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Series: Meeting and event briefing materials

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THE WORLD BANK

Washington, D.C.

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Washington DC 20433

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PUBLIC DISCLOSURE AUTHORIZED

Town Hall Meeting

Wednesday, October 8, 1997

3:00 - 4:30 p.m.

MC 12 Floor Atrium

DECLASSIFIED
WITH RESTRICTIONS
WBG Archives



President Wolfensohn - Briefings Books for Presidents Meetings - Meeting Materials
Communications with Staff - Town Hall Meeting - October 8, 1997

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Archive Management for the President's Office

Document Log

Reference # : Archive-01775

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A. CLASSIFICATION

☒ Meeting Material
☐ Trips
☐ Speeches

☐ Annual Meetings
☐ Corporate Management
☒ Communications with Staff

☐ Phone Logs
☐ Calendar
☐ Press Clippings/Photos

☐ JDW Transcripts
☐ Social Events
☐ Other

B. SUBJECT: TOWN HALL MEETING (B) (N) (Confirmed) // VENUE: MC12 FLOOR ATRIUM // CONTACT: RACHEL WEAVING (MMB) @ 31719 // @ 31710 PATRICIA OVEREND // NOTE: BOOKING OF ROOM AND NOTICE TO VPS HANDLED BY EXT // (B) SPEAKING POINTS - CAROLINE ANSTEY // EXC: CAROLINE // ALI (7/21) // LFG (9/26)

DATE: 10/08/97

Brief Includes:

- Cover Note from Caroline Anstey
- Talking Points
- Sample of the Staff Survey
- Addendum from Caroline Anstey
- JDW note on Cost Effectiveness Review

C. VPU

Corporate

☐ CTR
☐ EXT
☐ LEG
☐ MPS
☐ OED
☐ SEC/Board
☐ TRE

Regional

☐ AFR
☐ EAP
☐ ECA
☐ LAC
☐ MNA
☐ SAS

Central

☐ CFS
☐ DEC
☐ ESD
☐ FPD
☐ FPR
☐ HRO

Affiliates

☐ GEF
☐ ICSID
☐ IFC
☐ Inspection Panel
☐ Kennedy Center
☐ MIGA

D. EXTERNAL PARTNER

☐ IMF
☐ UN
☐ MDB/Other IO
☐ NGO
☐ Private Sector

☐ Part I
☐ Part II
☐ Other

E. COMMENTS:

Townhall - Addendum

JDW:

I am attaching the note on the Cost Effectiveness Review which Sven and Mark Baird feel could form the basis of your comments. The point to emphasize is the **big picture** - i.e. that what we have before us is an unprecedented opportunity not only to realize the specific savings that are required **but to build a more cost-conscious and effective global development institutions for the next century.**

You should also mention that there will be a Townhall on this on October 31st, right after the Board meeting the day before.

On Personnel policy:

A series of focus groups are beginning this week and there will be an Open Forum on 6th November. As you know the paper is also up on the Web.

In all these matters we want to be as consultative and inclusionary as possible. Sven will be hosting a series of townhalls and open fora.



Record Removal Notice

File Title President Wolfensohn - Briefing Book for President's Meetings and Events - Communications with Staff - Town Hall Meeting - October 8, 1997		Barcode No. 30488625		
Document Date 8 October 1997	Document Type Letter			
Correspondents / Participants To: The Executive Directors From: James D. Wolfensohn, President				
Subject / Title The Cost-Effectiveness Review				
Exception(s)				
Additional Comments Declassification review of this record may be initiated upon request.		The item(s) identified above has/have been removed in accordance with The World Bank Policy on Access to Information or other disclosure policies of the World Bank Group. <table border="1"><tr><td>Withdrawn by Diego Hernández</td><td>Date July 24, 2025</td></tr></table>	Withdrawn by Diego Hernández	Date July 24, 2025
Withdrawn by Diego Hernández	Date July 24, 2025			

James D. Wolfensohn
Remarks for Townhall Meeting
October 8th 1997

Hong Kong a great and resounding success:

MIGA capital increase

HIPC - contributions to the Trust fund from Indonesia, Sweden, Belgium, Spain, Portugal.

