available on the World Wide Web at: http://www.worldbank.org/~disgruntled.

Please follow the instructions carefully. Write down all calculations.

1. Click on the FACT icon from your Program Manager window
2. From the COS View, click on "Show Adj"
3. Click on "Trip Scheduler"
4. Click on "New"
5. In the "Travel By" box, enter the name of a colleague (regular or fixed term appointments only — if you want a consultant's salary, just call the Consultant Appointments Unit at x32222 and ask).
6. Click on "+"
7. Enter 10 for the number of days, then press the Enter key.
8. Read the salary given, and enter it here.
9. Divide by 10 to get the daily salary.
10. Multiply by 5 to get the weekly salary.
11. Multiply by 52 to get the annual salary.
12. Divide by 1.7 to remove the benefits component.
13. Round to the nearest $10.
14. You now have computed your colleague's annual net salary. Take worksheet to your manager to complain bitterly about how poorly you are compensated by comparison.
15. Call your Staff Association delegate. Complain to him or her, too.
16. Couldn't hurt to call the folks in HR, also.
17. What the heck. Give your ED a call while you're at it.
18. When you fill out the next Attitude Survey, be really critical when you answer the questions on compensation.

Campaign 96

Failed GOP Presidential hopeful Pat Buchanan courted World Bank staff at a rally on April 1 in a desparate grasp for the four Bank delegates to the Republican convention in San Diego in August. The Bank Republican primary will be held Tuesday, April 2.

"We've got to reclaim good jobs for Bank staff," Buchanan shrieked to an enthusiastic audience of post baby-boomer task managers, part of the overflow crowd in the H-Auditorium. "No more 25-year old long-term consultants taking out groups of Generation Xers to deal with your clients! No more outsourcing of core Bank functions like accounts payable to Hilton Head golf caddies. No more exchange programs with the Fund! And let's hire U.S. nationals — and not EBRD — to lay marble in the new MC atrium!"

The heat generated by the Buchanan campaign, mainly by the burning of old EXT publications and back issues of the *Bank's World*, swept through the crowds with a passion not seen since Ernie Stern read the August 1994 *Guiding Principles* aloud at the World Bank Child Care Center. Referring to senior advisors trekking southward to take advantage of NAFTA's labor provisions, Buchanan promised to deport "people who have to make ends meet with a $6,000 per month housing allowance." "Why, there are Bank employees formerly known as support staff who cost us less than that," he told an unruly crowd of junior gender-equal militants convened by the Staff Association.

Pressed on the funding of the Bank Group, Buchanan said that "IDA should stay home and look after her children, like any woman."

Exit polls from the H-building rally showed clear support for Buchanan's views on managers, ex-YPs and friends of the President's Office, mixed attitudes toward whether IDA should stay at home (divided clearly on gender lines), and uncertainty as to who Maurice Strong is.

O-Building Update

Following last year's regrettable collapse of the O-building 6th floor (due to the crushing weight of the Ethics Office files), Brian Wilson has ordered the removal of all ethics files relating to the Change Management Committee membership. This decision, now under implementation, will significantly improve the situation to the point that HRG can relinquish its O-6 space. Unfortunately these savings were too late to help GSD accommodate the new 12th Floor, currently situated on D-10, D-11, D-12, E-12, E-13 and the Wye Plantation.

The Greening of IFC

Bank Swirled investigative reporters have learned that GSD contractors recently installed recessed plant growth lamps in the ceiling of IFC's 12th floor Executive Suite, as part of a $500,000 contract to upgrade lighting fixtures in the I-building. World Bank Group President James Wolfensohn strongly denied equating IFC Executive Vice President Jannik Lindbaek with a potted plant, and insisted the construction error was accidental. "I am fully committed to the work program put in place by jacinth, er, pardon me, Jannik, and his team. Depending on the progress of certain water treatment projects, I'm sure we shall continue to see steady growth for IFC, particularly in the spring, assuming we get enough rain."

Good Manager Award

The World Bank Group Staff Association is pleased to announce it will present a Good Manager Award as part of this year's Staff Week, which starts April 1. All managers are eligible for nomination. Diversification goals are important and will be taken into account in the judging: the winner will be a Part 2 woman.

The Staff Association does not have six weeks to court Tariq Husain, vet, clear, submit, resubmit and reclear a list of finalists, which is the normal Bank procedure for this sort of process. Accordingly, nominations must be made before the final and transparent process is in place (including clearance by the HR teams, the IT teams, the World Bank softball teams, the management team, the CAO Community and ICS's new team on teams).

The award, which will be presented by renowned Management Expert Sun Tzu (author of *The Art of War*), is a bronzed replica of a clenched fist holding a stack of money.

