



RWA Network News and Views

Respectful Workplace Advisors (RWA) Program
Help Create a Respectful Work Environment in the World Bank Group

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Introducing Ombuds Services New Staff!

Meet our new Ombudsman, **Connie Bernard**, who began her term in January 2009. Connie was selected as the World Bank Group's eleventh Ombudsman and joins Ombuds Services as one of two current Ombudsman. She has spent over 30 years in World Bank operations and has worked in a number of regions. Most recently, she was Sector Director for Sustainable Development in South Asia, where she spent the last seven years of her career. Other assignments have included Director of Quality Assurance in ECA, Adviser to the Quality Assurance Group, and a variety of assignments in the Latin American region.



Please read Mr. Zoellick's announcement welcoming Connie in the **Kiosk Announcement** dated December 10, 2008.

Look out for Connie's reflections on her first year as Ombudsman in our next newsletter.

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Update on Reforms of the Conflict Resolution System

Adam Shayne, Coordinator, Conflict Resolution System



Having finished my first few months as Coordinator of the CRS, a new position for the Bank Group, I would like to update you on the status of the reforms and our strategy for the current fiscal year.

As of July 1, we have made substantial progress in the implementation of the reforms of the CRS and the other associated services that make up the broader Internal Justice System. To be clear, the CRS now consists of four services: the RWA program, Ombuds Services, Mediation Services, and Peer Review Services. The Internal Justice System includes the CRS services and the Administrative Tribunal, the Office of Ethics and Business Conduct (EBC), and the Integrity Vice Presidency. The recently implemented reforms of the Internal Justice System include:

- A major overhaul of the peer review process. The Appeals Committee has been renamed Peer Review Services. But this reform is much more substantive than a name change. The new peer review process no longer includes lawyers in the hearings; the process has been simplified and is easier to access, and line Vice Presidents, in consultation with the Human Resources Vice President, are now the ones to act upon recommendations from peer review panels.

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Retiring Ombudsman's Reflections on the RWA Program

By Fred Temple, Retired Ombudsman



Before becoming Ombudsman in 2003, I spent about half of my twenty-six year career in operations in country offices, so I have been particularly concerned about the services available to staff outside Washington. During my first year as Ombudsman I helped Swinitha Osuri and former Ombudsman Ann Bensinger complete a review of the Anti-harassment Advisor (AHA) Program. Management decisions based on the review allowed us to launch a “renewal” of the renamed Respectful Workplace Advisor (RWA) Program in January 2005. The first cohort of RWAs—from the Africa Region—selected in 2004 recently completed their four-year terms, and their replacements were selected in early 2009. The coincidence of the end of the renewal cycle and my retirement provide a good opportunity to reflect on the program's accomplishments and challenges.

The Accomplishments

Expansion of Program Scope Since the review found that colleagues were consulting the advisors about a much wider range of issues than harassment, as reported in the RWA logs, new modules on ethics and HR issues were added to the basic training required before new RWAs can begin to play the role, as well to the mid-term training introduced to refresh and enhance RWAs' skills and allow them to exchange experiences.

Rolling Selection and Training Processes A major effort was undertaken to invite nominations and select new RWAs using more systematic procedures. Starting with the Africa Region

in 2004, this was done on a continuous rolling basis from region to region. The mandatory basic training programs were planned on a multi-region hub basis. Since 2004, 373 RWAs (and a few others) have been trained in 14 basic training courses, while 116 RWAs have participated in 8 mid-term workshops. RWA training has been conducted in Johannesburg, Costa Rica, Bangkok, Istanbul, Dakar, Budapest, Annapolis, Cairo and Washington. In September 2009, 49 new RWAs were trained in Africa, and 11 RWAs participated in mid-term training. There are currently 177 RWAs (130 in IBRD Country Offices, 29 in IFC Field Offices and 18 at Headquarters).

This was a very challenging, demanding process. Soliciting nominations, screening nominees and completing the selection process, and then arranging training are very communications-intensive processes, requiring innumerable exchanges with managers, HR staff, nominees, newly selected RWAs, Learning Coordinators, budget staff and hotels. Odile Rhéaume, who began functioning as RWA Program Administrator in early 2005, deserves a lot of credit for maintaining the momentum of these processes.

