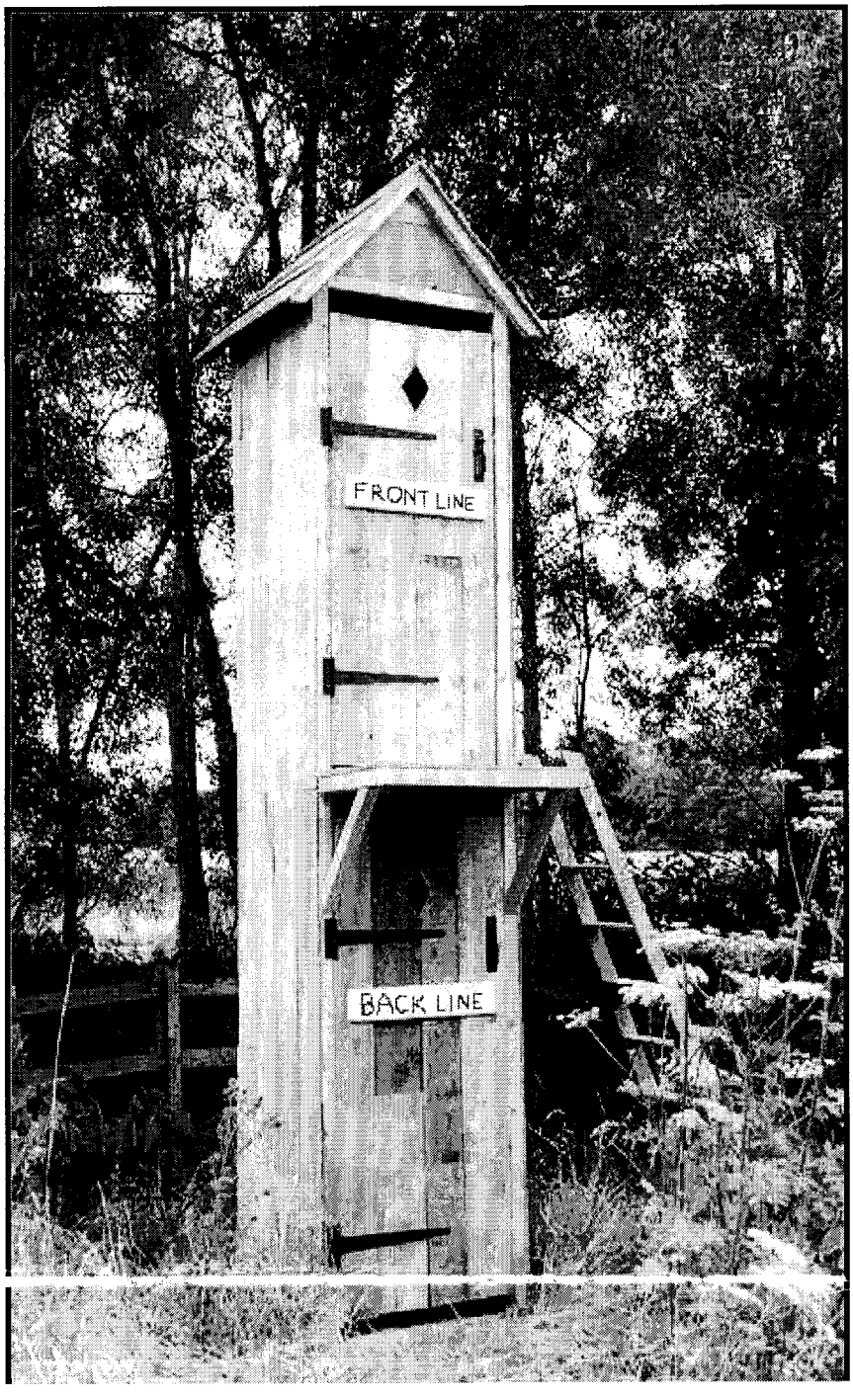
VOLUME 15/NUMBER 1 APRIL 1, 1999

Bank Swirled



GSD's Award-Winning Board-Approved Restroom Design for Renovated Space - p. 45

Write us:
bankswirld@aol.com

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VISIT OUR NEWEST STORE:
SAXONY, GERMANY
NEAR SCHLOSS BIEBERSTEIN
GRAND OPENING APRIL 1

BOMB THREAT CHECK LIST

(revised April 1, 1999)

BE CALM, BE COURTEOUS, LISTEN DO NOT WHINE

TIME CALL RECEIVED	TIME CALL ENDED	TIME TO GO HOME

QUESTIONS TO ASK THE CALLER:

1. WHEN IS BOMB GOING TO EXPLODE?
2. WHERE IS IT RIGHT NOW?
3. IF THE BOMB WILL BLOW UP MY BUILDING IN TWO MINUTES, WHY ARE WE STILL TALKING?
4. WHAT IS YOUR FAVORITE COLOR?
5. ARE YOU FREE SATURDAY NIGHT?
6. WHAT IS THE CUBE ROOT OF 5,419?
7. DO YOU AGREE WITH THIS STATEMENT: "Russia is already a major trading partner of the West, especially the EU, exporting mostly energy sources (gas & oil), minerals and timber, while importing a wider range of manufactured products. In the longer term, Russian manufacturing is likely to start recovering and hence Russia will need to have improved access to Western markets in order to expand its exports." IF SO, WHY?
8. WHAT IS YOUR NAME?
9. WHAT IS YOUR SIGN?
10. WHAT IS YOUR UPI NO.?
11. IF YOU ARE CALLING FROM A TOUCH-TONE PHONE, PRESS 1 NOW.
12. DO YOU STRONGLY AGREE, AGREE, DISAGREE, OR STRONGLY DISAGREE WITH THE FOLLOWING STATEMENT: "ISG Technology Support from x32121 is adequate for my needs."

SEX OF CALLER:	SEX WITH CALLER:	SEX WITH MANAGER:
☐ M ☐ F	☐ Y ☐ N	☐ Y ☐ N

EXACT WORDING OF THREAT:
(NOTE: PLEASE USE CORRECT SPELLING AND PUNCTUATION)

NUMBER CALL RECEIVED AT:	**SEND SIGNED ORIGINAL COPY TO: SECURITY, MC1-570, BY INTER-OFFICE MAIL. USE CONFIDENTIAL LABEL.**

CALLER'S VOICE

☐ SLEEPY	☐ ANGRY	☐ SOFT
☐ GRUMPY	☐ MAD	☐ SEXY
☐ SNEEZY	☐ IRRITATED	☐ INVITING
☐ BASHFUL	☐ IRATE	☐ HUSKY
☐ HAPPY	☐ FURIOUS	☐ SCINTILLATING
☐ DOPEY	☐ LIVID	☐ ENTICING
☐ DOC	☐ DEEP BREATHING	
☐ BORED	☐ DISGUISED	
☐ ACCENT (WHICH KIND)	☐ FAMILIAR	

IF VOICE IS FAMILIAR, WHO DID IT SOUND LIKE?

- ☐ MARK MALLOCH BROWN
- ☐ JAMIL SOPHER
- ☐ OFFICER BIMJI
- ☐ OTHER (PLEASE SPECIFY)

BACKGROUND SOUNDS

☐ STREET NOISES	☐ CROCKERY	☐ VOICES
☐ FLATULENCE	☐ CUTLERY	☐ MERCEDES E320
☐ VERDI'S *AÏDA*	☐ BAKEWARE	☐ AOL'S "YOU'VE GOT MAIL!"
☐ GLOCKENSPIEL		
☐ ANIMAL NOISES	☐ MARK MALLOCH BROWN WHISPERING "NOW TELL HIM THERE'S A SECOND DEVICE IN THE U BUILDING!"	
☐ THE ARCHIES' GREATEST HITS		

OTHER:

THREAT LANGUAGE

☐ INCOHERENT

IF YOU CHECKED "INCOHERENT," HOW DO YOU KNOW THIS IS A REAL BOMB THREAT? ARE YOU AN IDIOT? DO YOU THINK THIS IS A GAME? REPORT TO SECURITY IMMEDIATELY.

REMARKS:

NAME OF PERSON RECEIVING CALL

PHONE	LOCATION

AUTHORIZING SIGNATURE (DIRECTOR OR ABOVE PER AMS 2.06)

DATE

BANK SWIRLED

Nothing is fool-proof to a sufficiently talented fool.
Vol. 15, No. 1 April 1, 1999

Corporate Statement Unveiled

World Bank Group President Jim Wolfensohn today revealed the corporate "Intermission Statement," the results of a year-long $9.2 million KPMG study sponsored by EXT. The statement captures the essence of the institution to its stakeholders, clients, borrowers and civil society, and will adorn all Bank communications for the next five years. At a noon press conference in the MC Atrium, Wolfensohn and the MDs ceremoniously unveiled a large banner with the Intermission Statement:

> HR Reform
> will resume in 10 minutes

All staff are encouraged to memorize the Intermission Statement and take it to heart.

Study Results Irk FPSI

HRS Vice President Richard Stern met today with angry FPSI technical staff to explain why the most senior World Bank managers (levels H and I in the new salary system that takes effect July 1) will be paid so much more than level F and G staff who travel frequently to difficult counties to execute large and demanding work programs, leaving their families behind and enduring great hardship and health risks.