Construction Award

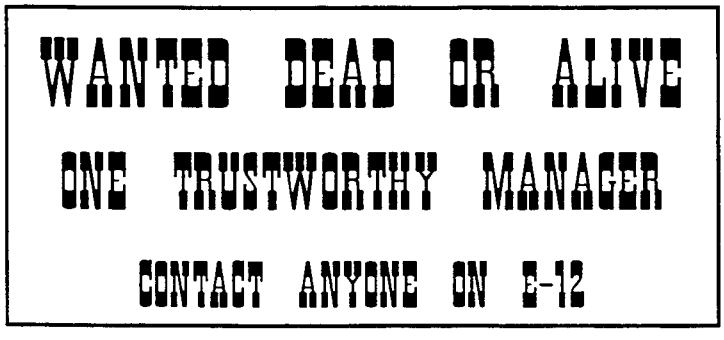
The World Bank Headquarters Construction Project has received the "Building of Excellence" award from the Iron Workers Employers Association of Washington, D. C. An I-beam will hang in the new MC atrium to commemorate this event.

This award was announced in *Construction Contractor* magazine on February 12, soon after the Iron Workers were paid a sum of $124 million for their efforts, the highest ever for a single job. HQC Division Chief Peter Copplestone, asked to comment, said that he had given up trying to monitor costs. "It just got too complicated to keep track of all the details and the cash going back and forth," he said in a telephone interview earlier today.

Project Effectiveness

Effective today, a new Project Effectiveness Indicator, the Smile Factor, will be added to the monitoring of all projects in implementation. This new measurement device will much more directly measure the success of a project by evaluating its success against one of the Bank's major goals in 1996: to make children smile. Beginning today, all Form 590s will require the Smile Factor, calculated by counting the number of children who smile as a result of the project (each child counts only once, not each smile), then dividing by the amount of disbursements against that project to date. PBD Director Richard Lynn commented, "Finally, a direct measure of our success!"

When asked whether or not the using a Smile Factor was realistic, given that so many managers laugh uncontrollably anyway at BAS reconciliation reports, Mr. Lynn patiently stated that the test was based on *children's* smiles, and that managerial amusement was not now, nor ever has been, a valid indicator.



Bank Swirled Bestsellers

1 **PRIMARY COLORS: A Novel of Politics,** by Anonymous (Bank Swirled Press, free). *A flawed and none-too-amiable ex-YP pursues an MDship.*

2 **ABSOLUTE POWER,** by S. Shahid Husain with Barbara Travis (Print Shop Publications, lots of overtime). *A witness to the vetting of the High Potential List becomes ensnared in a 3rd floor cover-up.*

3 **GUILTY AS SIN,** by James A. Roan (Ethics Press, $314 million). *The real story of the MCRP investigation and those who got off.*

4 **THE PHILISTINE PROPHECY,** by Ismail Serageldin (Vanity Publishing, $100,000). *When art and clutter cannot be distinguished: a travel guide to the H-building lobby.*

5 **THAT REHOBOTH SUMMER,** by non-U.S. GWU grad students. (Future YP Press, $2000/month net). *The Staffing Center guide to beach houses for summer interns.*

6 **MEN ARE FROM PART 2, WOMEN ARE FROM ANYWHERE,** by Kiron Bhandari (HRSVP Press, $2 million travel budget). *The new rules of recruiting, and more.*

7 **HOW COULD YOU DO THAT?!: The Abdication of Character, Courage, and Conscience,** by Al Heron (Ombudsman Press, unreduced pension). *Stupid manager tricks.*

8 **[_____] IS A BIG FAT IDIOT...AND OTHER OBSERVATIONS,** by Fred Wright (Polemic Publications, 0.5% of salary). *The Staff Association guide to upward feedback for managers.*

9 **MIDNIGHT IN THE GARDEN OF GOOD AND EVIL,** by Pilar San Jose (GSD Web Press, chargeback). *Surviving ozone while working overtime and trying to get a bite to eat over the weekend in the D-building.*

Chief Information Officer

Managing Director Sven Sandstrom announced the appointment of Ms. Dee Cyfer as the Bank's new Chief Information Officer. A Swiss national, Ms. Cyfer has extensive experience as an information officer in the public and private sector, including D.C. Medicare and the payroll of the Ministry of Transport of Mali. More recently, Ms. Cyfer worked at the U.S. Federal Aviation Administration, where she was responsible for upgrading America's aging vacuum-tube based air traffic control computer systems. She also designed the 75 forms for the Bank's induction processes. She holds a Ph.D. from Western Oklahoma State University-Panhandle, where her doctoral thesis was entitled *Sand Dredging Operations: Grain by Grain.* Ms. Cyfer was hired on the spot when she started doodling COBOL code on a wet napkin during her lunch interview with Mohamed Muhsin. The rest of the high-powered CIO interview committee concurred with Mohamed, but withheld judgement to prolong the free lunches they received during the interview process.