IFC Participation in the Program

Following the review in 2004, IFC decided that its offices outside Washington should have RWAs. So far, 29 RWAs are performing in the RWA role in over 50% of the IFC country offices. This is a promising start, but our sense is that the program hasn't “taken hold” in IFC yet. The program needs more visibility in IFC, in order to get stronger support from IFC management and more awareness among IFC staff. We plan to start a dialogue with IFC HR and management to see how IFC's participation can be strengthened.

Offices Outside Washington The RWA program is a particularly important source of local support for country office staff who face workplace issues. Information about staff contacts indicates that during 2007, staff outside Washington consulted RWAs more frequently than Ombuds Services (OMB), the Mediation Services Office, or the Ethics and Business Conduct Office. In Washington staff consulted the other services more frequently than the RWAs.

The Challenges

RWAs in Washington Following the 2004 review of the AHA program, management decided that in a budget-constrained environment, the renewal of the RWA program should give priority to country offices, primarily because Washington-based staff have direct access to the IJS offices. Consequently it was decided that the program would become optional for VPUs in Washington. Currently 11 of the 26 VPUs in Washington are participating in the program.

This situation has some drawbacks. Most importantly, it means that some Washington-based staff lack a service available to others. VPU managements are responsible for deciding whether to participate in the program which could result in the program not being available in some units where staff feel it is needed.

RWA Nominations As with OMB, it appears that staff appreciate the RWA program when they need it, but otherwise don't pay much attention to it. Responses to submit nominations for RWAs are sometimes quite weak, and often times a second round of communications is necessary to encourage staff to submit nominations. As a result of the challenge

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Book Review: Getting Past No By William Ury. Summarized by Fred Temple



Roger Fisher and William Ury's **Getting To Yes** was a breakthrough book that emphasized the importance of focusing on underlying interests, rather than positions, in negotiations and efforts to resolve conflicts. It taught us to separate the people from the problem, work together to create options that will satisfy both parties, and suggested ways to negotiate successfully with people who are more powerful, refuse to play by the rules or resort to "dirty tricks."

William Ury's **Getting Past No** takes the analysis a step further by suggesting how to overcome resistance to reaching agreement. He observes that there are five common barriers to cooperation:

- **Your reaction.** When we encounter difficulties, we often feel like responding aggressively, or sometimes we give in quickly, to preserve a relationship.
- **Their emotion.** The other party may experience a variety of negative feelings, including anger, hostility, fear or distrust.
- **Their position.** The other party may refuse to budge from a position and try to get you to give in.
- **Their dissatisfaction.** Especially if it comes from you, the other party may not see how a proposed solution will benefit them.
- **Their power.** If the other party sees the engagement as a win-lose proposition, they may try to exercise power to beat you.

Ury's five step strategy of breakthrough negotiation is intended to overcome each of these barriers.

Before engaging, however, Ury emphasizes the importance of preparation. Well prepared negotiators are more likely to achieve their objectives. It's helpful to

think through the following points in advance:

- **Interests.** Identify the underlying interests you want to satisfy. It's important to rank interests, to avoid the pitfall of trading off a major interest for a less important one.
- **Options.** Think of ways to achieve a mutually satisfactory outcome. Try to develop alternative options and avoid becoming stuck on only one option.
- **Standards.** Identify objective standards that can be used to evaluate options, to create a sense of fairness rather than the imposition of either party's will.
- **Alternatives.** Determine what your alternative would be if you can't reach agreement. This is called your Best Alternative to a Negotiated Agreement (BATNA). Knowing your BATNA is essential to evaluating options during a negotiation. It also helps to try to figure out the other party's BATNA.
- **Proposals.** Formulate proposals that embody your options, have a chance of being perceived as fair,

and are superior to your and the other party's BATNAs. Try to identify three proposals that represent an optimum outcome for you, a suboptimal but still satisfactory solution, and a less desirable outcome that you could still live with because it would be better than your BATNA.

Before negotiating or attending a meeting to resolve a problem, rehearsing what you plan to say with somebody else can be helpful.