Stern, poised professorially before a large chalkboard, explained that HRS's Compensation Unit used a new salary theorem that states that "Engineers and economists can never earn as much as Country Directors and Vice Presidents." Based on groundbreaking DEC wage determination modeling, the theorem is expressed by simple mathematical equations based on only two postulates: (1) Knowledge is Power, and (2) Time is Money.

Basic engineering laws state that

$$\text{Power} = \text{Work} / \text{Time}$$

Since the first postulate suggests that Knowledge = Power, and the second postulate suggests that Time = Money, teams of DEC econometricians labored for nine months before discovering simple algebraic substitution that deduces:

$$\text{Knowledge} = \text{Work} / \text{Money}$$

Another DEC project, solving the above equation for Money, took an additional six months and was nominated for a Presidential Award for Excellence:

$$\text{Money} = \text{Work} / \text{Knowledge}$$

Ergo, as knowledge decreases, money increases, regardless of the amount of work done. In other words, the less one knows, the more one earns.

In an unrelated story, an anonymous CRM source predicted that the annual salary increases for the VPs and MDs are expected to be staggering this year.

Hacker Arrested

George "Megadeath" Thompson, a 15-year old computer hacker, was arrested at his parents' Olney home today by Montgomery County police and FBI agents, after he allegedly tried to penetrate the World Bank's Enterprise Network System.

"I was, like, through the firewall and had everything ready to go," said Thompson in a jailhouse interview. "But when I hit Ctrl-Alt-Del to sign on, I saw that "Unauthorized Access Is Prohibited" message and, like, I knew I was in trouble. I told my dad, who called the police, and, well, like, here I am in jail, showering with Mike Tyson."

News of the arrest resulted in barely-contained glee in the inner circle of ISG senior management. "We know our systems are impenetrable," said an upbeat ISGVP Mohamed Muhsin in a telephone interview, "so this comes as little surprise. In fact, we are contemplating dropping all charges and hiring Mr. Thompson, if HRS will grant an exception and let us appoint him as a long-term consultant."

In a related story, ISG Customer Service Chief Maureen Moore urged all EN desktop users to write their password on a yellow Post-It, and affix the sticky to their workstation monitor. This will greatly facilitate troubleshooting by ISG technicians.

For all of your phone, pager, voicemail and fax needs
call x36666

Around The World Bank

Claiming that "this project is so important, we can't let things that are more important interfere with it," Systems Renewal Project Manager Rakesh Asthana mandated that all ISG programmers must work on Saturdays and Sundays until SAP implementation.

Gender diversity coordinator Anette Pedersen announced today a new program designed to create increased management opportunities for female staff. According to Pedersen, the "Kick Some Balls" initiative will force dozens of male division chiefs and directors into early retirement, allowing increased opportunity for the promotion of women managers as replacements.

Internecine competition between the IFC and the World Bank reached a new low today with the announcement of the results of a $19 million Price Waterhouse audit of the organizations' respective processes to create mission statements. According to the audit, the Bank mission statement, "A world free of poverty," cost $3 million to develop, while the IFC mission statement, "To build a private sector in developing markets which will reduce poverty and improve people's lives," cost $3.2 million to develop. To counter World Bank's claims of greater motto-creation cost savings over its rival organization, IFC managers stressed that the IFC mission statement, at $400,000 per word, is far more cost-effective than the Bank mission statement, at $500,000 per word.

Despite CRM objections, DEC staff using the Bank's new Activity Dictionary will be able to record time spent going to the bathroom. This decision recognizes that much of DEC's legacy was conceived on the porcelain throne, including the input-output analysis of the 1983 Heavy Industry Pre-Appraisal to Fiji, an assessment of the cultural impact of Nike stores on child labor in Asia, and, more recently, a chi-square comparative analysis of the income redistribution effect of the authorized Bank per diem amounts for Paris and San Francisco. Authorized task codes under the new TRS now number 93, pending a decision as to whether "Leadership" should be removed due to insufficient forecasted usage.

ISG Information Security Chief Frank O'Reilly was caught a wee bit early in the St. Patrick's Day spirit last month when he e-mailed 500 people, including the Bank's Information Security Committee, a document containing a virus that VirusScan NT could not eradicate. The virus played a bagpipe rendition of *When Irish Eyes Are Smiling*, erased any C: drive document with the word "English" in it, and turned the default workstation color to paddy green. The newly-constituted SAP Security Council, meeting in emergency session, immediately imposed economic sanctions on ISG and authorized NATO strikes against the Information Security Unit.

IFC today released an Issues Paper titled "Alcohol and Development." The paper suggests that IFC continue to finance alcohol production and breweries in the developing world, but offer training to its own staff on responsible drinking, including drastic curtailment of attendance by IFC staff at Friday Night Disco events.

Has your Sector Board "raised the bar"?
Are you worried about your performance?

Dr. Liese's Viagra™

x84491

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

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

James D. Wolfensohn, Editor-in-Chief
Mark Malloch Brown, Publisher

Former Director Marianne Haug has accepted a job as an informant for the *Wall Street Journal*, according to confidential sources.

A still-anonymous Managing Director informed the Systems Renewal Program Office today that he intends to complete his own TRS transactions in the new SAP System. In related news items, poverty was eliminated from Africa, unemployment rates in Asia were zero, all tree-cutting halted in the Amazon watershed basin, corruption in Eastern Europe ceased, and hell froze over.

A large number of DEC economists are ill with fever, diarrhea and dehydration, according to departmental leave records. The news was treated with relief by the HD Network, which now hopes that DEC econometricians may finally link good health to productivity.

CAO Anwar Ravat reported today that HRS will easily meet its cost reduction targets under the Strategic Compact by eliminating the $8.7 million "Have A Nice Vacation" poster campaign budget. An expected and related reduction in complaints to Speakout, HRS's opinion-sampling service, should generate additional savings.

According to sources, World Bank Chief Economist Joe Stiglitz has been refused membership to the Bretton Woods Country Club in Potomac. Membership Drive Chairman Michel Camdessus would neither confirm nor deny this story, citing privacy issues.

Director Vinod Thomas reports an exciting week at the World Bank Institute. Much of the week was spent producing *Weekly*. During the rest of the week, WBI transferred *Weekly* back and forth between Word and Notes. Then, WBI created a list of all the important people in the Bank, and sent them *Weekly* via paper mail. The important people then started the weekly cascade of *Weekly* by sending it anyone they consider important, who then sent it to everyone else, whether they are important or not. Have a nice week.

Bank Swirled Best Sellers

1. Southern Cross, by Jaime Carvajal. The inside story on Bank/Fund cooperation during the Brazil crisis.

2. When the Wind Blows, by X. Sycophancy as you've never seen before by an anonymous Director.

3. The Street Lawyer, by Andres Rigo. Making the most of a wrongful dismissal lawsuit.

4. Divine Secrets of the Ya-Ya Sisterhood, by Anette Pedersen and Swinitha Osuri. A 50% target isn't even close to what these gals want.

5. Message in a Bottle, by Andrea Summers. Payroll procedures when the SAP link fails.

6. Memoirs of a Geisha, by Lorne Blackman. Affectionate story of SAR Renewal told by a family member.

7. The Greatest Generation, by the Young Professional Classes of 1970-76. "We're 50 and you're not," and other quotes from the YPP's most influential participants.

8. Tuesdays with Jules, by Fayez Choudhury. Tell-all minutes of CTR management meetings.

9. Charming Darius, by Richard Stern. A primer for level 18 staff wanting to be Level E staff.

10. Nine Steps to Financial Freedom, by Lee Grassley, with forward by 500 happy former staff. The quintessential guide to negotiating Redundancies and Mutually Agreed Separations, no matter what the rules (and the Tribunal) say. An afterword of appreciation from the chairmen of the Bank-Fund Staff Federal Credit Union and Fidelity Investments, Inc.

11. One Day My Soul Just Opened Up, by Mieko Nishimizu. A touching and ingenious collection of "Dear Colleague" notes composed on UA 1 to Delhi.

12. For the Love of the Game. Jamil Sopher's treatise on getting airtime at Corporate Day.

13. Le Vu's Net Force. Death, destruction and general mayhem in the NOC. Not for the faint of heart. You may never replicate again after you read this book!

14. Storm of the Century, by Arif Zulfiqar. It's July 1. SAP: it's here, and it's not going away.

15. In Danger's Path, by Achim von Heynitz. A futuristic glimpse of the RM family.

KM News

ISG Knowledge Management Director Steve Denning today announced that all Bank knowledge will be on a "need to know, need to pay" basis. Henceforth, calls to Network helpdesks (all 53 of them) will cost $2.63 each. Visa, Mastercard and P-card are accepted. Revenues will subsidize the salaries of the 1,165 Webmasters currently on payroll in the five network anchors. The Webmasters, all goateed 18-year old American men who should be slinging coffee at Starbucks and who cruise the Web for babes when not creating bug-laden Java-enabled Directories of Expertise, have recently been regularized. Their costs will be included in ISG's FY00 "fire sale" chargeback rate of $968 per seat per month for a Pentium III notebook with a joystick, a plastic security cable that can be easily chewed through, and a "like, bitchin'" 64K video blaster card. When asked why it was necessary to charge for knowledge, ISG's webmaster, Sean-Jason Gandhi, looked up from *Savage Alien Pillagers Kicking Balls* and said "like, everyone knows, dude, that *cher* is a four-letter word."

