



DIVERSITY | ANNUAL REPORT

07



Diversity Council and
Diversity Advisor
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Diversity and Inclusion ...



Diversity Annual Report 2007

Diversity Council

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Executive Summary

The dynamic changes brought about by globalization require fluidity and adaptability within the International Monetary Fund for it to maintain legitimacy. The data reflect that there is not much diverse representation at the top ranks of the Fund. There is insufficient representation of diversity at the B4 level with no nationals from Africa or any of the Transition Countries. The B5 or Department Head level is more diverse but there is no national from the Arab countries, East Asia, or Transition Countries. At the lower professional levels, the aimed-for 40/60 split between developing and industrial country nationals is better than that at the B1–B4 levels for both the economist and specialized career streams. Certain geographical regions and countries are overrepresented in the key senior decision-making positions. There is decreased representation of women at the levels where the strategic directions of the institution are determined.

Promoting diversity as a change management process is everybody's business. Diversity is about inclusion and leveling the playing field. This is good for everyone because it optimizes our potential as an international institution, and it renders us more effective in our overall purpose. This message has been a constant during the Fund's Downsizing Exercise in 2008.

While this is the CY 2007 Annual report, its publication date coincides with the decisions involved in reducing the size of the Fund's staff as a result of the 2008 downsizing exercise. The Fund's Diversity Council has been cautiously optimistic that the diversity objectives of the Fund will be upheld. The Diversity Council working in conjunction with Management has established a preliminary foundation upon which to build. Looking forward, an analysis of the outcome of the downsizing process and its impact on the Fund's diversity objectives will be presented in the 2008 Annual Diversity Report, when all available data have been received for analysis. Such an analysis will not only consider numerical data on diversity pre- and post the downsizing, but will also assess the degree to which the diversity objectives influenced decision-making on both the organizational and individual staffing levels. The goal will be to articulate the lessons to be learnt as the Fund moves forward with its diversity objectives. The Diversity Council's Statement on Downsizing issued in January 2008 cautioned that equitable and fair treatment

must occur for all staff. The accomplishments of the previous year provided a foundation for improved decision-making on diversity issues.

The last five years' data still reflect recruitment practices in opposition to the stated diversity goals and benchmarks. Overall for both career streams, between 2003 and 2007, no B level staff have been recruited from the four regions of Africa, the Middle East, Transition Countries, and Other Western Hemisphere.

At a seminar hosted by the Diversity Office on "How Top Organizations Achieve Gender Equity," in 2007 six factors were identified as ways to help advance women into senior positions: political will; accountability; an articulated business case; integration of diversity into the business strategy, processes, and culture; strong senior management support; and rapid development of the diversity pipeline. To improve its diversity, the Fund must further leverage and integrate these six factors into its organizational culture.

Geographic and gender representation among staff are the two focal points of the Diversity Strategy and the 2003 Enhanced Diversity Action Plan (EDAP). Seven benchmarks had been set. The Fund has achieved one of its seven benchmarks: the representation of staff members from developing countries and countries in transition (40 percent). Those not yet achieved include increasing representation of staff from underrepresented regions—Sub-Saharan Africa, East Asia, the Middle East, and Transition Countries—and the number of women in senior positions.

There is a significant shortfall of senior women at the B level, particularly in the economist stream (11.5 percent). The share of women in the specialized career stream is 31.9 percent, and reached the Fund's benchmark in 2006. With the Fund's current recruitment and promotion practices, we will be far from reaching our diversity benchmarks by 2010 let alone in 2008.

Significant inroads have been made in addressing the six recommendations of the most recent (2004) Diversity Annual Report. First **Management** has been **visibly engaged** on diversity matters. Second, the Diversity Council has developed a **Fund-wide Diversity Strategy**. Third, diversity management competencies for the Annual Performance Review (APR) are being researched by the Diversity Advisor to improve

incentivized accountability. Fourth, a diversity training program on “Promoting a Respectful Environment” was conducted in 2006 to raise diversity **awareness and build skills.** Fifth, a survey including collection of data on racial and ethnic origin and identity will be completed by the end of 2008 to help inform ways to promote **inclusion and equity.** Finally, a Diversity Scorecard will be developed to improve frequent and transparent diversity **monitoring.**

The Fund’s Diversity Statement has both a vision and a rationale. It addresses the why/what/how of the business case for diversity at the Fund.