Ms. Cyfer's appointment is effective April 1, 1996.

The Absurder *by Boris Summoor*

Reading Gibbon aloud to Muffy the other night in front of the fire, I was struck by Charlemagne's relevance in today's Bank. The Latin version requires a bit of work to be as persuasive as those fine-print PowerPoint slides Jim finds so compelling, but the Huns certainly seemed real enough to me. The hectoring was hard to miss, though some of the questioners were really asking for it, we thought: whether the culture is one of patronage or professionalism, being succinct has its rewards. Thanks to Bernhard's cornea surgeon, I for one could read the 8-pt. print, so I was sitting at the back with the McKinsey boys. They tried to look unobtrusive, but Armani suits stand out in a crowd of Bank managers — the men at least. They seem nice enough (though a bit lumpy where most of us carry wallets), but with strategic attitudes like The Anointed 66 will have, we're supposed to hope. Too bad that's not what needs fixing, Muffy demurred.

Imagine when that poor woman deplaned in Maputo and there was the camera crew waiting to record her reaction when she learned she'd won four months at Harvard! I hear she didn't even remember entering a sweepstakes, so she immediately sent an EM accusing her staff assistant of bidding the United points she'd saved to go to Hawaii with the Choksis. She found out, to her horror, that she now has just enough left for Spring Break in Disney World where Ismail, Alex and Mark have cooked up an ESD multimedia exhibit on farming. Smiling children singing "It's a small world, after all" as they fetch water, instead of weave rugs. A bargain at $100K, even for six weeks, Steven Spielberg told me. Just how could something so cost-effective get expunged from the mid-year review? Won't Jan and Eveline be surprised when they take their rest stop in Orlando on one of those interminable ED tours. Ismail will make it to Hollywood yet, though his dependence on directors dressed as pandas is a wee passé.

And speaking of humorless, the Change Management Group lunches and retreats aren't as much fun as they used to be. Being shouted at while you're thinking deep thoughts isn't everyone's cup of latte, so they're just lowering their heads and eating quietly, just like boarding school and, if the stories are true, under the same stern housemother supervision. I'm glad I took St. John and Bitsy out of those expensive private schools in Switzerland and put them into expensive private schools here, where at least there is Secret Service protection for the midday outings to the Vermeer exhibit (to the front of the line with Tipper, of course).

Brian Wilson, our new VP of whatever, is *not* the besotted ex-Beachboy as we'd surmised. In fact, he's never even dated a California girl — now wouldn't *that* be a CV stuffer for those tired announcements we've grown accustomed to seeing? You know, the ones that leave out the fact that the announcing manager is the godfather of the up-and-coming's children, or that their wives have played bridge for years? Anyway, Brian did a mean Irish clogdance in Dublin where he got his start at the Irish Tourist Board, before his meteoric rise. The OBP (or is it ITS?) gang are learning the latest clog steps as they eat fu-fu and cutting grass during those tedious new-style innovation forum lunches. Once his promotion was finalized, I took Brian to Taberna Del Alabardero for lunch while it was still possible to pry my way onto his calendar. We had a merry old time snarfing tapas from the set menu and polishing off sangrias as we talked about picking up the jigsaw pieces of BPI. With procurement starting over to implement what they were told, the move across the Rio Grande gutted by this HR college stuff (not to mention the smog and the lack of proper schools and housing), Africa in disarray over what, exactly, a country manager does, and Teresa insisting that VPs get priority when they call with OT problems, Brian is in a quandary about what to try next. And the old stalwarts have left with huge packages, saying "Hasta la vista, baby" as they laugh all the way to the Credit Union. $5 million is a pretty expensive towel to throw in on all that volunteer work we've done in return for bad Vie de France coffee and box lunches, assuming the resident OBP vultures don't descend first — Hywel hasn't paid for a lunch since 1994. I suggested that Brian try a few kindergarten pilots in selected divisions, Notes-enabled of course, to teach teamwork, sharing of toys and respect for women in short skirts, and to then see how close we get to achieving the new Guiding Principles. Brian liked it, and we staggered back to have Mark and his graphic designers, calligraphers, proof readers, speech writers, spell checkers, PowerPoint specialists and court jesters put a simple, easy and unpolished Change Bulletin to press so there'll be something to second-guess in the Stairmaster row tomorrow morning while we're all supposed to be marking up Yellow Covers.