In related news, ISGVP Mohamed Muhsin announced that following the April Corporate Day purge, he will hire four freshly redundant executive assistants to review Netscape bookmark files that disappeared when EN2.5 was pushed to users' PCs. After the errant bookmarks are vetted, they will be returned. ISG spokesman Dee Buck clarified that they would not be marked "Christmas Cards" to assure that GSD messengers separate them from urgent mail (e.g., Board papers and HSD flyers about gout prevention).

AES Case Study

Spurred by the visibility of the AES Corporation case study at the World Bank Executive Development Program, HRSVP Richard Stern announced today that Bank managers would immediately adopt AES values: a commitment to four "shared principles" of integrity, fairness, fun and social responsibility. Stern noted that AES has over 45,000 employees with no Human Resources Department. How do they do it? According to the study, AES "employs managers and staff who have HR in their hearts."

HSD Director Bernhard Liese will implement the AES Vision. All managers and staff are required to report to the Health Room between 9 a.m. and 5 p.m. on April 1 for a cardiac injection of AES values. A tablet form is available for the squeamish.

CAS Snafu

Due to a print shop error, the CAS discussed and approved by the Board on March 3 for Rwanda was actually for Bosnia. The Bosnia CAS, which was approved by the Board on February 17, was incorrectly presented as the Argentina CAS. Also, the Argentina CAS approved on January 18 was actually for Fiji.

To help clarify which CAS is which, staff are encouraged to turn to page 23 of each document. The fifth word of paragraph 4 on that page, which concerns long term exports and global interest rates, is "decrease" for Bosnia, "decline" for Argentina, "take a downward trend" for Fiji, and "continue in a negative direction" for Rwanda. Additionally, the Argentina brief uses the term "commercial" on page 26, line 17, while the Fiji brief uses "private sector" in the analogous paragraph.

The Legal Department has determined that since the Board votes were nearly unanimous in the case of all four CAS documents, no redress is necessary in light of the high quality of CAS documents in general, and the operational consequences of Board discussions of them.

New Financial Product

Barely a month after its previous announcement, the World Bank is unveiling another new loan product to make it easier for its borrowers to manage their financial risk. The new product is the latest output of a client-driven product design process that began in 1993 with the introduction of single currency loans, followed in 1995 by the offer of currency choice, and last February by the introduction of a fixed-spread LIBOR-based loan product.

The Bank's newest financial product is a *fixed-rate, thirty-year* loan. As implied by its name, innovative features of this loan include fixing the interest rate of the loan at its outset, with level repayment amounts. "In other words," explained Bank CFO Gary Perlin, "as incredible as it sounds, neither the interest rate nor the monthly payment change for the ENTIRE life of the loan. This will facilitate understanding, comparability and administration for the Bank and borrowers."

At today's press conference announcing the product, Perlin stated: "I am very proud of the dedicated work of the New Products Group in designing this new loan product. We have worked on this concept for a number of years now. However, given the ambitious goal, our research was conducted quietly, to avoid unrealistic expectations and to not tip our hand too early. As everyone knows, new loan product design involves the Bank's most innovative and sophisticated financial work, and the risk-management issues associated with a 30-year fixed-rate product are — to put it in terms everyone should understand, particularly the finance-challenged — big. When we read that other institutions offer fixed-rate, fixed-maturity loans, we were determined to 'make it happen' here. And now, all our hard work has paid off."

Nominated for a Presidential Award for Excellence for its achievement, the New Products Group hasn't rested on its laurels. The NPG is feverishly designing its next product, a fixed-rate, *fifteen*-year loan. Asked for details, Perlin said: "We're still brainstorming, but the NPG staff can do anything they put their minds to."

Staff Announcement

HRS is pleased to announce the implementation of the new Leave and Attendance Recording System. LARS III, a Norwegian national, is a Y2K-compliant system for the submission, approval and recording of all types of leave. His appointment is effective April 1.

Y2K Test Fails

ISG software engineers worked late into the night last January, as they systematically evaluated the results of their Y2K test. The test, which entailed removing December 31 from the official 1998 World Bank Group calendar, was designed to see if the Bank's Y2K crisis could be solved by pretending that December 1999 does not exist. ISG's $52.8 million Y2K consultant study had offered this option as one of the best for the Bank, and ISG had pursued it vigorously with the help of EXT, which publishes the calendar annually to justify expensive missions for its on-staff amateur photographers.

Claiming that "we never put all our eggs into one basket," CIO Mohamed Muhsin stated that ISG is now exploring other remedies, including switching to the Islamic calendar and prohibiting the use of computers during the year 2000.

In a related story, ISG Financial Manager Bill Katzenstein today announced a $57 million budget request to audit Y3K issues in Bank systems. "We were slow on Y2K, and we don't want this to happen again," said Katzenstein at a morning press conference.

Is your career languishing?

Did your colleague from Cohort 8 get your promotion?

Is your Frequent Flyer account balance getting low?

Then get with the program: The EDP PROGRAM!

EDP

Leading Edge Career Development®

Network with colleagues in Harvard Square coffeehouses!

Spend a week overseas in an "emerging market" village, followed by an "airfare-free" vacation week in Paris, Tazmania or the Galapagos Islands!

Vacancies are available for Cohort 67 starting June 2008 at special discount prices.

For more information, contact Alberto Bazzan, x88069

Thirty-one minutes just to send a lousy e-mail accepting a meeting invitation. And you thought All-in-1 was bad.

Lotus.

STARBUCKS COFFEE®

WE DO WORK WELL TOGETHER.

Sing along with mezzosoprano Maureen Moore, bass Darius Mans and tenor George West during an afternoon of Rock-and-Roll in the MC Atrium today at 2 p.m. For your convenience, the words to the songs in today's program are printed below.

IT Help Desk Man

© 1966 Users Are Stupid Music

There is a man who wears an alpha pager
To everyone he meets he stays a stranger
With every beep he takes
His heart rate escalates
Odds are he won't live to see tomorrow

IT Help Desk Man
IT Help Desk Man
They've given you a pager
And taken away your name

Beware of any virus that you find
Beware of NT drivers you must bind
Be careful what you say
Don't mention Y2K
Odds are you'll be outsourced tomorrow

IT Help Desk Man
IT Help Desk Man
They've given you a headset
And taken away your name

Troubleshooting EN 2 migration
Walking MDs through Notes replication
Your work is never done
on 32121
Odds are you'll be unemployed tomorrow

IT Help Desk Man
IT Help Desk Man
They've given you a diskette
And taken away your name

Beware of easy fixes that you find
Mohamed sure won't cover your behind
You misconfigure SLIP
or uninstall WinZIP
Odds are you will need a job tomorrow

IT Help Desk Man
IT Help Desk Man
They're rippin' up your contract
And takin' away your name

Y2K

© 1964 Client Server Music

Y2K, all the trouble just won't go away
Now it looks as though it's here to stay
Oh I believe in Y2K

Suddenly
Nothing is the way it used to be
There's a shadow over ISG
Oh I believe in Y2K

Ruddy had to go, this I know
He couldn't stay
Now there's something wrong
It's not long 'til Y2K

Y2K, I'm sure not gonna fly that day
I just hope we'll get our pay
Cause I believe in Y2K

I'm an 18

© 1970 Hay Point Music

Grades form all around me
Grades form to my left and right
Caught in the middle
With no place to flee
I'm a D, and I'm an E
I'm an 18
They just don't know what I am
18, HR does what it can
18, I gotta get away
I gotta get out of this place
I'll go running into open space, oh yeah

Got EN 2 and I am hi-tech
Not bad for an ex-Admin Sec
Don't always know
What I'm talking about
Feels like I'm livin'
in the middle of doubt
Cause I'm an 18
So confused every day
18, wish I were I, J or K
18, I gotta get away
I gotta get out of this place

Grades formin' all around me
Grades form to my left and right
Locked in the middle, I ain't got no key
I'm a D, and I'm an E
I'm an 18
And I like it, I like it, love it, like it
An 18, an 18, an 18
I'm an 18 AND I LIKE IT!

Compensation

© 1965 Towers Perrin Music

I can't get no compensation
I can't get no compensation
Cause I try and I try and I try and I try
I can't get no
I can't get no

When I'm surfin on the net
and that HR page (which loads so slow)
and it's tellin' me more and more
about some useless information
supposed to fire my imagination
I can't get no, oh no no no
Hey hey hey, that's what I say

I can't get no compensation
I can't get no compensation
Cause I try and I try and I try and I try
I can't get no
I can't get no

I was appointed at level 3
then 18 (after Dan Ritchie)
And now they're sayin' D
Well it can't be true you see
Cause I think I deserve an E
I can't get no, oh no no no
Hey hey hey, that's what I say

I can't get no satisfaction
I can't get no HR action
Cause I try and I try and I try and I try
I can't get no
I can't get no

When I'm flyin' 'round the world
and I'm doin' this
and I'm signin' that
and I'm negotiatin' some loan
and I'm sayin'
"Can I come back next week?"
Cause you see
I'm on losing streak
I can't get no
Oh no no no
Hey hey hey
That's what I say
I can't get no
I can't get no
I can't get no
Compensation
No compensation
No compensation

IF MCNAMARA, CLAUSEN, CONABLE OR PRESTON JUST WON'T DO, TRY

GSD'S
AIRBRUSH SERVICE

Let us add Jim Wolfensohn
to your 10-year photo for only $39.99!