Corruption - 12 months ago first mentioned. This year the central issue on the development Ctte agenda.

Infrastructure financing - clear support for the Bank's Action Plan

Financial sector reform - clear support for Bank's role in systemic reform, not just in middle income countries, but financial sector development in low income countries.

Seminar program - yes the showmanship of Mahathir, Soros, but also the presentations by Zhu Rongji, D. C. Tung and many others.

Internal Renewal - the great unspoken story. Very strong Ministerial support for the direction the Bank is taking.

Meetings with the African and LAC Governors (el Nino; capacity building)

The Speech - the Challenge of Inclusion. If you haven't read it, then I urge you to do so. Sets out the strategic agenda before us. Delighted that it received such overwhelming support. Clearly underlines the focus on poverty and the need to bring the excluded, the marginalized and the oppressed into the economic mainstream across and within countries.

To do this we need to be much more selective and more strategic, focusing on **results, impact and sustainability.** Need that **quantum leap** that will allow us to **scale-up and hit hard on the key pressure points for change** - human and social development, infrastructure, rural development and the environment, and private and financial sector development. Need to move away from focusing exclusively on projects and look at national and regional strategies. And we need to commit for the long haul.

Last but not least, we need to acquire a sense of **urgency.** With every year that passes the challenge grows. With population growing at 80 million a year by 2020 there could be 5 million living on less than \$2 a day.....

Within the Bank we now **need to flesh out what the Challenge of Inclusion means for us** - our work programs and our budgetary processes - how we can make the biggest difference for the biggest number of people.

And we need to do it in an inclusionary and participatory way - hopes that through the year we can discuss openly and constructively what are the regional and sectoral implications - **strategic**

forum in January; next steps in the renewal agenda: **improving our service to clients; scorecard; cost effectiveness, human resource reform.**

(On Cost Effectiveness, you should emphasize the **big picture** -i.e. that what we have before us is an unprecedented opportunity not only to realize the specific savings that are required **but to build a more cost-conscious and effective global development institutions for the next century.**

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We also need to look at how we can scale-up in terms of our work in the financial sector, move ahead on corruption, expand rural development. And begin to approach evaluation systemically - not asking does this project or that project work? But what has been our effect on the health sector in Zambia, or on education in Burkina Faso? How much have we contributed to poverty reduction? These are much more difficult questions to answer but they are the right ones to ask.

Need to look seriously at issues of staff morale. Low morale at this point in a change process is to be expected. I believe that we have turned the corner. But if the Staff Association and others in the Bank truly believe that we have something more than a temporary by-product of change, then we need to look very seriously at this issue.

We need to learn the lessons of inclusion at home. Building teams that invite people in, not seek to divide or exclude. And we need to be gentler with one another. We need to remember that we are all on the same side; part of the same endeavor. And if it is the case that some of the reforms have made daily life more difficult, we need to look seriously at those issues too - trying to brainstorm to problem-solve issues at all levels. I can come in and help on this. But you all also have to sit down together and work to make the processes more manageable.

I have said right along that this has not been change for change's sake. Last March we got unanimous support from our shareholders for the Strategic Compact; last month in Hong Kong we got overwhelming support for why we have to change - for the challenge ahead, and for the Bank's pivotal role in meeting that challenge.

Now we have to get the job done. I see my own main challenge now as the internal leadership of the Bank. Believe you (JDW) have your hands firmly on the reins and also on the pulse of the Bank. Convey a strong sense that you are in touch and in charge.

Explain that while you are considering cutting back your travel to permit you to be more of a hands-on leader, your involvement does not let staff off the hook. That is, while you set the direction, vision, values for the Bank, staff cannot look to you to solve all problems; to make the renewal work depends on each one of us accepting personal responsibility.