The IMF’s Diversity Strategy has 4 goals and several proposed actions designed to accomplish each. The four goals are to (i) increase the share of underrepresented groups; (ii) provide a level playing field to all; (iii) convince the Fund membership that their diversity concerns are being addressed; and (iv) achieve full buy-in to diversity objectives and strategies. The Strategy provides guidelines on the behavioral implications each goal and attendant proposed actions have for top managers, other managers, departmental Diversity Reference Groups (DRGs), and individual staff.

The Fund’s diversity strategy model consists of six pillars. Three of them—recruitment, retention, and development of qualified diverse leaders—focus on the demographic representation of staff at the Fund. Two pillars address accountability and transparency: measuring and monitoring diversity compliance and the success of diversity initiatives. The last pillar is about membership satisfaction with our diversity efforts.

As a result of a Diversity Council recommendation, a new diversity infrastructure has been established consisting of eighteen departmental DRGs that comprise 6.9 percent of the staff complement. This infrastructure represents the most staff ever formally actively engaged in the diversity agenda in the history of the institution. DRGs are generally diverse across grade levels, functional areas, and gender. Their purpose is to join forces with their respective senior management teams’ and assist with the implementation of the Fund-wide Diversity Strategy within their departments. The kick-off **DRG conference in June 2007** produced a set of shared diversity values. A Fund-wide group of DRG representatives then distilled those values to five core values—respect, fairness, inclusiveness, equal

opportunity, and transparency; defined them, and submitted them for approval by the Diversity Council in August.

The Office of the Managing Director (OMD) charged the Diversity Office to report on the status of women and to establish a Gender Working Group (GWG). This was done in February 2007 and the GWG is currently investigating the effects of recruitment, promotion, and work environment factors on women at the Fund.

It has been concluded that for the rapid diversity changes needed, far greater numbers of women and staff from underrepresented geographic regions need to be promoted into senior decision-making positions.

Nine recommendations have been put forward: (i) The Diversity Scorecard will be built to monitor progress towards the realization of the Fund-wide Diversity Strategy by departments; (ii) transparency should become an operating principle as stated in the Shared Diversity Values to obtain stakeholder buy-in (iii) the coupling of fair treatment for all staff with the Fund’s relevance and legitimacy should prevail as reflected in the Council’s Statement on Downsizing; (iv) career development will have to be targeted to provide all staff including women and staff from underrepresented diverse regions more opportunities for advancement; (v) systems with checks and balances need to be adopted to ensure equitable treatment and opportunities (vi) The Fund’s recruitment and promotion practices need to shift and align to its new Diversity Strategy so that more diverse candidates from underrepresented regions can advance from the professional ranks and into B-levels. Also the Diversity Council should have regular and direct contact with the Review Committee and the Senior Review Committee to encourage desired changes; (vii) DRGs should be actively engaged and supported by their departmental senior management team in order to realize the Fund-wide Diversity Strategy (viii) DRGs must assist their department’s senior management teams to implement the agreed upon work program; (ix) whilst all training must be available in a non-discriminatory way, managers must specifically be trained to be more sensitive to managing diverse staff and to achieving the Fund’s diversity goals.

Foreword from the Diversity Advisor

As the Fund's new Diversity Advisor, my inheritance is both rich and complex in its challenges. In obvious as well as more subtle ways, the Fund's wealth lies in its staff's professionalism and rigor. The Fund's reputation as a world expert in macroeconomics is well established and highly regarded, but we cannot afford to become complacent in a constantly changing environment. The Fund's many praiseworthy accomplishments are directly attributable to its staff and institutional operations. Staff of all nationalities, without exception, are analytical, articulate, conscientious, and responsive at every level. The dynamic changes brought about by globalization require adaptability within the organization for it to maintain legitimacy. So I gladly inherit the excellence of the Fund's reputation and encourage it to take those attributes forward as an institution.

As an international organization, the Fund is committed to diversity and inclusion at every level as stipulated in the Articles of Agreement. The Diversity Council was formed to formulate diversity goals and to discuss and develop strategies to implement these goals. This report's objective is to present data on the current state of diversity and its development over time and to make recommendations to narrow the gap between the diversity status quo and the Fund's diversity goals.