I'm as bored with Change Management as Jim. I wish I'd been chosen to participate in the *other* college pilot. Sitting in a locked room having to light a fire and hope the smoke's white when we want to promote someone or issue an OP/BP is just not as cool as wearing a baseball cap backwards, carrying a backpack, or doing boxer short raids (these *are* the '90s, after all). We don't even get to hang out in the Square on Saturday night, we're too busy crafting our sermons. Latin helps when writing PMPs, but I don't know how we'll declare victory. I don't even know what success looks like, it's been so long.

I'd volunteered for the LA2 pilot, since Peter Nichols (or was it Mike?) made Miami look like such a fun place to have a resident mission for Central America — but with Ken and Edi jumping ship that effort was vastly oversubscribed. So it was the college for me, reading Aquinas, working on the Seven Deadly Sins (five MDs, Ibrahim and Rachel is my mnemonic) and wishing Brad Pitt wasn't a U.S. national, so he could be a YP in my division.

Tomorrow, yet another brown bag lunch with Tariq over just-in-time training. I just don't understand JIT's virtues. We're not airbag manufacturers, after all, although you'd never know listening to him talk. People expect our bad news to be delivered by someone who gets off a 747. What could be more obvious? The problem with changing culture from the top is that the people at the top got there by being good at the culture they're supposed to change.

Speaking of culture, those women hoping for lycra tips were disappointed in Russ's "stretch targets." But Russ masterfully redefined "charming ambiguity" when he told the other RVPs, in Jim's presence no less, that "In East Asia, we've raised our standards. Up yours!" Sort of like "change management."

You've put billions on the table.

Jim's about to find out it's still there.

No one will give you trust funds to supervise what you've prepared.

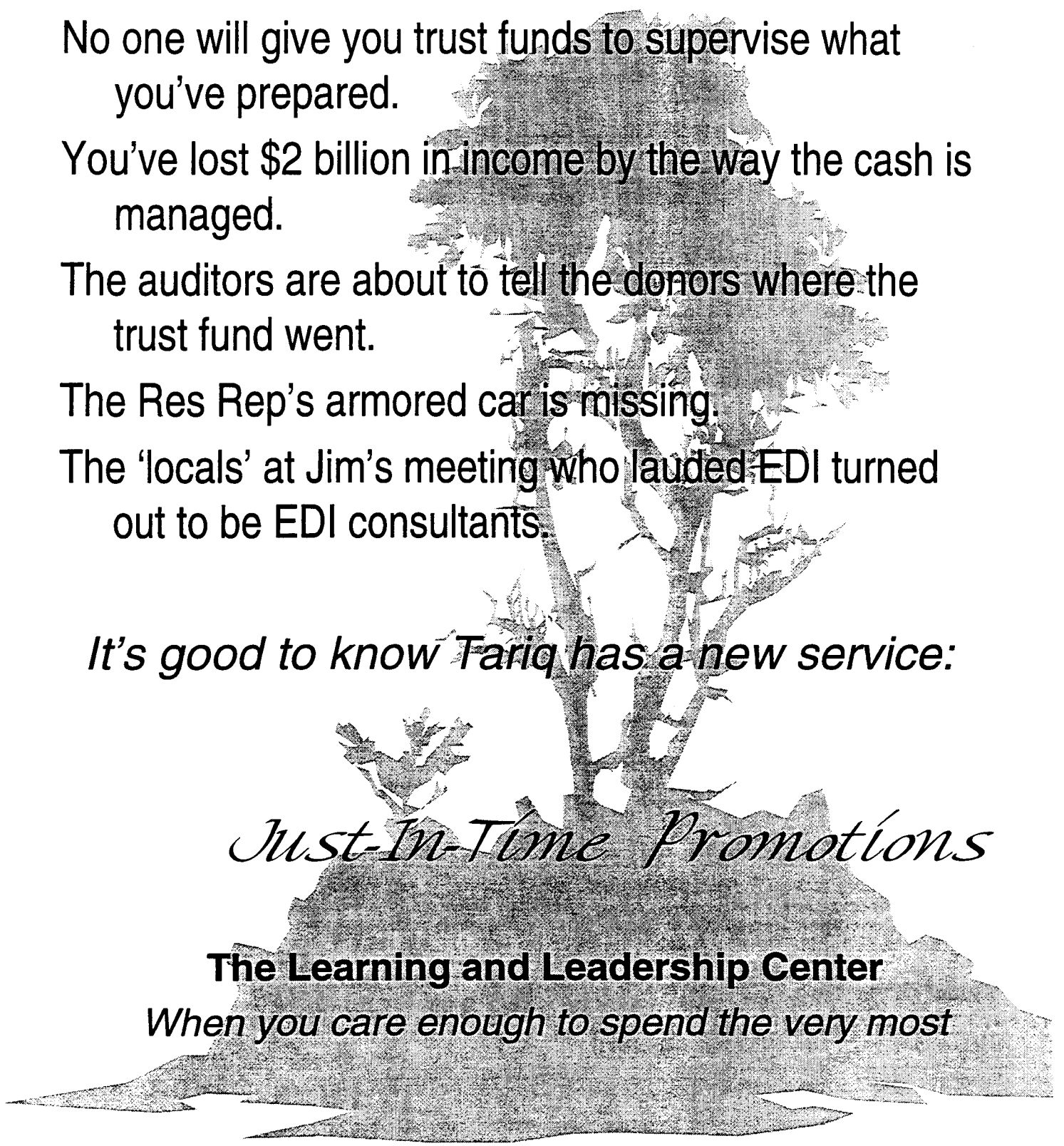
You've lost $2 billion in income by the way the cash is managed.