Big thank you to Joint Secretariat staff for all their hard work, and to all staff across the Bank Group. **Proud to have been their President speaking for them**, and for the immense personal dedication and sacrifice so many staff have made over the last year. As you said in Hong Kong, **we have the best development team that exists.**

We stand on the verge of making it happen. If we can hold fast to the dream and not lose our nerve, if we can raise our sights and our game, if we can scale-up and make that quantum leap, we will make that real difference and leave our world a better place for all our children.

Anstey
10/7/97

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October 8th 1997

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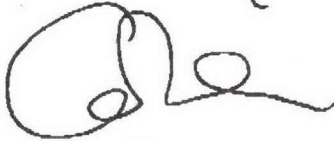
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Andy
10/7/96

JDW:

Herewith some talking points for tomorrow's townhall. I have just been handed a copy of the Staff Survey which I am also faxing.

A handwritten signature in black ink, appearing to be 'Caroline', with a large loop at the start and a trailing flourish.

Caroline

Page 1 of 11

Strongly Disagree
Disagree
Neither Agree nor Disagree
Agree
Strongly Agree

Morale

85. My morale at work is high ☐ ☐ ☐ ☐ ☐
86. The World Bank Group is a good place to work compared with other organizations ☐ ☐ ☐ ☐ ☐
87. If I have my own way, I will be working at the World Bank Group five years from now (Please leave this blank if you expect to retire.) ☐ ☐ ☐ ☐ ☐

Looking Ahead

88. What other actions are needed to improve internal organization in the next six months? (attach additional sheets if necessary)

Background Information

This survey has been prepared for each Vice Presidency. The following questions will help analyze, and follow up on, responses more thoroughly. This information is completely confidential and will not be used to identify any individual. It is purely voluntary.

89. What is your appointment type?

☐ Regular
☐ Fixed-Term
☐ Long-term contract (contract of 6 months or more)
☐ Long-term temporary (contract of 6 months or more)
☐ Other

90. What is your grade level?

☐ 11-17
☐ 18-20
☐ 21-25
☐ 26 and above
☐ Other

91. I am:

☐ Female
☐ Male

92. Are you in any of the following Networks? (Choose the one that fits best.)

☐ ESSD (Environmentally and Socially Sustainable Development)
☐ FPSI (Finance, Private Sector Development, and Infrastructure)
☐ HD (Human Development)
☐ PREM (Poverty Reduction and Economic Management)
☐ Operational Core Services
☐ Information Solutions
☐ I am not in any Network
☐ I don't know if I am in a Network

93. I work primarily with (select one only):

☐ External clients
☐ Internal clients

94. I am:

☐ Headquarters staff
☐ National staff

Thank you for your participation in this important survey.

Strongly Disagree
Disagree
Neither Agree nor Disagree
Agree
Strongly Agree

Innovation, Teamwork, Openness

67. I feel encouraged to find new and better ways of doing things (A) (B) (N) (D) (S)
68. I feel free to take informed risks in doing my work (A) (B) (N) (D) (S)
69. Teamwork has increased in my work unit (A) (B) (N) (D) (S)
70. Teamwork is rewarded in my work unit (A) (B) (N) (D) (S)
71. Best practices are widely shared among colleagues (A) (B) (N) (D) (S)
72. The Institution supports honesty and truthfulness in the work place (A) (B) (N) (D) (S)
73. My manager encourages open and honest discussion (A) (B) (N) (D) (S)
74. My manager consults me on matters concerning me (A) (B) (N) (D) (S)
75. My manager gives my views serious consideration (A) (B) (N) (D) (S)
76. Describe practices that encourage teamwork.