Ury's strategy involves five sequential steps:

- 1) **Go to the balcony** By this Ury means suspending our natural tendency to react negatively when we encounter resistance and instead to maintain a detached, objective perspective on the situation. Typical negative reactions include striking back, giving in or breaking off the engagement. Such reactions cause us to lose sight of our inter-

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Introducing Ombuds Services New Staff!

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Ombuds Services would also like to welcome **Tanisha McGill** who became OMB's Senior Program Assistant in July 2009. Tanisha began her tenure at

the World Bank in Treasury Finance in 1998. Prior to joining the Ombuds Services office in July 2009, Tanisha moved to the Africa Region where she held various positions, most recently working as Office Administrator in the Poverty Reduction and Economic Management 2 (AFTP2) group.



The office is also pleased to welcome the addition of **Meggy Savady** who joined OMB in February 2009 as a Program Assistant. Meggy joined the

World Bank Group in 2000 as a member of the administrative staff in the HR Staff Services Department. In 2004 she transferred to the IFC HR Learning Team and then worked in the IFC HR VP's Office in 2006 as a Team Assistant before returning to the Learning Team in 2007. ■

Retiring Ombudsman's Reflections on the RWA Program *Continued from page 2*

to get staff involved in the nominations process, RWAs are sometimes selected on the basis of a relatively small number of nominations.

A video explaining the RWA program has been prepared to stimulate interest at staff meetings at which the nomination process can be launched.

Budgeting Procedures for Training

The RWA program is run as a partnership between the Ombuds Services office (OMB) and the participating VPUs. The costs of training RWAs are shared as an element of this partnership. OMB funds the costs of delivering training, while the VPUs pay for their RWAs' travel/subsistence costs. The current arrangements have proved to be very complicated and burdensome for both OMB and the VPUs, for the following reasons:

- Numerous meetings and a very large volume of e-mail exchanges are needed for OMB to liaise with each of the participating VPUs to secure funding and to prepare separate communications from OMB to the participants about the training arrangements which reflect their VPUs' policies and procedures (e.g. separate VPU budget codes, different expense eligibility criteria).
- It is sometimes difficult to reach agreement on where to hold hub training because OMB recommends locations intended to minimize the total cost of delivering training to RWAs from several regions, while the VPUs naturally wish to have the training in their regions.
- RWAs sometimes drop out of training planned for their cohort, often just prior to the course, because task team leaders schedule missions at the same time.

In order to address this issue, OMB has proposed that at the beginning of the fiscal year, we would enter a contract with each participating VPU under which the VPU would agree to fund the estimated travel/subsistence expenses for the number of its RWAs expected to be trained during the year and provide a budget code. Additionally, a cancellation fee would be introduced for drop-outs after commitment.

This proposal was reviewed at a 2008 meeting of the Bank operational VPs chaired by MD Graeme Wheeler. OMB hopes it can be adopted for implementation during FY10. In the meantime comments on the proposal and other suggestions on how to improve the program or address any of the challenges mentioned would be welcome.

Conclusion

The RWA program has made encouraging progress under the renewal effort, and RWAs are recognized as the most readily accessible source of support to help country office staff deal with workplace issues. The CRS/IJS reform effort should provide an impetus to build on the accomplishments of the past several years, to strengthen the RWA program further.

On a personal note, I'd like to conclude by noting that meeting many of you and observing the RWA program's progress has been one of the most rewarding aspects of my tenure as Ombudsman. You are doing great work, and I'm confident our program will continue to flourish. ■

What Has Been Helpful from RWA Trainings? *By Vivi Alatas, Senior Economist & RWA. Jakarta, Indonesia*



I've been an RWA for over 2 years. I have attended both introduction training in Bangkok and the intermediate training in Budapest. I can say that RWA trainings

are among the best trainings I've ever participated in at the Bank. My day to day work activities rely primarily on the left brain in dealing with numbers, econometric modeling, and supporting clients on poverty issues. RWA trainings provided guidance on balancing and building the right brain capacity through exercises on active listening respecting differences and understanding people.