The data reflect that diversity diminishes in the top ranks of the Fund. Certain geographical regions and English-speaking industrialized countries are overrepresented in the key decision-making positions: Division Chiefs, Senior Personnel Managers (SPMs), and Department Heads (Table A). Similarly, there is less representation of women at the levels where the strategic directions of the institution are determined.

Diversity as a change management process is everybody's business, and I am pleased that my first year has seen the successful proliferation of a diversity infrastructure that has galvanized almost 200 staff members in pursuit of a constructive diversity agenda. While any kind of change management process may generate discomfort or unease for some, I am sure that we all will come to the understanding that diversity is about inclusion and leveling of the playing field. This is good for everyone because it optimizes our potential as

an international institution and improves our representative profile, making us credible and accountable to those we aim to serve—our membership.

Table A. The Fund's Human Resources Management Profile: 2000, 2004, 2007

	Total	Women		English-speaking Industrial Countries ¹		Developing Countries	
	#	#	%	#	%	#	%
Department Heads at B5²							
2000	18	2	11.1	9	50.0	4	22.2
2004	19	1	5.3	8	42.1	7	36.8
2007	22	1	4.5	10	45.5	5	22.7
SPMs³							
2000	19	2	10.5	8	42.1	6	31.6
2004	19	5	26.3	8	42.1	6	31.6
2007	20	6	30.0	12	60.0	2	10.0
Division Chiefs							
2000	96	17	17.7	53	55.2	21	21.9
2004	103	19	18.4	46	44.7	28	27.2
2007	108	23	21.3	48	44.4	27	25.0

Source: PeopleSoft HRMS; Report ID: STFA14B5 and DPT_HEAD.

¹ English-speaking Industrial Countries include: Australia, Canada, Ireland, New Zealand, United Kingdom, and United States.

² There is no Department Head for OMD.

³ The official function of SPM started in September 1991.

Several initiatives have been introduced during the past 12 months to advance the diversity agenda. The Diversity Council, established in August 2006, completed the drafting of a Fund-wide Diversity Strategy in January 2007. Broadly, our approach has been to arrive at a Diversity Strategy through a consensus-based and consultative process. First, we made sure that we have a broadly functionally representative executive Diversity Council, tasked with developing a Fund-wide diversity strategy. Second, we solicited the input of Department Heads, Executive Directors (EDs), underrepresented regional groups of economists, and the special interest group, GLOBE¹, before launching the resultant Diversity Strategy to all Diversity Reference Group members at the Annual Diversity & Inclusion conference held at the Fund on June 28, 2007. This was done to further ensure ownership and buy-in for the diversity strategy from all major stakeholders. All that remains now is to launch the diversity strategy to the Fund staff through a town hall gathering, mass communications, and subsequent smaller departmental initiatives.

Demonstrated leadership on the diversity issue has been encouraging. At times the former Managing Director, Mr. Rodrigo de Rato, and the FDMD, Mr. John Lipsky, have individually worked closely and visited with the Council on some of their proposed actions for

¹ GLOBE, IMF Club of Gays, Lesbians or Bisexual Employees.

improving diversity. For example, on one such occasion, we analyzed the compositions of committees, taskforces, and working groups, and found them insufficiently representative. Management agreed to ensure that from now on, at least one-third of the members of all Fund committees and taskforces or working groups going forward will include women and/or staff from diverse underrepresented regions.

The Fund's new Managing Director, Mr. Dominique Strauss-Kahn, arrived at the beginning of November 2007. He has been quick to repeatedly and publicly state his support for increased diversity of nationality. During his opening remarks at the Festival of Cultures on November 29, 2007, he noted that diversity was important for the Fund community. The Managing Director has also insisted that 50 percent of all the working groups he has established be led by women.

Departmental DRGs were organized, as one of the Diversity Council's "quick wins" recommendations, in a few short months. Establishing such a diversity infrastructure, in which staff across career ladders and of all grade levels contribute throughout the institution, ensures broader inclusion and the diversity of thought and perspectives that will help the Fund come to better-informed decisions on a variety of issues.