Strongly Disagree
Disagree
Neither Agree nor Disagree
Agree
Strongly Agree

Fairness

77. The Institution treats me fairly (A) (B) (N) (D) (S)
78. In the last year, I have been receiving continuous and candid feedback on my work (A) (B) (N) (D) (S)
79. Women are treated fairly in the work environment (A) (B) (N) (D) (S)
80. The Institution is successful in ensuring a highly diverse staff (A) (B) (N) (D) (S)
81. Within the past two years, in the course of performing your duties for the World Bank Group, how often have you personally experienced any unwelcome sexual attention (e.g., comments, suggestions, advances).
- ☐ Never
☐ Once or twice
☐ More than twice
82. How often has any of this unwelcome attention been tied specifically to your career prospects or employment conditions?
- ☐ Never
☐ Once or twice
☐ More than twice
83. If you have experienced any form of unwelcome sexual attention, did you seek help (e.g. from a local harassment adviser, Human Resources Counselor, Ethics Office, Ombudsman)?
- ☐ Yes
☐ No
84. The Institution is serious about dealing with:
- a) Sexual harassment (A) (B) (N) (D) (S)
- b) Gender discrimination (A) (B) (N) (D) (S)
- c) Nationality discrimination (A) (B) (N) (D) (S)
- d) Sexual orientation discrimination (A) (B) (N) (D) (S)

Strongly Disagree
Disagree
Neither Agree nor Disagree
Agree
Strongly Agree

Strongly Disagree
Disagree
Neither Agree nor Disagree
Agree
Strongly Agree

Higher-Quality Results

48. I am able to get the knowledge and information I need to do my job (A) (B) (C) (D) (E)
49. I experience pressure from my managers to cut corners and compromise quality (A) (B) (C) (D) (E)

Cost-Effectiveness

In the last year:

50. I have spent less time on internal processes (A) (B) (C) (D) (E)
51. I have been getting more tools and resources to do my job (A) (B) (C) (D) (E)
52. My work group has found ways to do things more efficiently and effectively .. (A) (B) (C) (D) (E)
53. If so, what has worked best?

Professional and Managerial Excellence

54. The new management selection process is open and objective (A) (B) (C) (D) (E)
55. My affiliation with a network has started to improve the technical quality of my work (A) (B) (C) (D) (E)
56. The Institution has the right skills to begin the next century (A) (B) (C) (D) (E)
57. My opportunities for training have increased (A) (B) (C) (D) (E)

Strongly Disagree
Disagree
Neither Agree nor Disagree
Agree
Strongly Agree

58. I have created my own opportunities to enhance my skills. (A) (B) (C) (D) (E)
59. My manager has given me the time to take full advantage of these opportunities (A) (B) (C) (D) (E)
60. If you did not agree with question 59, please explain.

PART 3 - Strengthening Our Values

Strongly Disagree
Disagree
Neither Agree nor Disagree
Agree
Strongly Agree

Leadership

61. Senior management's actions are consistent with the changes being promoted (A) (B) (C) (D) (E)
62. My Vice President's actions are consistent with the changes being promoted (A) (B) (C) (D) (E)
63. My immediate manager's actions are consistent with the changes being promoted (A) (B) (C) (D) (E)
64. Senior management is effective in implementing these changes (A) (B) (C) (D) (E)
65. My Vice President is effective in implementing these changes (A) (B) (C) (D) (E)
66. My immediate manager is effective in implementing these changes (A) (B) (C) (D) (E)

PART 2 - Changing the World Bank Group

Strongly Disagree
Disagree
Neither Agree nor Disagree
Agree
Strongly Agree

Understanding and Achieving Change

34. I understand what the major changes in the Institution are intended to achieve. ☐ ☐ ☐ ☐ ☐
35. The priorities reflected in the Strategic Compact (e.g., social and rural development, financial sector, and corruption) are the right ones. ☐ ☐ ☐ ☐ ☐
36. What more can be done to make our services to member countries focused and effective?

37. The following changes will have a positive impact on the Institution in the next 12 months:

- a) New management selection procedures ☐ ☐ ☐ ☐ ☐
- b) Delaying of management ☐ ☐ ☐ ☐ ☐
- c) Streamlined project review procedures ☐ ☐ ☐ ☐ ☐
- d) Decentralization to field offices ☐ ☐ ☐ ☐ ☐
- e) Increased training resources ☐ ☐ ☐ ☐ ☐