Particularly informative and useful aspects of the RWA trainings which helped me personally and as an RWA are the two concepts derived from the well known book "Getting to Yes". The first is the importance of focusing on interests rather than positions, while the second

is about finding your Best Alternative to a Negotiated Agreement (BATNA). As those who come to me are usually concerned with disputes and HR issues, such as termination or OPE disagreements, I share these two concepts with them to help them help themselves. Focusing on interests, not positions, helps them to better understand the essence of the problems they face and recognize that there are human needs behind the position. The concept of BATNA opens up space in dealing with the disagreement by looking at and improving alternatives so that the involved parties can make the most of negotiations. I can see that when people do use these two concepts they are able to expedite the process of coming to mutual agreement. Indeed, I also benefited personally from using these two concepts in my daily roles as mother, wife, sister and friend. Thank you for creating such wonderful trainings. ■

Ombuds Services 2008 Annual Report

Thomas Zgambo, Ombudsman



OMB's annual report for 2008 was released in mid September, and copies are being sent to all RWAs. The report describes OMB's services, provides information about their use, and reports on progress made on the main institutional issues discussed in OMB's last three annual reports. This article highlights some of the report's main findings.

The number and profile of the office's 292 new visitors during 2008 was similar to patterns observed in the office's periodic report for 2007. In terms of demographics, the most proportionately under-represented groups among OMB visitors during 2008 were men, staff from Part 2 countries, and staff located outside Washington. More senior staff (grades GE+) were proportionately over-represented for both men and women. Staff in open-ended positions were much more likely to consult the office than staff in less secure positions (term, extended term or short term). Finally, staff in IFC consulted OMB proportionately less than Bank staff, although the degree of under-representation was less than in the past.

Concerns categorized as respectful workplace issues again constituted the largest cluster of issues raised by visitors, followed by concerns about HR processes affecting employment, performance management and compensation. The most frequent single issues concerned management skills and behaviors, interpersonal conflicts, and performance evaluation.

Visitors who completed exit surveys continued to express a high level of satisfaction with the office's services with a 94% average positive response rate for questions pertaining to the quality of services provided by OMB. Questions tar-

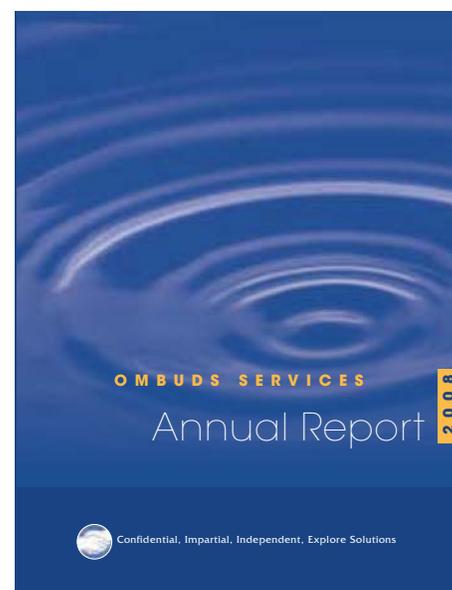
geted at determining the utility of consulting OMB including visitors feeling that their reasons for consulting the office had been fulfilled had an average 74% positive response rate.

OMB also administers the Respectful Workplace Advisors (RWA) program, which has become a particularly important source of locally available support for staff outside Washington. Information about staff contacts with RWAs, OMB, and the Mediation Services Office indicates that during 2008, staff outside Washington consulted RWAs more frequently than any of these other resources. Comparison of the profiles of staff who contacted RWAs and all Bank Group staff both in and outside Washington indicates that women and GA-GD staff consulted RWAs proportionately more than males and higher level staff. Approximately two-thirds of the consultations with RWAs outside Washington involved respectful workplace issues, while the largest single issue was interpersonal conflicts.

The report discusses six issues that OMB has raised with senior management based on its casework, visits to offices outside Washington, and other information:

Managers' People Management Skills.

This issue has been raised in the last few OMB reports and OMB continues to emphasize the importance of senior management championing effective people management and of making reforms that would hold managers more explicitly accountable and provide incentives for managing staff well. In FY 2009, 360-degree evaluations were reintroduced for all Bank Group managers, and the results are to be reflected in managers' OPEs/PEPs and taken into account in managerial rotations and promotions. For the first time ever, managing people will be given



the same weight as managing results in managers' evaluations. While this initiative is particularly promising in focusing attention on managers' people management skills, the adoption and funding of a coherent management training program still requires further attention.