On March 8, 2007 the Diversity Office commemorated International Women's Day with a seminar on "How Top Organizations Achieve Gender Equity." It was a successful event in bringing the Fund community together. Many issues were noted, including the dominant representation of men at the Department Head level and the dominance of women at the A1–A8 level. The latter group publicly noted that they felt unfairly treated and they voiced displeasure about the process for their group's proposed compensation package. When opening the seminar, the Managing Director (MD) stressed the importance of all aspects of diversity, including nationality. It was a very informative seminar in which the following six factors were identified as best practices for the development of diversity in general and, more specifically, the advancement of women into senior positions:

- political will,
- accountability,
- a clearly articulated business case

- integration of diversity into the business strategy, processes, and culture,
- strong senior management support for diversity initiatives, and
- fostering rapid development of the diversity pipeline.

To improve its performance on diversity the Fund must further leverage and integrate these six factors into its organizational culture.

At its first retreat on November 16, 2006, the Diversity Council decided to continue with the use of the 2003 Enhanced Diversity Action Plan (EDAP) as its framework. The plan's five-year timeline is from 2003 to 2008. Its geographic benchmarks are eight percent for Africa, the Middle East and Transition Countries. A sixty-forty percentage split is benchmarked for industrial and developing countries. Gender benchmarks at the B level are 20 percent overall, 15–20 percent for women economists, and 35–40 percent for specialized career stream women.

The status quo of diversity at the Fund is reflected in Table A and the following diagrams. The institution has internal benchmarks as reflected in the shaded second column of numbers (Table B). These aspirations are relatively modest in comparison with similar comparator organizations (Table D with respect to female staff), yet still the Fund seems unable to achieve them.

Relative to the numerical goals set forth in the EDAP, the Fund has accomplished one of its seven benchmarks: the representation of staff members from developing countries and countries in transition (40 percent). This prescribed level was first achieved in 2006 (at 40.5 percent) and was successfully maintained this year at 40.9 percent (Table B).

Figures 1 and 2 on Geographic and Gender Benchmarks project forward three years to 2010 based on the rate of current promotion and recruitment, and reflect both our performance (blue line) as well as our benchmark indicators (red lines) since 2000. It is apparent that with our current practice of recruitment and promotion we will be far from reaching our diversity benchmarks by 2010 let alone in 2008. The only other previous success has been the representation of B-level women in the SCS in 2006.

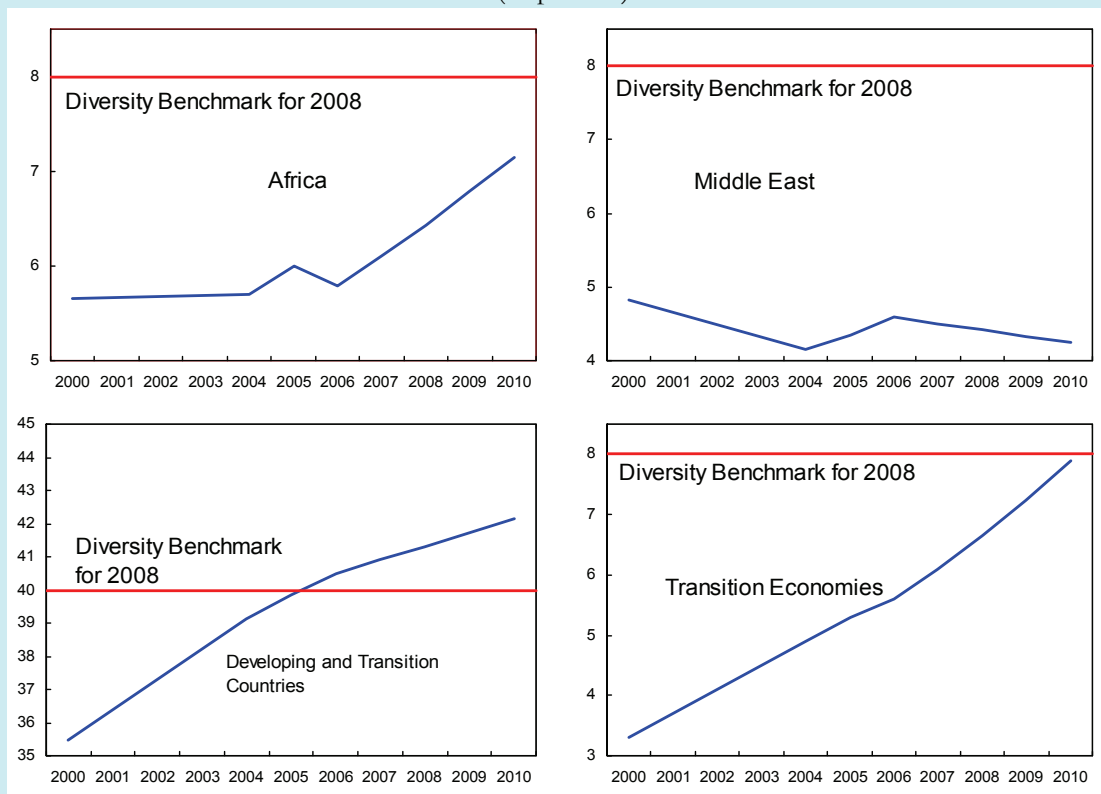
Table B. Geographic and Gender Benchmark Indicators and Staff Representation¹
In Grades A9-B5
(In percent)