38. These changes are already improving my ability to work effectively ☐ ☐ ☐ ☐ ☐

39. All things considered, these changes are being implemented reasonably well. ☐ ☐ ☐ ☐ ☐

40. In the next six months, what will you do to support these changes?

41. The following have been helpful to me in understanding major changes underway in the Institution:

Strongly Disagree
Disagree
Neither Agree nor Disagree
Agree
Strongly Agree

- a) Mr. Wolfensohn's meetings with managers and staff (i.e., transcripts/videos) ☐ ☐ ☐ ☐ ☐
- b) Senior management's written messages or e-mail ☐ ☐ ☐ ☐ ☐
- c) Informal Meetings with Senior Management (e.g., "coffees," breakfasts) ☐ ☐ ☐ ☐ ☐
- d) Formal meetings (e.g., "Town Hall Meetings") ☐ ☐ ☐ ☐ ☐
- e) Briefings from my immediate manager ☐ ☐ ☐ ☐ ☐
- f) "Bank's World" ☐ ☐ ☐ ☐ ☐
- g) Staff Association Newsletter ☐ ☐ ☐ ☐ ☐
- h) Country/Area websites ☐ ☐ ☐ ☐ ☐
- i) Informal sources ("grapevine") ☐ ☐ ☐ ☐ ☐

Serving Clients/Building Partnerships

42. In the last two years, external perceptions of the Bank Group have improved. ☐ ☐ ☐ ☐ ☐

In the last year:

43. I have spent more time serving clients. ☐ ☐ ☐ ☐ ☐

44. My unit has responded well to client needs ☐ ☐ ☐ ☐ ☐

45. My working relationships with external partners have become stronger. ☐ ☐ ☐ ☐ ☐

46. I have been able to share the best global knowledge and expertise about development with our clients and partners ☐ ☐ ☐ ☐ ☐

47. How is your group giving more attention to clients?

20. To what extent do you believe that career development decisions (e.g., promotions, reassignments) are made on an objective job-related basis?

Not at All ① ② ③ ④ ⑤ ⑥ Very Large Extent

21. How satisfied are you with your opportunities to move into different areas of the Institution to broaden your experience?

Very Dissatisfied ① ② ③ ④ ⑤ ⑥ Very Satisfied

Work & Family Life

22. How much pressure do you feel in your job?

Very Little ① ② ③ ④ ⑤ ⑥ A Great Deal

23. How reasonable is the amount of work that you are expected to do?

Very Unreasonable ① ② ③ ④ ⑤ ⑥ Very Reasonable

24. Problems at work make it hard for me to relax and unwind after working hours.

Strongly Disagree ① ② ③ ④ ⑤ ⑥

Strongly Agree

25. To what extent are your work duties disruptive to the time you have available to be with your family or personal friends?

Very Small Extent ① ② ③ ④ ⑤ ⑥

Very Large Extent

- 26a. I am an AWS participant.

① Yes ② No

- 26b. My unit is an AWS participant.

① Yes ② No

- 26c. Participation in the Alternative Work Schedule Program (AWS) has:

- i) reduced my stress

Strongly Disagree ① ② ③ ④ ⑤ ⑥

Strongly Agree

- ii) helped me meet my personal and family commitments

Strongly Disagree ① ② ③ ④ ⑤ ⑥

Strongly Agree

- iii) made it more difficult for my work unit to respond to clients promptly and professionally

Strongly Disagree ① ② ③ ④ ⑤ ⑥

Strongly Agree

- iv) been misused by many staff

Strongly Disagree ① ② ③ ④ ⑤ ⑥

Strongly Agree

27. Have you, in your work for the Institution, experienced pressures which have harmed your health?

Not at all ① ② ③ ④ ⑤ ⑥ Very Great Extent

28. How much does the Staff Association contribute through its activities to improving the quality of working life for staff in the Institution?

Very Little ① ② ③ ④ ⑤ ⑥ A Great Deal

Satisfaction With the Work Itself

29. How satisfied are you with the extent to which your work gives you a feeling of contributing to the Institution's overall mission?

Very Dissatisfied ① ② ③ ④ ⑤ ⑥ Very Satisfied

- To what extent does your work give you a feeling of personal accomplishment?