The auditors are about to tell the donors where the trust fund went.

The Res Rep's armored car is missing.

The 'locals' at Jim's meeting who lauded EDI turned out to be EDI consultants.

It's good to know Tariq has a new service:



Just-In-Time Promotions

The Learning and Leadership Center

When you care enough to spend the very most

WORLD BANK

MEETING WITH JAMES D. WOLFENSOHN
AND STAFF (Formerly Known as Support Staff)

Monday, April 1, 1996

[Transcript from a tape recording]

* * * *

PROCEEDINGS

[Staff on feet as one in anticipation.]

[Laser light show.]

[The curtain parts, and Mr. Wolfensohn bounds to the podium, preceded by Mesdames Lomax and Einhorn, and Messrs. Frank, Kaji, Koch-Weser and Sandstrom.]

[Staff erupts in 8 minutes, 12 seconds of spontaneous uninterrupted ovation.]

MR. WOLFENSOHN: Thank you... no, please, this is too much... no, please, stop, or you'll make me feel like that Cal Ripkin chap.

[Uninhibited uproarious laughter.]

MR. WOLFENSOHN: All right then, shall we, the Chancellor of Germany is cooling his heels in my IFC office and I hate to keep the big guy waiting before we head off to the White House for lunch.

[Audible gasps.]

MR. WOLFENSOHN: Well, all right then, since the last time we met, I sent out a little note that you aren't to be called supporters or whatever it was anymore...

[Thunderous applause.]

MR. WOLFENSOHN: Oh, thank you, thank you -- anyway, that took care of just about everything you need. So, as a result, this is a much better place for you all to work and I expect much from you, just as I expect much from myself. Any questions before Chancellor Kohl and I run off to see Bill?

[Struggle for the audience microphone.]

MR. WOLFENSOHN: Boy, that microphone must feel like it's wearing pork chop underwear in a cage full of dingoes.

[Hysterical laughter.]

MR. WOLFENSOHN: Okay, ma'am, now, what can we do for you?

QUESTION: Mr. Wolfensohn, sir, let me start by saying what an honor it is to be here, and if I do say so that's a lovely tie you're wearing today, sir.

MR. WOLFENSOHN: Well, come now, you are making me blush. Rachel, do be a love and bring her up, please.

[Ms. Lomax escorts staff to the podium. Staff shakes Mr. Wolfensohn's hand.]

[Audience moans.]

[Staff at podium faints and is carried out by HSD staff.]

MR. WOLFENSOHN: I guess her question wasn't too important.

[Laughter.]

MR. WOLFENSOHN: Next victim?

[Laughter.]

QUESTION: Mr. Wolfensohn -- may I call you that? -- as I am sure you are aware, a Director reportedly used the term "support staff" at a meeting this morning, and I wonder if you know anything about that.

MR. WOLFENSOHN: I don't, I don't. Sven, make a note.

[Applause.]

MR. WOLFENSOHN: Down under, we say that a boil is fine, as long as it's under someone else's arm.

[Prolonged laughter.]

MR. WOLFENSOHN: I didn't expect laughter. I'll have to use it again.

[Some laugh, some applaud, several do both.]

MR. WOLFENSOHN: Well, Rachel just shot me the "I just looked at my watch and there's a hungry German waiting in your office" look, so I'm afraid that's it for today.

[Considerable disappointment expressed.]

MR. WOLFENSOHN: Next meeting, it'll be a real ripper of a time, we promise. We are all part of the team.

[All rise.]

[Curtains part for exit of Presidential party.]

[House lights.]

Bank Swirled Comics

We regret to announce that "Calvin and Hobbes" has been discontinued indefinitely. Calvin graduated from the YP program and was immediately declared redundant due to the lack of a suitable vacancy. Hobbes is currently at home on a paid administrative leave pending investigation of an unfortunate mauling incident involving a staff assistant. Ethics Officer Jim Roan tells *Bank Swirled* that he hopes to adjudicate this matter no later than the end of FY98.