A Day In the Life of ICG Consultants

Bank Swirled investigative reporters were given unfettered access last week to Institutional Change Group external consultants charged with helping change the behavior of Bank senior managers. Their report follows:

9 a.m. to 12 p.m.: Dean & Deluca discussion of the cost of 20-acre oceanfront lots in the continental U.S. and in Hawaii.

12 p.m. to 4 p.m.: Lunch at D.C. Coast (sufficiently outside walking distance to ensure avoidance of the CAOs at Kinkeads). The group discussed how to charge the time they spend meeting with each other, how to charge the clinics they hold with career ICG staff, and how to charge time spent with people who tell them how their clients are doing. Over appetizers (either fresh oysters on the half-shell from Cuba, harvested by hand, or fresh free-range Yangtze River shad roe served with beluga caviar), and a Veuve Clicquot Ponsardin '87, they agreed that fees and travel for such events should be prorated over the direct time they spend with their "coachees." After vodka Granitas to "cleanse the palate," they discussed whether or not to make adjustments depending on how well their clients were doing, as measured by dividing the time their VPs spent in Washington telling their direct reports how to do their jobs by the time their VPs spend on missions doing the work themselves. Enjoying 20-ounce freshly slaughtered Argentinean T-bone steaks served with truffled Fijian potatoes and fresh Nepalese wild mushrooms (or fresh zebra stir-fry for the adventurous), they agreed adjustments should depend on: (a) whether there was effective HR support between visits (this would increase fees in 12 of 14 cases); (b) whether their client's direct reports were getting home before 9 p.m. on Saturday night (this would decrease their fees in 11 of 14 cases, so they decided to use 9 p.m. in San Francisco as their benchmark); and (c) whether their clients had appointed "yes-women" as well as "yes-men" in the last 12 months (HR data would not be used; instead they would use a "yes meter" in management meetings to add objectivity). After a bottle of Château Margaux '45, they clinched their agreement over a dessert of fresh Brazilian rainforest berry sorbet, hand-churned at tableside and served over tortillas sucrées made of fresh Namibian maize and handpounded by an illegal immigrant. They split the bill 14 ways using their VPs' P-cards, but each retained a copy of the receipt with the full amount. They agreed to meet again next week to resolve how to bill the time it takes for Lotus Notes to come up on the 500 mhz Pentium III Dell laptops the Bank has leased for them, as well as the time it takes to enter a voicemail password.

4 p.m. to 5:30 p.m.: Dean & Deluca discussion of the frequent flyer mileage accumulation policies for first-class travel among the major U.S. carriers, followed by construction of a detailed flowchart comparing the Mercedes E-class, the BMW 700 series and the Jaguar XJ12.

SAP Just a Drill

Chief Information Officer Mohamed Muhsin confirmed today that the planned July 1 rollout of SAP is actually a cleverly disguised preparatory drill for the global chaos expected on January 1, 2000.

"We decided to do a real-time simulation of the conditions many of our clients will face due to the Y2K bug," said Muhsin. "This is yet another example of the Bank being proactive in dealing with world crises, and not just responding to events as they occur."

Planning has been underway in ISG for months, and Muhsin says he is pleased at the projections. "We're doing all we can to simulate real-world conditions, so the results should be instructive." Muhsin said that ISG has also benefitted from previous tests carried out at institutions like Arthur Andersen and Marriott, experiments which he described as "glorious, spectacular failures, the likes of which we can only hope to attain."

SAP will simultaneously replace dozens of Bank systems on July 1, despite the fact that the software is designed for stage-by-stage rollout and is likely to crash if implemented on such a large scale. Continued management reassurances that SAP will be able to handle the stress have actually been a ruse to cover the fact that the predicted outages have been planned all along.

Muhsin thinks that the crisis will develop slowly over the first few weeks of July, but that "it will really hit the fan" when system errors cause each staff to receive a deposit of $1.37 in their bank accounts on the July 16 payday. "You want to see some real chaos, just wait for someone to miss a payment on his Mercedes."

ISG has prepared a handbook for managers of guidelines and helpful suggestions for hoarding essential non-perishables such as office supplies, paper copies of standard Bank forms and short-term consultants. Cameras have been set up in the rafters of the MC Atrium to provide a live video stream on Intranet of the expected clashes between Bank staff and GSD Security troops.

What do these names have in common?

Choksi • Kaji • Kohli • Qureshi
Raghavan • Srinivasan

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CDF News

The Comprehensive Development Framework is the blueprint of World Bank development policy in the 21st century, and will place much greater emphasis on human and social development. Understanding the CDF and its importance, Bank Swirled *reporters have compiled the following vignettes of the CDF, its origin and its status among our front line professionals.*

PREM VP Masood Ahmed announced that he would support the CDF, even though he is certain that "there is no other measure of human progress than GNP per capita." Nearly 150 University of Chicago-educated PREM economists immediately retired in protest under the "Rule of 50."

IFC today opted out of the CDF, stating that since they really have nothing to do with the World Bank, they will "continue to finance alcohol production and resorts with casinos to maximize rates of return."

LAC Vice President Javed Burki presented the region's first CDF installment, a mostly-blank 5x14 matrix of Bolivia. Elsewhere in LAC, work on the Brazil financial crisis stopped as the entire Brazil team redirected its efforts towards drawing its CDF installment, a brightly-colored 5x6,000,000 matrix sorted by villages, streets and shrubs.

The World Bank took issue with CDF-related articles in the *Washington Post* which characterized as "bonded slavery" the employment of G-5 domestic servants by Bank G-4 visa holders. Bank Chief Economist Joe Stiglitz called the articles "misleading," pointing out that the practice, which must be documented in matrix box [2, 4] (sources of foreign exchange earnings) or matrix box [6, 14] (dignity) is "more 'indentured servitude' than 'slavery.'"

With the adoption of the CDF, the forthcoming 1999 Annual Meetings will use a corporate scorecard featuring two new human rights indicators: dissidents released from jail and square meters of enclosed shopping malls per capita in secondary cities not visited by Bank missions. GNP per capita, no longer considered relevant to development lending, will be retired from the list of indicators and removed from the data warehouse. In addition, 56 new "commemorative indicators" will be inaugurated.

Lyn Squire and Herman Van Der Tak thanked Joe Stiglitz today for finally reading their 1972 book, *The Social Analysis of Projects*.

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AHMEDtv - Desperate for a better 360-degree feedback rating, Mark Malloch Brown assigns a 24-hour camera crew to the PREM Anchor. The result: a folksy, quirky documentary of how many light bulbs it takes to screw in an economist. Rated PG-13 (language, adult situations).

You've Got Mail! - Tired of years at the bottom of the organization, the Special Messenger crew fights for recognition. Rated R (violence, language).

200 Cigarettes - Mieko Nishimizu stars in this fascinating tale of open space implementation. Rated PG-13.

Insurrection - It's *Bank Swirled* versus the *Wall Street Journal*. Hey, we can insult ourselves, but nobody external disses us. Rated R (violence, language).

Prince of Egypt - A documentary of Ismail Serageldin's campaign to be Director-General of UNESCO. Rated G.

Doug's First Movie - Doug Forno travels to Hollywood to attend the Rural Development school dance, and ends up having to deal with monsters. Animated. Rated G.

The Rage - After months of not listening, Managing Directors finally understand the personal implications of SAP. Rated R (violence, language).

20 Dates - Caio Koch-Weser's charming drama of pinning down the schedule of when a project goes to the Board for approval. Rated PG-13 (adult situations).

$30 million: purchase price, land adjacent to Headquarters
$3 million: 1st class travel costs for staff every two months
$300,000: cost of Italian marble fountain on 19th Street
$30,000: annual maintenance cost of Headquarters limos
$3,000: daily rental of construction crane to build fountain
$300: average per capita income in Uganda

Cross the street, baby!

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The Absurder by Boris Sumoor

Strolling through the East Building, Muffy and I reflected on how much spare time we had now that St.John and Bitsy had finished at Sidwell and were off at universities back home. Virginia Tech, or, worse, Yale, would have been disastrous financially, but fortunately McGill (which Richard still lets Mark pay for) has an exchange program with Jim's *alma mater* so the children were able to stay with those Bank-Fund brats we've entertained in our media room every weekend since the first one got the keys to the BMW her family bought with home leave leftovers. The Tate show was better, and Muffy enjoyed the Underground ads: "When a Victorian woman wanted to look younger, she had John Singer Sargent paint her portrait." Might work for those horrid Intranet ID photos we consult before we go off to meetings, if you ask me. Some of the ladies look like Mme. Chenault on a bad hair day. Standing in front of "Madame X," I gazed at her cleavage and gown, musing whether she could drag down a division chief, win a six-figure settlement, and hold the IDA appropriation hostage. Not to mention the Advisor job, however short-lived. Muffy caught me staring; I had to take her to Cottonwood Café for dinner.