Very Small Extent ① ② ③ ④ ⑤ ⑥

Very Large Extent

31. How much opportunity does your job give you to use your experience, skills and training?

Very Little ① ② ③ ④ ⑤ ⑥ A Great Deal

32. To what extent do you enjoy your work?

Very Small Extent ① ② ③ ④ ⑤ ⑥

Very Large Extent

33. Considering everything, how would you rate your overall satisfaction with the Institution at the present time?

Very Dissatisfied ① ② ③ ④ ⑤ ⑥

Very Satisfied

Work Group Effectiveness

Very Small ① ② ③ ④ ⑤ ⑥ **Very Large**
Extent **Extent**

Very Small ① ② ③ ④ ⑤ ⑥ Very Large
Extent Extent

Very Dissatisfied ① ② ③ ④ ⑤ ⑥ Very Satisfied

Very Dissatisfied ① ② ③ ④ ⑤ ⑥ Very Satisfied

Career Development

Very Inconsistently ① ② ③ ④ ⑤ ⑥ Very Consistently

Not at all Helpful ① ② ③ ④ ⑤ ⑥ Very Helpful

Not at all Helpful ① ② ③ ④ ⑤ ⑥ Very Helpful

Not at All ☐ 1 ☐ 2 ☒ 3 ☐ 4 ☐ 5 ☐ 6 Very Large Extent

INTRODUCTION

Thank you for taking the time to complete this questionnaire. It should take 20 - 30 minutes. Please be candid. If a question does not apply to you, or if you have no opinion, feel free to leave it blank and go on to the next item.

The survey has three parts:

- Part 1 Overall Assessment of the Institution** -- This part assesses the overall state of the organization. It contains questions which have been asked in every Bank Group survey since 1982 and will allow us to track developments since the last survey in 1993.
- Part 2 Changing the World Bank Group** -- This part assesses your understanding of the Guiding Principles of Change (issued in 1996) and the Strategic Compact (approved in March 1997). It also seeks your views on the progress achieved in changing our structures and processes during the last year.
- Part 3 Strengthening Our Values** -- This part assesses what has been done to promote better values and behaviors in the organization.

HOW TO MARK THE SURVEY

This form is designed to be scored by machine. Please help us as follows:

- Use only black or blue pen or pencil
- Make dark marks that fill the oval.
- If you wish to change an answer, erase cleanly if you use pencil. If you use pen, place an "X" over the first mark and fill in the oval for your preferred answer
- Make no stray marks of any kind.

EXAMPLE

Correct	Incorrect
○ ○ ● ○	X ○ ● X

Please note the following definitions:

→ "Institution" refers to the World Bank Group.

↓ "Senior Management" refers to the President, Managing Directors, Senior Vice Presidents and Executive Vice Presidents (IFC/MIGA).

Completed questionnaires must be mailed directly to the external contractor who will process the data. Therefore, when you finish, please seal your survey in the envelope provided and drop in any U.S. mailbox or, for field offices, World Bank Group pouch, as soon as possible, but no later than November 7, 1997.

IF YOU HAVE QUESTIONS, PLEASE CALL THE SURVEY HOTLINE EXT. 81555.

PART 1 - Overall Assessment of the Institution

Clarity/Acceptance of Institution's Goals

1. How clearly defined are the Institution's overall goals?

Not at all Clearly ① ② ③ ④ ⑤ ⑥ Very Clearly

2. How closely do you agree with the Institution's overall goals, as you understand them?

Not at all Closely ① ② ③ ④ ⑤ ⑥ Very Closely

3. How effectively are the Institution's overall goals communicated internally?

Very Ineffectively ① ② ③ ④ ⑤ ⑥ Very Effectively



The World Bank Group Staff Survey 1997

Part 1 Overall Assessment of the Institution

Part 2 Changing the World Bank Group

1. -----
- Strongly Agree _____
- Agree _____
- Neither Agree nor Disagree _____
- Disagree _____
- Strongly Disagree _____

Part 3 Strengthening our Values

Other

DO NOT WRITE IN THIS SHADED AREA

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