Camp H-B-S • Cambridge, Ma.

"Was Ist Das?"

April 1, 1996

Dear Jim and Elaine,

Well, here I am! Can you believe it? I never thought it would be like this! Harvard's so different from the Bank. Everyone's so nice. Guess what! Yukon and I are sharing a bunk! We both wanted the top, so we decided to switch every week. Our *Organizational Boundaries and Orienteering* professor loved that!

Cambridge is a really neat town. It's like a cross between Delhi and Ames, Iowa. They call the subways here the "T"! They are so loud that they hurt my ears, but Kyung Hee says if I stop using Q-tips, eventually the noise is tolerable.

Mohamed wants to sneak over to the AI Lab at MIT tonight, but I'm afraid we'll get caught. Just last week, they caught Ngozi smoking, and they almost sent her home. Some of the other Directors short-sheeted the girl's cabin yesterday, but Avivah told on them. The dean called their VPs, and they had to spend the whole day in detention.

Our schedule is really hectic. Reveille's at 7:00, breakfast at 7:30, then class from 8:30 until lunch. So far, *Archery and People Management* is my favorite. We learned some cool new knots in *Arts, Crafts and Performance Feedback Technique* yesterday, but after Aulikki and the professor whispered in the corner of the room for a minute or two, he made me throw away the noose. Usually in the afternoons we do something outside. Callisto is a KILLER tether-ball player, did you know? Dinner around 6:30, then homework, then Vespers, then lights out at 10. And we are so exhausted by then!

We played "Capture the Flag" last week, and the team with Christine S. and Christine W. cheated. I am not sure how it happened, but all of the sudden, Shaida had our flag in a single shell and was sculling down the Charles towards BU. The next morning, we used it as a case study in *Ethical Management: An Oxymoron*, but no one was talking, not even Mieko. I can't wait until tomorrow, it's boys-versus-girls Red Rover, with the Katherines officiating. Part 1s play Part 2s on Thursday.

Well, Afsaneh wants help with her *Water Sports and Pension Valuation* homework, so I should run. (But I may blow her off and run to the Coop to buy the new Gin Blossoms CD -- it's AWESOME!!! Don't tell her, okay?) I'll write again next week, I promise! Hugs to Rachel, and best to Sven, Gautam, Richard and Caio. I miss them!

Love,

J.

World Bank Internal Cable Channel Programming Schedule
Monday, April 1, 1996

6:00 a.m.	***Sunrise Semester*** Harvard Business School seminars. *(Hosted by the 66; Taped)*	6:00 p.m.	***Local News*** Development news from around the Main Complex; highlights of Mr. Wolfensohn's day. *Mark Malloch Brown, host.*
7:00 a.m.	***Today*** Development news from around the world; highlights of Mr. Wolfensohn's schedule for the day. *Mark Malloch Brown, host.*	7:00 p.m.	***National/World News*** Development news from around the world; highlights of Mr. Wolfensohn's day. *Mark Malloch Brown, host.*
9:00 a.m.	***Live! With Gautam and Jessica*** Irreverent, fun talk show from the MDs' perspective. *Guests include Sven Sandstrom and the anatomically-correct MIGA Doll.*	7:30 p.m.	***Home Improvement*** The Choksis return to India.
10:00 a.m.	***Healthbeat with Dr. Bernhard Liese*** Workers' compensation claims for non-Bank staff injured playing on the Bank softball team. *Guest: Deborah Wright.*	8:00 p.m.	***Friends*** Promotion to or above level 26 explained. *Barbara Travis, host.*
11:00 a.m.	***The Price Is Right*** Or is it? Live audit of Phase II of the Headquarters Construction Project. *J. Graham Joscelyne, host.*	8:30 p.m.	***COPS*** *On patrol with Security Robot SR2. Drunken consultants outside E-1207. Division Chief forgets ID badge.*
12:00 p.m.	***The Young and The Restless*** Paul flies to Tokyo at Kiron's request. Isabella must choose her next rotational assignment. Helmut and Brigitte graduate.	9:00 p.m.	***Movie of the Week: Desperado*** Vice President nearing Rule of 85 will do anything to keep his job, but is it too late? *(2 hours)*
1:00 p.m.	***Another World*** IFC Executive Vice President Jannik Lindbaek tries to explain to Mr. Wolfensohn just what exactly IFC does. Meanwhile, in IFC, Roberto sees Arianne with Jorge, in open space.	11:00 p.m.	***Local News*** Development news from around the Main Complex; highlights of Mr. Wolfensohn's evening. *Mark Malloch Brown, host.*
2:00 p.m.	***Guiding Light*** Mr. Wolfensohn's official biography. *Mark Malloch Brown, narrator.*	11:30 p.m.	***SportsCenter*** Australian Olympic fencing trials. Level 29 and above formation skydiving.
3:00 p.m.	***Fantasy Island*** Mr. Rourke and Tattoo figure out how the Jamaica country team manages to wrap its missions around weekends at plush Montego Bay resorts, without ever actually producing a cogent country strategy. *(Repeat)*	12:00 a.m.	***Adult Film: Sexual Harassment Training Video*** A naive young MBA coed comes to the big city and learns a thing or two from her boss. *(2 hours; Parental Advisory)*
4:00 p.m.	***Kawfee Tawk*** BPI consultants argue over who has the biggest house. *Live from Starbucks.*	2:00 a.m.	***World Cup Soccer Highlights*** Run on continuous loop for those Bank staff who actually spent afternoons at their desks in July 1995. *(3 hours)*
5:00 p.m.	***Wide World of Sports*** Vice Presidential Cliff Diving, filmed on location in E-12, including highlights of dives from the past year. *(Taped)*	5:00 a.m.	***Music Videos: The International Meat Market*** Highlights of the monthly H-Building Happy Hour. Jimmy and the MDs sing a rap version of their hit, *We Are Family. Yossef Hadar, host. (Parental Advisory. Taped)*