I hadn't been there since Cynthia and I talked about leadership over roast weasel Santa Fe, a likely metaphor if the truth be known. It's eminently clear she's on the right track: if Bank leaders won't behave like leaders, and stay on message, it's no wonder the little people don't take their budgets seriously, and do Potemkin Village projects with Cultural Heritage LILs. So it's no surprise VPs are always on planes, seated up front, collecting triple Mileage Plus points and doing the jobs of the country directors they appointed last year and would now love to sack. For what the Mongolian taxpayers have paid for the $5,000-a-day folk who help our VPs through their mid-life crises, it's surprising there's no change. Well, maybe not: as Jiang Zemin told me last time we dined at Fanchon (not in the tourist area where the IFC missions get taken, mind you), you must kill a chicken to frighten the monkeys. Caio agreed as he passed the deep-fried scorpions, which don't taste at all like chicken. A good California Zinfandel washes them down just fine, but they don't replace the Marriott coconut chicken nuggets we just adored at last year's Christmas parties. I don't know what they'll do this year, with the MC Atrium cluttered with Meccano sets masquerading as art, Easter lilies arranged in an obstacle course, and KM promotional displays reminiscent of a 1950s science fair project. But I digress. Cynthia suggested, over a very good scotch or three, that Ian's problem (when he did change) was that he paid for it all, so that the countless Task Forces never really appreciated the fine advice they were getting. (As Ross Perot told Anil, "When we find a snake in Texas, we don't appoint a committee on snakes." Mark never understood, but he'll love Jakarta, and he won't be around when we wake up and kill the matrix, just like ABB.) So now Cynthia picks the consultants and makes VPs hire them from her. They're nice folks, though they insist on Grand Marnier-scented felt-tip markers and bedsheet-size Post-Its before they'll keep order at a meeting. It's also a way of moving backline to frontline, another advantage. We had a splendid lunch, and I now know why ICD's motto is "Putting the 'Fun' Back Into 'Dysfunctional.'" We rushed back just in time for Alberto's EDP lecture by Lord Keynes on contagion. Or was it confusion?

Speaking of the World Bank Institute, EDI's *nom de guerre*, I was lucky both that it was my turn to carry Jim's bags and that my cellphone was on. We were en route to Abidjan via Brooks Brothers for a private Sunday fitting for a gold hat, and *quelle surprise,* Bill called: if we could return from New York to D.C. immediately, we could join him on Air Force One, along with three former Presidents, Kofi Annan, Céline Dion, George Clooney, Stan Kubrick and Harry Blackmun (both of whom looked a bit tired). We made it, and departed for Amman. It was moving, sworn enemies joined in the hope that Yeltsin would make it up the stairs. I was personally touched, not from the dozen Air Force One cuff links I stuffed into my carry-on, but because Jim's personal relationships are doing us so much good. Well, most of them, if the truth be known, but you didn't hear that from me. Or from Mark, since that awful advancing for Lambeth last year. Mark apparently reads only the *Post* Style section, and that just to see if his ex-clients are enjoying house arrest, so he missed the annihilation of the Republicans in November. Does the Religious Right merit Jim's schmoozing? They hate liberalism, women, and cellists, yadda, yadda (I never liked *Seinfeld*, though the Soup Nazi reminds me of the thematic group, and Ally McBeal was *charmante* on *The Newshour* with Afsaneh), yet the U-building crew fawns over the Moral Majority. Do they give good parties? (I must ask the Opus Dei lads in Legal.) And I still have the Archbishop of Canterbury's web page bookmarked, though I cannot recall why.

Speaking of money, I've enjoyed being a Systems Renewal Champion. Arif was asking me why my units were so ready and not expecting any dip at all, not even spinach. Paul looked aghast, though, when I told him about the first PowerPoint meeting with the management team. I was embellishing slide 258, halfway through the botanical show (*Vanda coerulea*, Bob later told me), when a Director whined that he was far too important to spend two minutes a week completing his own timesheet, why, he still had his e-mail printed out and his secretary (he used the S-word, if you can believe it, and I had to physically restrain two of Kathy's ACS *militantes* from thrashing him on the spot) take dictation at 80 wpm (I'm shocked he can think that fast, though he can certainly measure his office to the square inch) so that he answered e-mail within a week. I'd had enough, so I set my laser pointer on "Stun," and they marched off to SAP training the next day without further prodding.

I didn't want to attend the Michael Hammer Conference in San Jose (for one thing, I don't need any more United miles) but the average Bank attendee grade hit 28, so I wormed my way in. We could have held Corporate Day in business class, with only Achim missing (because he read the AMS and flew coach), and, of course, all of IFC's senior management (but then again, they weren't invited). In fact, the amount of brass aboard got me worried institutionally, so I slipped the pilot $50 and told him to be extra careful on takeoff and landing. "If you add up all of our salaries, airfare, fees and meals, we could have chartered a Learjet to bring Hammer to Washington for a day," I thought, but I must have said it out loud because everyone in rows 2-15 laughed, nodded in agreement, and ordered another drink. In fact, we had such a good time with Mike, we did fly him down. I missed his show, though, because I had to do some frontline work. I took advantage of the Brazil crisis and hustled down just after Carnival. Muffy came along, recounting the WBVS martini-and-cigars mornings to pass the time. There's now a Bank-Fund Credit Union ATM at GIG, so we went straight to Ipanema to examine the social impact of adjustment. We had a fabulous time: must do it again before Darius and Jamil eliminate spouse points.

Answer Line

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

Question: What is the difference between my old HQ Long Term Consultant contract and my new HQ Short Term Consultant contract?
Answer: HR Reform. Don't forget the 190-day Rule and thank you for your dedication to the World Bank and its mission. *Richard Stern, Vice President, Human Resources*

Question: I am a Bank Temporary, and my contract expires this June. All my friends are telling me I should try for an "open appointment." Can I get one?
Answer: Yes. The Health Room provides walk-in service from 8:30 a.m. to 5:30 p.m. daily. *Bernhard Liese, Director, HSD*

Question: Can someone in HR tell me why there will be many promotions this year under the old grading system, when we are moving to the new global grading structure in July? It makes no sense.
Answer: [Despite repeated attempts, no one in HR responded to our question -- all HR staff were feverishly preparing promotion justifications to their managers, and did not return our calls or e-mail.]

Question: Since our budget envelopes have already been determined by CRM after the Strategic Forum, why do we have to do a business plan? It seems counterproductive to spend over two months arguing about something that can't be changed.
Answer: The business plan is a key feature of our new resource management process. Besides, what would the 15 CRM people I've just hired (replacing 15 staff I just declared redundant) do if they didn't have to listen to units whine? *Achim von Heinitz, Director, Corporate Resource Management*

Question: What are the criteria for the new grade G, and how do they differ from the criteria for level 23 or 24?
Answer: The criteria for grade G are roughly equivalent to what used to exist for grades 23 or 24: staff at grade G must be a world-class expert, know someone who is a world-class expert, be the child of a world-class expert, or be the niece or nephew of a sitting prime minister. *Darius Mans, Manager, Compensation Services, Human Resources*

Question: Is "CRM" pronounced like "SAP" – pronouncing each letter – or like "DEC" – pronouncing the acronym as a single word?
Answer: The latter. "CRM" is an excellent Bank expression for the old Planning and Budgeting Department (PBD). If you are not in PBD, uh, um, pardon me, CRM, you pronounce it "crumb" or "crime" depending on the context and how deeply your budget was cut, or "cram" if you're at an unruly meeting like a CAO Lunch or an RM Sector Board meeting. To demonstrate the subtle difference, when discussing an outrageous overrun, a Vice President might say to the Director of CRM, "For the *crime* of preparing a spreadsheet like that, you *crumb*, you can *cram* it." *Cynthia Haddock, Director, Institutional Change Department*

Question: What was the entree in today's F-building cafeteria lunch menu? Please send the reply to the GW Hospital Emergency Room.
Answer: Wasn't that yummy! We hope you'll enjoy the other exciting menu items we'll soon introduce, including Scandinavian Pineapple Surprise, Fiji Polar Bear Filet and the "I Think This Might Be Meat of Some Kind" self-service bar. P.S. I didn't know we lease office space at GW. *Dawn Sajdyk, Cafeteria Manager, F-building*

Question: With matrix management, I am not sure how Staff Rule 3.01 applies. I am sleeping with a regional colleague (I am in the network anchor), and I supervise 25% of his work program. I do not sign his OPE or approve his leave. Must we end (or report) the relationship?
Answer: Your relationship is consistent with our intention to strengthen the matrix. However, to ensure equity across the Network, please seek Sector Board approval of your colleague's work program. *Richard Stern, Vice President, Human Resources*

Question: I recently reviewed a web site for Ismail Serageldin and his campaign to become UNESCO's Director-General. Looking at the pictures on the web page, I noticed a 19th Street and Pennsylvania Avenue NW view (of the old N-building) in the background of one photo, implying the web page designer worked in the Main Complex. When I looked at the phone number for the campaign (202-458-4083), it appears very much like an internal World Bank extension. Is the World Bank officially supporting Mr. Serageldin's UNESCO campaign?
Answer: All efforts to elect me Director-General of UNESCO are completely independent of the Bank. Now if you'll excuse me, I am departing on my ninth operational mission to Paris this year. And that wasn't the old N-building. If you have further questions, please send them to ismail4UNESCO@worldbank.org, and I'll answer them as soon as possible. *Ismail Serageldin, Vice President, SPR*

Question: In 1994, before Knowledge Management, I could never find any information about what other regions were doing in my sector because we never talked to each other. Now, in 1999, after Knowledge Management, I can never find any information about what other regions are doing in my sector because none of the links in the KMS work. What exactly do the KM people do all day?
Answer: The KM family is no different than the other sectors in the Bank. Each day, our staff breathe, eat, drink, sleep, work, talk, write and think. *Steve Denning, Program Director, ISGKM*