	Financial Quota (as of 12/31/07)	Diversity Benchmarks for 2008	Staff Representation (A9-B5)				
			end-2003	end-2004	end-2005	end-2006	end-2007
Africa	4.2	8.0	5.7	5.8	6.0	5.8	6.1
Asia	19.0	n.a.	14.5	15.7	15.4	15.0	15.4
East Asia	14.5	n.a.	7.2	7.1	6.9	6.9	7.3
Europe	40.9	n.a.	35.0	35.0	35.6	35.7	35.5
Middle East	8.6	8.0	4.8	4.3	4.3	4.5	4.5
Western Hemisphere	27.3	n.a.	40.0	39.2	38.7	39.1	37.6
Industrial Countries	60.0	n.a.	64.5	60.3	60.2	59.5	58.0
Developing and Transition Countries	40.0	40.0	35.5	39.7	39.8	40.5	40.9
Of which: Transition Countries	7.5	8.0	3.3	5.0	5.2	5.6	6.1
Women (in percent of all B Level)							
All B-Level	n.a.	20.0	11.7	14.9	15.6	16.3	15.6
B-Level Economist	n.a.	15-20	9.2	10.6	11.3	11.6	11.5
B-Level SCS	n.a.	35-40	21.1	32.9	34.3	35.2	31.9

Source: PeopleSoft HRMS; Report DAR_007.

1/ The Enhanced Diversity Action Plan (2003) established indicators for gender and three regions (Africa, the Middle East, and Transition Economies). Geographic groupings according to the 2007 Diversity Country Groupings.

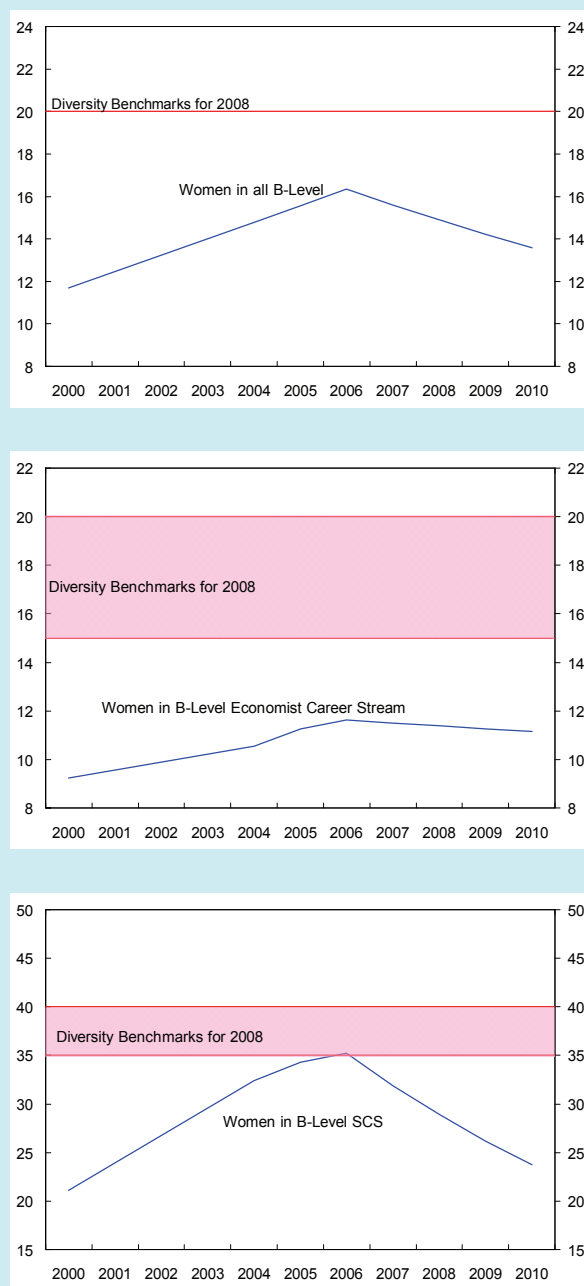
Figure 1. Geographic Benchmark Indicators and Representation in Grades A9-B5,
as of December 2007
(In percent)