In response to staff and manager inquiries about new, streamlined documentation, Corporate Secretariat offers an example of Best Practice in a recently-approved PowerPoint Presentation to the President (PPP), which henceforth replaces MOPs.

PowerPoint Presentation
of the President

Mexico--Smiling Children Project

Mexico Is A Nice Country

- It's warm
- They speak Spanish
- It has beaches
- It does not take much time to fly there, so you can spend weekends at home with your family... **BUT**

Some Children Are Unhappy

- They don't have cable TV
- Many can't go to school

Mexico Knows It Has To Act

- We've told them over and over
- They believe us
- They owe us money
- They want more money
- Pat Buchanan would build a big fence down the middle of the Rio Grande River after he cancels NAFTA

The Project

- Children will be taught how to smile
- Teachers will be taught how to smile
- We'll measure the increase in the width of children's smiles
- We'll measure the increase in the width of teacher's smiles

Costs, Benefits and Justification

- A lot
- A bit more
- It's a good thing

Paid Advertisement

How do you want to look in five years?

OR

DR. LIESE'S LEAD GARMENTS

For that extra layer of protection! Each quality garment keeps you and your future children safe from the unknown dangers of ID Card Reader radiation. For just pennies a day, you can come to work smiling, knowing that your insides aren't glowing like lava!

The Presidential

Our top of the line model, designed especially for men (so far). Worn beneath your clothing for protection plus privacy. Wraps you in comfort, won't cause unsightly bulges under your Saville Row suits. Velvet lining, buttery soft calfskin leather exterior in your choice of claret, oak or olive. Our experts will come to your office and custom-fit you at no additional charge! Fits like a glove the first day you wear it — you'll forget it's there!

Model: *LG-EXC01* *Size:* *Custom* *Price:* *Complimentary*

The Managing Director

Our highest-quality gender-neutral model. Contains all of the Presidential's features, but, well, we all really know it's just not quite the same. It's the next closest thing!

Model: *LG-MD01* *Size:* *S-M-L-XL-XXL* *Price:* *$99.95*

The Garment Formerly Known As Higher Level

Our mid-line gender-neutral model. Enough comfort features for the man or woman on the fast track, yet utilitarian enough to keep you from getting too comfortable. Might bunch up under off-the-rack suits or skirts. Doesn't work between 11 a.m. and 2 p.m.

Model: *LG-HL01* *Size:* *S-M-L-XL* *Price:* *$79.95*

The Supporter

Our most functional garment, designed mostly for women. Worn outside your clothing. Specify burlap or canvas. Walk-in ordering only; three month waiting time minimum. Institutional freeze on new orders except from IFC. Local staff are exempt from the institutional freeze and may order; waiting time applies.

Model: *LG-SL01* *Size:* *S* *Price:* *$59.95*

The MYNR

Thin, transparent Saran wrap that awkwardly folds over your body. It looks like crap, and protects you only under laboratory conditions. Four-year backorder on shipments, with possible extensions to six years in most cases. Orders for customers who joined prior to October 1990 may never be filled.

Model: *LG-CON01/TMP01* *Size:* *n/a* *Price:* *$4.99/sq. yd.*

To order, call HSD today! 1-800-458-LEAD! Outside the U.S. call 202-473-SCAM. Master Card and Visa Accepted. PLEASE: No dependents under age 25 without permission from staff member, unless handicapped. Taxes may apply to U.S. nationals. We ship anywhere in the world!