Question: Why does the Bank have such a low turnover rate?
Answer: Industry leaders and academics cite many factors as contributing towards low turnover in organizations: compensation, corporate appreciation, quality of life, intellectual stimulation in the workplace. However, the Bank's low turnover rate is attributed to the G-4 visa. *Mark Bowyer, Manager, HR Service Center*

Question: Why are we implementing SAP now, after just 16 months of preparation?
Answer: It's better to attend a bad one-act play than a bad three-act play. *Paul Cadario, Change Manager, Systems Renewal*

What critics say about *Bank Swirled...*

"The only World Bank document I ever read."
- R. Stern, HRSVP

"*Bank Swirled*? I thought it was called '*Bank's World*.'"
- M. George, EXT

"It's okay as long as I get more mentions than Shengman."
- S. Sandstrom, Managing Director

"I always count how many times my name appears."
- J. Sopher, Staff Association Chair

"Given the Attitude Survey, it's the only way to find out anything around here."
- C. Haddock, Director, ICS

"Why don't those guys work for me?"
- M. Malloch Brown, EXTVP

"I've instructed Corporation staff to publish an IFC-only effort next year."
- P. Woicke, IFC EVP

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Today at the Bank

April 1, 8 a.m, Chesapeake Bagel Bakery. The Values for Development Group will discuss whether economy-to-business or business-to-first upgrades offer Bank clients better value for their front-end fees. There is no paper.

April 1, 8:30 a.m., I-cafeteria. The Communications Office of Systems Renewal hosts a "Meet the Program Staff Breakfast." All staff are invited to enjoy the special Marriott vegetarian menu of samosas, aloo tikki, kabuli naan, saag paneer, dhirgri mattar, channa masala, navrattan korma, aloo gobi, dal makhani, malao kofta, raita and mango chutney. There is no paper.

April 1, 12 p.m. to 2 p.m., H-Auditorium. The Spiritual Unfoldment Society and the Gender Family present a brown-bag seminar, "Women and Horses." Joanne Salop will introduce a guest speaker, Catherine the Great. This is part of the series "Reincarnation, or Ensuring Quality at Entry By Reading the ICR First." There is no paper.

April 1, 12 p.m. to 4 p.m., Kinkeads. The CAOs debate ACT on whether passing the Field Module 100-question multiple-choice test accurately predicts success in navigating SAP with a 386 PC over a 28.8kb satellite link. There is no paper.

April 1, 1 p.m. to 3 p.m., Preston Auditorium. The World Bank Institute screens its new interactive learning presentation, *World Bank Corruption: FACT or Rumor?* on continuous loop. Popcorn will be available on chargeback. There is no paper.

April 1, 2 p.m. to ?, MC Atrium. World Bank Jazz Club hosts release party for Ethics Office Manager Anita Baker's new CD, *I Ain't Imprest With You No More* including her hit single, *Get Your Hand Out of the Till Right Now*. There is no paper – or acoustics.

April 1, 2 p.m. to 4 p.m., I-Cafeteria. As the new $4 million I-building child care center (with lactation room) is inaugurated, GSD sponsors a seminar on open space entitled "Working in 20 Square Feet With No Air." There is no paper.

April 1, 5 p.m. to 7 p.m., 12th Floor Gallery. Campaign Rally for UNESCO Director-General appointment. There is no paper, but there is a website. Black tie. Catered.

April 1, all day, JB1-080. "Forklift Training for the Data Warehouse." The warehouse will be empty until 2003, but it's never too early to learn. ISG claims there will be no paper.

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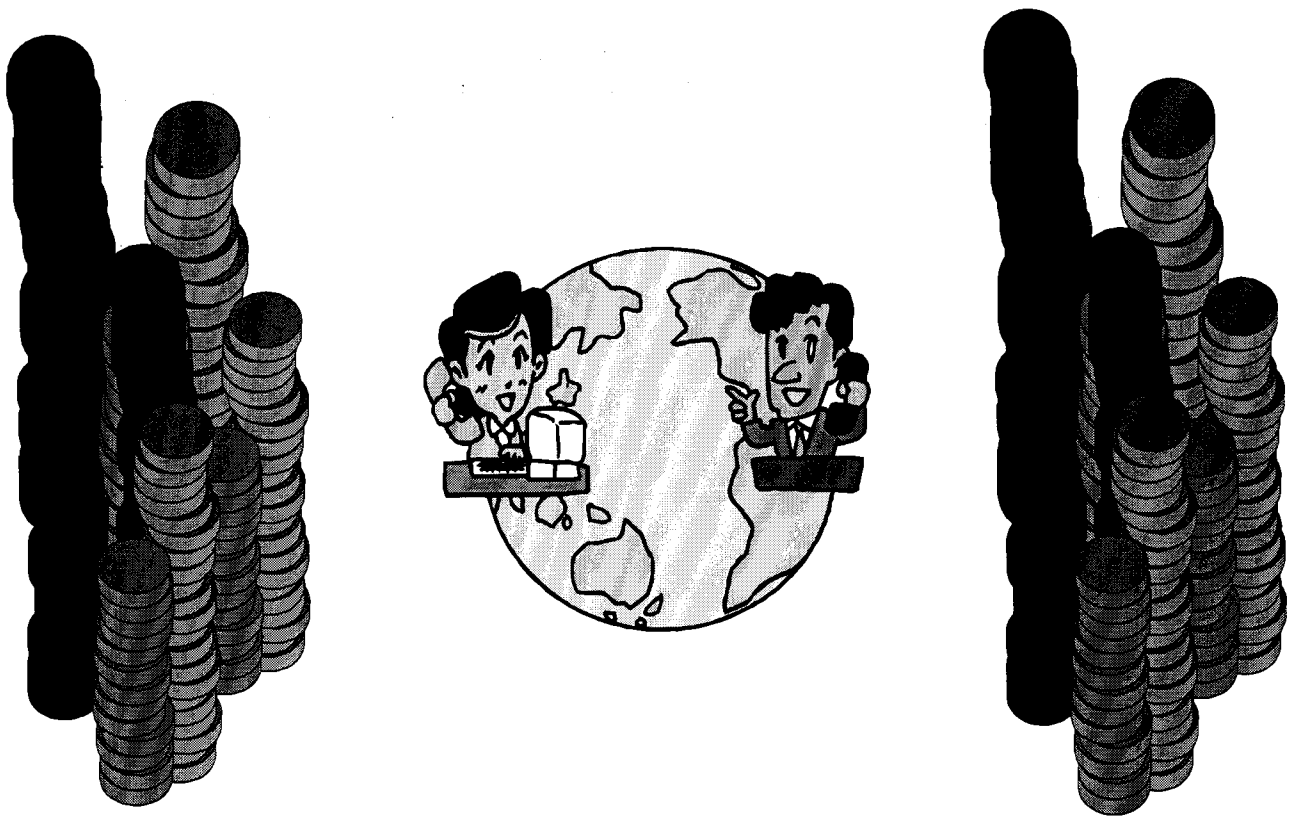

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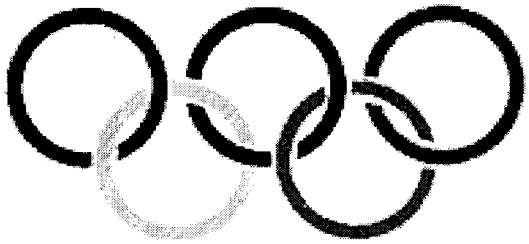

Lausanne, le 1 avril

Dearest nephew,

We were touched by your letter seeking our reaction to your first World Bank mission. Although our experience is limited to guiding the Olympic movement over these last two decades, we are sure that traveling with your World Bank Board colleagues is not unlike the onerous official travel we have taken in the name of sport, especially when visiting our ex-colonies.

Regarding your specific questions, it is never a good idea to tell the Bank person who receives you at the airport to "find you a girl." He might be a liaison staff who confers with your government counterparts, and they would be outraged. Worse, they will speak to the many women your predecessors have encouraged the Bank to hire as Directors, and they in turn will warn the staff at your next stops. Instead, ask the hotel concierge or parking valet, and always use the travel kit Bernhard gave you, although it might reduce your pleasure.

Regarding timing, it is perfectly acceptable to run two hours behind schedule by lunch time due to a leisurely breakfast and some morning shopping. As a representative of the Bank, you are far more important than ministers and central bank governors, who enjoy the Bank's coffee as they wait. If one of your delegation falls asleep during the discussion, offer a banal yet culturally appropriate explanation, and as you draw the airline blanket over him, lower your voice as you ask the government if they have any complaints about the Bank staff present. You hear enough good news from staff in Washington, and you have traveled basically to dig up some dirt, risking your health in each Hyatt Regency suite you stay in. Also be sure to ask the U.S. Ambassador for any internal Bank documents that have been hidden from you, particularly the CDF. And above all, when you get back, do not "blame."

We are well, and everything is wonderful here as we prepare for the Sydney Games. We hope you enjoy the remainder of your trip. Remember, if you buy too much in the antique markets, the Bank's diplomatic pouch is always at your disposal to send the cultural artifacts back to Washington.