Performance reviews. Staff and management devote enormous amounts of time and energy to the OPE/PEP and salary adjustment processes, but they are a source of continuing frustration to both. Several improvements to the Bank's OPE system have been made to make it easier to use, increase the confidentiality of input provided by feedback providers and increase the transparency of the OPE process across units. IFC also aligned its performance reviews with the performance cycle in 2008, and the Bank is considering adopting this initiative as well.

Salary Adjustment Process. Many staff and managers are confused about the relationship among OPE/PEP ratings, SRI ratings and salary adjustment. Almost all of the Bank's VPUs now use the "OPE/SRI tool" which can be used to make a crude link between OPE and SRI ratings. However, the use of SRI ratings

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Book Review: Getting Past No

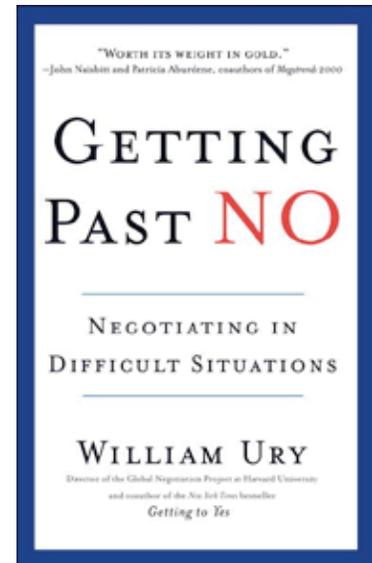
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ests. It can be useful to buy time to think by slowing down the process. Techniques to do this include pausing and saying nothing, reviewing what has already been said, or taking a break. Ury emphasizes the importance of not making important decisions on the spot—make sure you've assessed the proposal dispassionately first. He concludes his discussion of this step by stating that the need is not to control the other party's behavior but to control your own.

- 2) **Step to their side** In order to overcome the other party's resistance (possibly including hostility), this step involves disarming them by actively listening, acknowledging their point of view, feelings and competence and status, and agreeing with them whenever possible. It's important to maintain a positive environment by projecting confidence that an agreement can be reached, saying "yes" whenever possible, and using supportive words and body language. It's preferable to use "both/and" and "yes/and" rather than "either/or" or "or" but, and to express your own views ("I" statements) rather than attribute views to the other party ("you" statements). This strategy can be followed without making concessions, and sometimes it's necessary to stand up for oneself. The goal is to create a favorable climate for communication or negotiation.
- 3) **Reframe** "Reframing," Ury explains, "means redirecting the other side's attention away from positions and toward the task of identifying interests, inventing creative options, and discussing fair standards for selecting an option." Asking questions, especially open-ended questions, is particularly useful (why, why not, what if, what's your advice, what makes that fair?). This section includes advice for dealing with a number of ne-

gotiating tactics the other party may adopt. The objective in this stage is to make the transition from positional bargaining to joint problem-solving.

- 4) **Build them a golden bridge** A golden bridge is a solution that allows the other party to meet his or her tangible and intangible interests (along with yours, of course). The process is critical to reaching agreement on such a solution. It requires actively involving the other party in devising the solution so it becomes their idea, not just yours; satisfying unmet interests; helping the other party justify the outcome (sometimes to save face), especially to constituents; and making the process of negotiation as easy as possible. Asking the other party for ideas, offering choices and inviting constructive criticism of possible solutions can increase the other party's ownership of and commitment to the solution. Giving the other party credit—or even letting him or her take credit—can help solidify a solution.
- 5) **Use power to educate** Even after the previous four steps, the other party may still refuse to come to agreement and try to use power to gain acceptance of their position. The strategy in this step is to educate the other party to understand the costs of no agreement as well as the benefits of reaching agreement. Questions can be used to encourage the other party to consider the impact of not reaching agreement ("what do you think will happen if we don't agree?"; "what do you think I will do?"). If this doesn't work, a description of the consequences (framed as a warning rather than a threat) could be the next step. Eventually, it may be necessary to reveal your BATNA and even to prepare to implement it. Another alternative is to involve a third party (e.g. a coalition, affected parties, constituents) to demonstrate support for or legitimize a solution, deter attacks or



promote negotiation. In pursuing this step, it is important to use power (rather than persuasion) as little as possible and to keep focusing on the benefits of agreement, remembering that the goal is mutual satisfaction rather than victory.