AnswerLine

The purpose of this column is twofold: a) it propagates Bank policy as if it were friendly advice from Ann Landers, and 2) it provides a forum for disgruntled staff members to share their warped paranoia with the rest of us. Please include your name and UPI number so that we can enter a permanent record of your insolent ignorance in your Personnel file. We will notify your manager of your attitude. All Answer Line columns should be filed under Catch-22 of your Staff Manual (available on All-in-1) and committed to memory. You will be tested later.

Question: Ever since Mr. Wolfensohn became President, I have heard many references to "prime objective" in speeches and papers about the World Bank. Can someone please define "prime objective"?

Answer:: "Prime objective" is an instruction we give to our work crews before we ask them to "paint objective." *Pilar San Jose, Director, GSD*

Question: We seem to get a lot of electronic mail addressed to everyone at IFC. Are there any guidelines for what should and should not be sent to *@*@IFC?

Answer: The electronic mail system is designed as a tool to increase the efficiency of our business communications, and not to serve as a community bulletin board for non-business interests. While there are no true guidelines, staff should take into consideration the application of their message to IFC's business when using the BeyondMail system, particularly when composing broadcast messages. An example of misuse of the broadcast message would be for a staff assistant in CLED to advertise two orchestra seats for sale to *Mephistopheles* for $125. An example of acceptable use of the broadcast message feature would be the same message sent by a Vice President. *Tom Schipani, Manager, Information Technology Division, Controllers and Budgeting Department, IFC*

Question: I am a female local staff member in our Resident Mission in Poland. How long do I need to sleep with Headquarters-based men before I can be considered for a permanent position in Washington?

Answer: I am departing for Warsaw immediately to personally discuss your case with you. *Hendrik Groen, Manager, Human Resources Service Center, HRG*

Question: What are the criteria for allowing staff to take computers home?

Answer: While the policy leaves a great deal of discretion at the division level, most managers allow higher level staff to take home Bank-purchased Pentiums if they 1) have school-age children, 2) have a spouse who needs a computer for his or her vocation, or 3) if a home system is necessary to support illegal outside employment. *Mohamed Muhsin, Acting Director, Information and Technology Services*

Question: My Director just nominated me for sexual harassment training. Do I have to go? I am pretty good at this already.

Answer: Like most of the personal enhancement training we make available to Bank staff, sexual harassment training is offered at all levels of proficiency. Perhaps you can skip the introductory sessions. *Tariq Husain, Manager, Learning and Leadership Center, HRG*

Question: I will soon travel on my first mission as a World Bank staff member, and I hope to pick up a souvenir or two for my family. However, the President is traveling on this mission, and I am concerned about appearing "less than serious" when I carry these personal items aboard Mr. Wolfensohn's jet. What is appropriate?

Answer: Indeed it might appear unseemly to board *Innovation One* with an armload of cheap rugs and silly hats. Fortunately, there is an alternative. On your return flight, ask one of the EXT-trained flight attendants about purchasing from the wide selection of items available in the in-flight duty free store. Gifts run the gamut from *Innovation One* Presidential playing cards ($3.99) with matching coasters ($5.99) to the Waterford Crystal *Innovation One* Presidential commemorative decanter ($2,799.99), an exact replica of the one given as a parting gift to Vice Presidents who "decide to leave the Bank to pursue other development opportunities." My personal favorite is the gold-plated *Innovation One* commemorative Presidential cuff link set ($44.99), a must with monogrammed shirts. Cash (exact change in U.S. currency) or major credit card only — we stopped taking checks after that flap with Jules last summer. *Mark Malloch Brown, Vice President, External Affairs and United Nations Affairs*

Question: Now that we can get e-mail from people outside the Bank Group over the Internet, I'm receiving a lot of chain letters containing various jokes and humorous stories. What do I do?

Answer: Chain letters are a major cause of overburdening of the Bank's All-in-1 system and IFC's BeyondMail system, and the forwarding of such messages is a completely inappropriate waste of resources. Staff are instructed to immediately delete any electronic mail message they receive containing the story about Neil Armstrong and his next door neighbor; Bill Gates choosing between heaven and hell; the sales clerk who accidentally mixes up a pair of gloves bought for a young man's lover with a pair of ladies' underpants; the traveling salesman and the farmer's daughter; the Oprah Winfrey computer virus; or the priest and the nun who own talking parrots. Any electronic mail messages containing any other jokes or stories, especially those that are particularly funny, vulgar or lascivious in nature, should be forwarded directly to me (so I can document this phenomenon), then deleted. *Mohamed Muhsin, Acting Director, Information and Technology Services*