Fondly,

Uncle Juan Antonio

Sport

The Tale of the Tape

At a recent meeting of the Staff Association Delegate Assembly, World Bank President James Wolfensohn challenged Staff Association Chair Jamil Sopher to a contest to see which of the two could be the first to lose 15 pounds. As a service to its readers, *Bank Swirled* Sports Editor and professional handicapper E. Connor Metrique breaks down the battle, which promises to be the biggest, baddest and wildest bout in history! The early morning betting line, published jointly by ACT, DEC and IAD, showed 7:5 odds in favor of Wolfensohn.

	Sopher	Wolfensohn	Advantage
Opening Weight	187 lbs.	Whatever he says it is.	Wolfensohn. We admire forthrightness; we value our participation in the World Bank Salary Continuation Program even more.
Inspiration	Lower health risks, look/feel better, clothes fit better.	Can't show face again in Hamptons if loses contest.	Wolfensohn.
Career Athletic High Point	Walked up flight of stairs when A-building elevator was out of service in 1987.	Member, 1956 Australian Olympic fencing team.	Sopher. (Sorry, Jim. Maybe if you had medaled.)
Exercise Regimen	20 minutes on treadmill in the H-Fitness Center (unless sign-up sheet is full).	Personal trainer; rowing machine on jet.	Wolfensohn. The in-flight sauna doesn't hurt, either.
Workout Attire	Ill-fitting t-shirt from "Kick Ball In Goal" event.	Ill-fitting t-shirt from "Kick Ball In Goal" event.	Push.
Greatest Dieting Obstacle	Siren song of McDonald's drive-in.	Personal chef's masterful touch with lobster Newbourg.	Sopher. Love those fries!
***Ad Hoc* Exercise Source**	Frantically chasing just-missed F5 bus.	Frantically jumping up and down while screaming at incompetent subordinates.	Wolfensohn. Greater frequency, longer duration.
Ace in the Hole	Vomit while on mission.	Haircut.	Sopher.
Last Desperate Push To Victory	Bribe judges with SA membership drive trinkets.	Send Richard Stern to declare scale redundant.	Push.

HSD
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Health Services Department

BUGBYTE
Traveler's Health Information

TRAVELING TO A POST-CONFLICT ZONE

Travel Information from the Joint Bank/Fund Health Services Department

One of the risks of traveling to a post-conflict zone is being wounded by gunfire. In addition to the inconvenience this may cause, bullet wound problems are often compounded by the collapse of the basic medical infrastructure in a country, rendering professional medical assistance unavailable.

If you find you've been shot, the Joint Bank/Fund Health Services Department suggests that you follow these simple step-by-step instructions:

1. **Stop the source of the attack.** Has your attacker been disarmed? If not, this should be your first priority. Use any handy weapon, including but not limited to your laptop (please replicate Notes first).

2. **Relax.** Experiencing pain and discomfort at this time is normal. Bullet wounds often hurt.

3. **Stop the bleeding.** Use the shoulder strap from your Staff Association logo briefcase as a tourniquet to cut off blood supply to the wound. If you faint, don't worry; this is normal. Apply pressure -- think of your wound as a government questioning the CDF.

4. **Remove the bullet from your body**. For shallow wounds, use your fingers or teeth. For deep or stubborn bullets, the metal clip on your World Bank ID holder is a handy makeshift tweezers. Be sure to remove the entire bullet, or you may face annoying delays at airport security upon departure.

5. **Sanitize the Wound**. Your Joint Bank/Fund Health Services Department Travel Kit includes a special packet of *Joint Bank/Fund Health Services Department Bullet Wound Sanitizer®*. Open the packet and pour the contents into your wound. If you don't have your travel kit at hand, try using baking soda. Conversely, if you find yourself in need of baking soda, you can use your packet of *Joint Bank/Fund Health Services Department Bullet Wound Sanitizer®*.

6. **Seal the Wound**. Most Bank-approved hotels offer sewing kits. Sterilize the needle with the matches you picked up at the airport tobacco shop when you bought those Cuban cigars you plan to bury in your SOE. If matches aren't available, carefully clean the needle by licking it.

7. **Think about why you were shot.** Was it a careless lapse of judgment on your part? A momentary distraction? Resolve never to make that same mistake again. Then forgive yourself and move on.

The Joint Bank/Fund Health Services Department wishes you a pleasant trip.

Currently Under Mediation

Winner of 7 Academy Awards

Winner of 3 Tribunal Judgements

Shakespeare's in Love

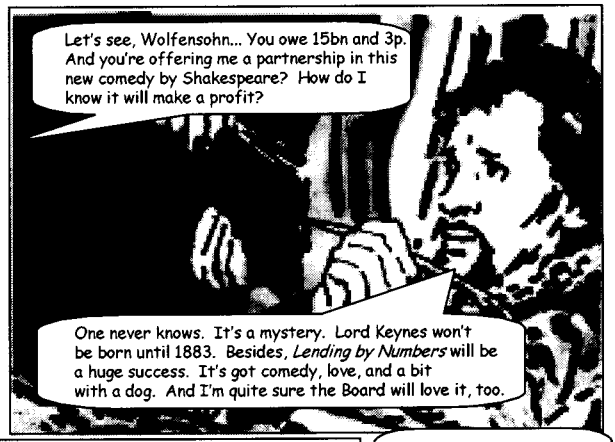
(and Has to Report It to the Ethics Office)

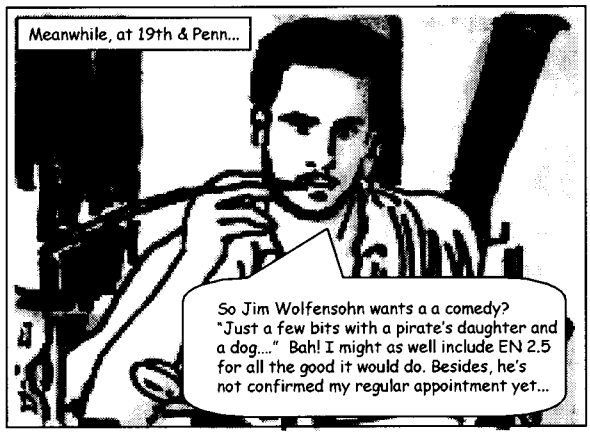
Screenplay by Anita Baker
Directed by John Madden

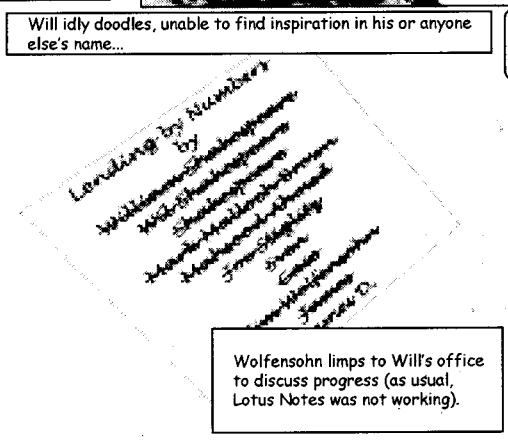
As a service to our readers, Bank Swirled *offers this abridged version of the new Hollywood hit. After all, who in the Bank has the time to go to the movies these days?*

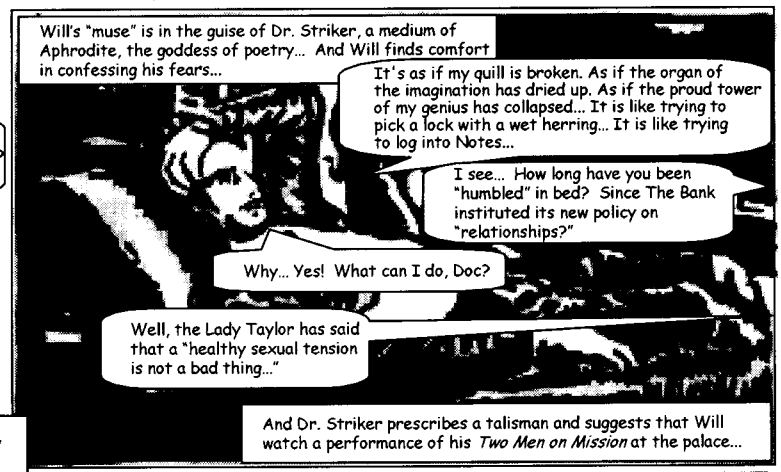
It's the age of Elizabeth I, and two rival theatres compete for the public's loyalty and affection. On a hill is The Congress, run by the Political Men. On the other side of town, run by entrepreneur and musician James Wolfensohn, is The Bank.

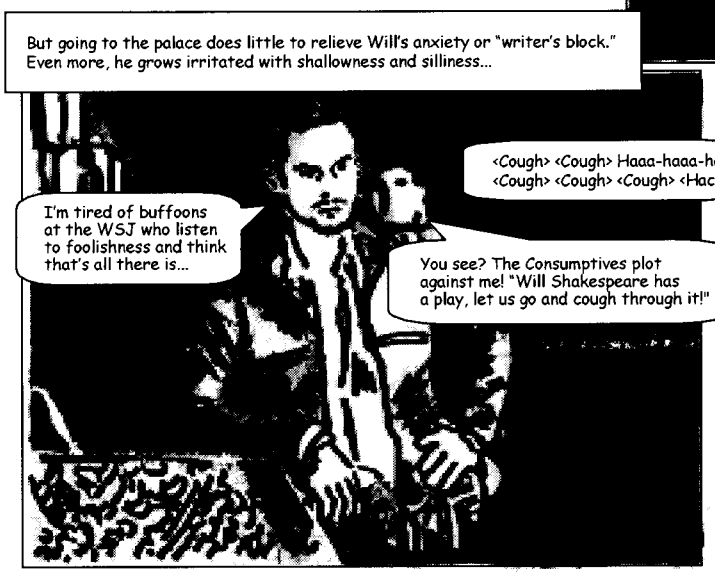
We begin our story as Wolfensohn, feet to the fire, offers a creditor, the moneylender Fennyman, a partnership in the production of a new work by the young writer William Shakespeare, a comedy, *Lending by Numbers.*











Viola de Lessups, smart, witty, young, beautiful, and NRS...