In addition to the book's many rich ideas, practical suggestions, illustrative stories and nice quotes which can't be captured in a brief summary, perhaps **Getting Past No's** most important message for RWAs is to help their visitors approach conflict resolution in an indirect, non-confrontational manner, to engage in joint problem-solving to reach mutually satisfactory outcomes. "The theme throughout," Ury says, "is to treat your opponent with respect—not as an object to be pushed, but as a person to be persuaded. Rather than trying to change the other side's thinking by direct pressure, you change the environment in which they make decisions. You let them draw their own conclusions and choose for themselves. *Your goal is not to win over them, but to win them over.*" As a quotation from Italian diplomat Daniele Vare cited at the beginning of the book says, "Diplomacy is the art of letting someone else have *your way.*"

A copy of *Getting Past No* is being sent to each RWA. ■

Update on Reforms of the Conflict Resolution System

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Furthermore, there will be a significant increase in the number of Peer Review Members who are eligible to serve on panels, including more staff in the field.

- The Staff Rules for Ombuds Services and Mediation Services have been revised to provide for greater independence in the appointments to those offices. Importantly, the RWA program has been formally recognized in the Staff Rules to ensure that RWAs can provide the same confidentiality protections currently afforded by the Ombudsman. The rules for mediation have also been revised to require both parties to attend at least one mediation session.
- The Executive Directors and Board of Governors have approved a number of reforms to the Administrative Tribunal Statute and procedures to increase its independence and strengthen its credibility as an independent judicial body.
- The Ethics Office has taken over responsibility for handling almost all staff misconduct matters, except for those dealing with significant fraud or corruption, which will remain with INT.

I am also happy to report that for the first time in several years, managers to head all of the CRS and Internal Justice offices have been appointed. With these appointments and the reforms mentioned above, the Bank Group has taken a big step in investing in its conflict resolution mechanisms. This is not a superficial commitment. The CRS services are here for staff to use; they are not window dressing. The more that we can help prevent conflict and help facilitate conflict resolution, the more time our staff can spend working on the important issues such as poverty alleviation, reducing mal-

nutrition, fighting malaria, and increasing access to education.

As the Bank Group continues the decentralization of its staff, no one can play a more important role in educating country office staff about the CRS than the RWAs. RWAs are the first point of contact for the CRS, especially in the field. We are working to ensure that all of the CRS services are accessible to staff in the country offices, but we can only do that if there is sufficient information available to country office staff about our services.

We have plans to update our CRS brochure and the CRS video, and to coordinate mission travel to reach as many countries as possible in order to promote the CRS services to staff in the field. But we are not there everyday; only the RWAs are. So we will rely heavily on you to point staff in the right direction and

to provide them with the appropriate information and assurances. We cannot guarantee that every staff member will be fully satisfied with the end result if they make use of a CRS service, but we do need to ensure that every staff member has a fair opportunity to address their concerns in an appropriate manner, whether that is through the less formal avenues (Ombuds and Mediation) or the more formal channels (Peer Review and Tribunal).

I hope to meet many of you in my travels and participation in some of the RWA training programs. If you are in Washington for any reason, please feel free to contact me to discuss how the CRS is working in the country offices or send me an email sharing your thoughts on the issue. I am looking forward to our collaboration. ■

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3.1, 3.2 and 3.3 still lacks transparency, and the Bank should publish definitions for these ratings. OMB continues to believe that issuing individual electronic notices to all staff to inform them of both their SRI rating and salary increase with links to explanations of the processes would also improve transparency.