A play can express true love and passion. I know it. And Master Shakespeare is the one to do it. He is a poet... <sigh>

Returning home later in the evening, Viola gushes about the performance at the palace. She wants to be one of the players... One of the people who performs on the stage and lives those lives... Goes on missions, makes presentations to the Board... Perhaps even a level 25 (or is it H?)...

It was wonderful, Nurse. I want to be one of them!

There, there, M'Lady... There's so much to do before you go that route. Years of relevant experience, Russian, publications, Sector Board clearance...

I will have poetry in my life. And adventure. And love... Love that overthrows life, like a riot in the heart, and nothing to be done, come ruin or rapture. Love like there has never been in a play! Or a project pre-appraisal report...

Unable to deny Viola's enthusiasm, the old Nurse agrees to help. And together, they hatch a plan...

Master of the Revels, Sir Patrick Leahy, has closed the theatre. You should have hired that actress-friend of his... Now what do you plan to do?

Nothing. It all works out. It always does. I don't know why. It's a mystery. <gag>

Oyez, Oyez! By order of the Master of Revels, The Bank is Re-Opened!

Very interesting, Mr. Wolfensohn... I don't know how you did that. But I'm most happy that you did. Now... How's that comedy coming along?

Viola's plan is simple. Disguised as a man, Thomas Kent, she will obtain a role in Will's latest comedy, *Lending by Numbers*, and experience the life of a true member of The Bank's ensemble... not to mention honorary GLOBE membership...

You're very good. Why is it that Recruitment and the Sector Board missed you? You're a Part 1 male. But it's 1590 and I guess we're all Part 1 males, right?

Thank you. I just hope that I can fill the role of Inspection Panel well...

Will manages to start writing his comedy, inspired by Thomas Kent's enthusiasm.

The Master of Revels plots secretly to derail The Bank's efforts because Leahy's friend isn't given a leading role in the new play.

But through an incredible (but very necessary) set of coincidences, the writer discovers that his "Thomas" is actually the incredibly beautiful (and very female) Viola de Lessups.

Of course, Will falls instantly in love. Standing below Viola's balcony one night, he professes his ardor for her. Viola, for her part, finds the young playwright irresistible. And despite Staff Rule 3.01 (The Bank's policy on sexual relationships), they move quickly towards a more "intimate" way of working together...

I wonder if The Bank is filling open or term positions in Will's office right now?

Viola is wonderful! I had no idea "he" was a "she..." Of course, now there's no impact on my being a straight, white, Part 1 male... But I'm going to be punished for this. I know it.

Too bad I haven't any long missions scheduled. I guess we do have a few late nights, though...

Now I know there's more to life than EDP or a project deadline or a play... Even one of your plays, Will...

My love, I'm inspired. I want to write more than a simple comedy. I want to write something comprehensive...

You mean something that reflects our passion and love? Something that includes a social dimension?

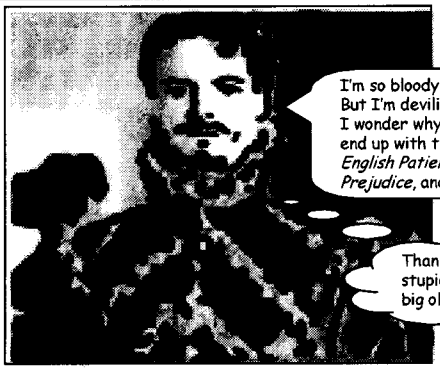
Exactly. I'm rewriting your role to include more responsibilities over real concerns. "People" concerns...

Kiss me...

You realize that taking off my clothes may be in violation of that new Staff Rule... Not that I mind...

I'm not going to say anything if you won't... After all, we're not in a "subordinate/manager" role... We're colleagues.

Meanwhile, unknown to Viola, her father, Sir Robert, has made a deal with the smarmy Lord Wessex, making her Wessex's new bride, paying a handsome dowry, and allowing Wessex to select her for a term appointment three grades below what she deserves...

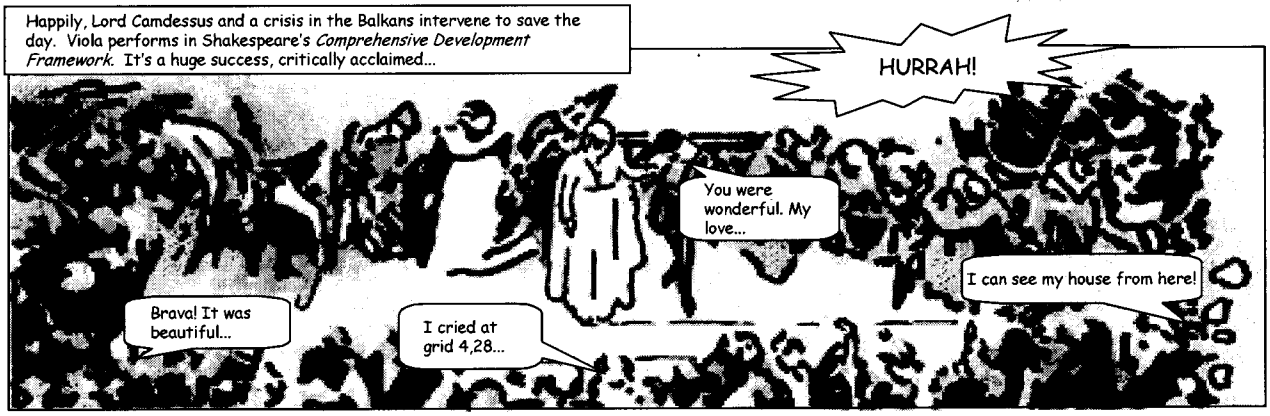


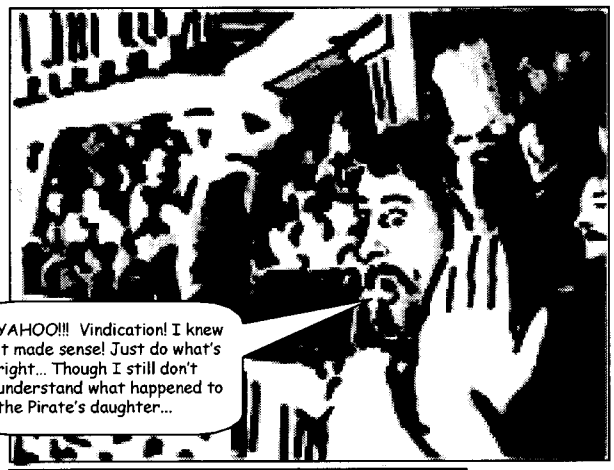
Things seem to be going well...The play, now renamed *The Comprehensive Development Framework*, is no longer a comedy, but a serious, substantial piece worthy of a Nobel Prize... Viola's role as Inspection Panel evolves as more emphasis is placed on Social Welfare and Human Impact...

But as always happens in nice movies about true love, bad things happen... In this case, just before the premiere, Sir Patrick, through his spy, discovers that Viola is not only female but also an NRS. He closes The Bank, withholds IDA funding, and insists on a new actress in the lead...

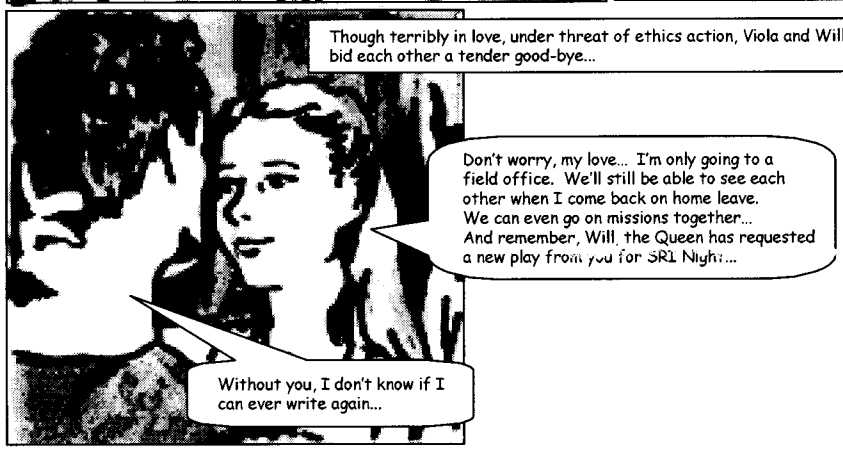
"A woman and NRS as part of this Bank production??? My subcommittee is not happy... The Bank is CLOSED."

Happily, Lord Camdessus and a crisis in the Balkans intervene to save the day. Viola performs in Shakespeare's *Comprehensive Development Framework*. It's a huge success, critically acclaimed...





Though terribly in love, under threat of ethics action, Viola and Will bid each other a tender good-bye...



The End