Terms of Employment. Over the last few years a trend toward a greater reliance on shorter term employment contracts has been observed. Several changes were introduced in mid 2008 to address this issue including: removing the four-year cap on term employment, extending the possible length of fixed term contracts from four to five years and limiting the number of one year extensions a VPU could make. The challenge is to utilize term contracts to meet business needs while mitigating the negative consequences of lower job security that often come with shorter term contracts. OMB believes it would be reason-

able to adopt a policy of giving fixed term staff at least three months notice if their contract is not to be renewed.

Country Office Issues. The Bank Group's dramatic decentralization has significantly changed the composition of its workforce and posed the challenge of creating respectful, ethical environments in 162 offices outside Washington, which now account for forty percent of all Bank staff. The environments in these offices are often challenging, and their small size and limited geographic coverage limit career options for locally recruited staff.

To reach out to these offices, OMB has visited 70 cities over the last five years. Among the issues raised during these visits, concerns about career development are most prominent. The most significant changes in the employment conditions of country office staff are

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likely to come from fundamental changes in the current employment and compensation models. Both Bank and IFC managements have concluded that the current models have reached the limit of their effectiveness. The proposed new arrangements being developed in consultation with the Board would eliminate the distinction between internationally recruited staff and locally recruited staff at levels GF+. The most significant developments in Bank Group offices outside Washington over the last few years have been IFC initiatives to integrate its decentralized advisory services staff better into the Corporation and strengthen its field office management.

Reform of the Conflict Resolution System/Internal Justice System (CRS/IJS).

Previous OMB reports reviewed the state of the CRS and observed that the prolonged review of the CRS, the slow progress in adopting and implementing reforms, and the absence of visible management support for the system had "caused a hiatus which has affected the system's effectiveness." Implementation of reforms has accelerated since 2008 and the main achievements include filling senior vacancies, creating an Internal Justice System Council chaired by MD Graeme Wheeler, replacing the Appeals Committee by Peer Review Services, transferring most misconduct investigations from the Institutional Integrity Vice Presidency (INT) to the Office of Ethics and Business Conduct (EBC), and enhancing the independence of the World Bank Administrative Tribunal (WBAT). The reformed system is called the Internal Justice System (IJS). A new whistleblower policy was also introduced last year under Staff Rule 8.02 specifying the protections against retaliation for those wishing to utilize any IJS service. ■

HIV in the Workplace

By Ivena K. John



HIV and AIDS profoundly disrupts the economic and social basis of families by threatening the livelihoods of many workers and those who depend on them. It mainly affects people in their most productive ages of between 20 and 49 years. Companies have felt the loss of tremendous talent since the epidemic began. Coworkers have grieved the loss of many colleagues, family members and friends. Unwarranted fear and ignorance of the disease have caused discrimination against people living with and affected by HIV and AIDS and disrupted work and employee productivity at a time when the competitive global market-place demands total efficiency and outstanding performance.

The World Bank Group is not immune to the realities of HIV.

HSD has estimated that at least 600 staff/dependents worldwide are HIV-positive, but only a small fraction of those are currently using WBG resources or available health care benefits to fight the disease. The perception of many is that HIV is only an issue for those living and working in developing countries, when in fact, the HIV prevalence rate in Washington DC is higher



than many countries in Africa—the continent hardest hit by HIV.

HIV challenges each of us to look at our own lives to see where we can make a difference, and one powerful way we can do that is by keeping this momentum going, and by contributing to a respectful workplace free from HIV-related stigma and discrimination.

Ask yourself the following:

- how can I contribute to this positive momentum and to keeping this conversation going;
- what can I do to contribute to a respectful, inviting work environment where Bank staff feel safe in coming forward to get the help they need for HIV-related issues;
- how can we create an environment where there is a balance between openness and confidentiality?

For more information please visit <http://hivworkplace>

For general inquiries please send an email to AIDSWORKPLACE-ADMIN in lotus notes. ■

In Memory of Neta Mulenga Walima



We were saddened to hear about the death of Neta Mulenga Walima, RWA in the Zambia office, in September. Neta joined the Bank Group in 2002 and was selected as RWA in June 2004. Her service as RWA is greatly appreciated and is a reflection of her kind, gentle spirit. Neta was known for her welcoming nature and willingness to always help others. Our thoughts and sympathy are with her family, friends and colleagues. She will be remembered and missed by all who knew her.