Source: PeopleSoft HRMS; DAR_007.

Note: The Enhanced Diversity Action Plan (2003) established indicators for gender and three regions (Africa, the Middle East, and Transition Economies).

Figure 2: Gender Benchmark Indicators and Representation in Grades B1-B5, as of December 2007 (In percent)



Source: PeopleSoft HRMS; DAR_007.

The other six benchmarks have thus far proved elusive. The underrepresented regions identified include Africa, East Asia, the Middle East, and the Transition Countries. Over an almost four-year period the staff complement from Africa has only grown from 5.7 percent in 2003 to 6.1 percent. The East Asian staff representation was 7.2 percent in 2003 and then increased to 7.3 percent in 2007, while the region's financial quota is 14.5 percent. Middle Eastern nationals are the least represented region, well below both the financial quota and internal diversity benchmark. The highest percentage achieved was 4.8 percent in 2003, it dropped to 4.5 percent in 2007. Possible explanations for not achieving our regional benchmarks include supply constraints of high-caliber diverse staff and strong competition from other regional groups. For Middle Easterners, security concerns and political obstacles further hinder recruitment, while the rapid economic growth in East Asia provides attractive professional alternatives for staff members of that region in their home economies.

Gender representation among staff is one of the focal points of the Diversity Strategy and the EDAP. Women make up about a third of the Fund's professional staff. However, there is a significant shortfall of senior women at the B level, particularly in the economist stream (11.5 percent), where the representation of women falls far short of the internal benchmark. On the other side, the share of women in the specialized career stream is good at 31.9 percent and achieved the benchmark in 2006.

Quite simply, maintaining the status quo and carrying on with "business as usual" will not serve us or lead to success in the reasonable future.

I. INTRODUCTION

One of the conclusions made in the last Diversity Annual Report of 2004 was that "... a fresh look at the Fund's diversity approach ..." might be beneficial. This has indeed occurred. The Fund has established the first Diversity Council in its history. The Diversity Council's work will be described in more detail below. Three of its most important achievements so far have been drafting the Fund's Diversity Statement, producing a Fund-wide Diversity Strategy and establishing an institutional diversity infrastructure in the form of eighteen departmental DRGs, composed of staff at all grade levels and across career streams.

The Fund has gone through just over a decade of trying to explicitly promote diversity. As the 2004 Diversity Annual Report showed, substantial gains were accomplished, however, a lot more remains to be achieved.

II. LINKS TO THE PAST AND CONTINUITY

When one looks back over a 30 year period one can quite rightly say that the Fund has made a lot of progress in terms of the diversity of nationality and gender of its staff. Systemically as an organization the Fund has opened up. For example, initially all managers and economists were almost exclusively white males and women were only to be found in supportive roles as assistants. Now, more core professionals are women and greater numbers of diverse nationalities are being represented at more senior levels. However, in order to keep up with a dynamic global environment early gains have to be channeled into a strategy of active change management.

A. Responses to Previous Recommendations

In her Diversity Annual Report of 2004 the Diversity Advisor, Ms. Leena Lahti made *six recommendations*. The recommendations were about management engagement; the diversity strategy; accountability and incentives; awareness and skill building; inclusion and equity; plus monitoring the diversity process.

1. Management Engagement

As suggested in the previous 2004 report, management has actively engaged throughout the year on diversity matters. In June, 2006, the Managing Director, Mr. Rodrigo de Rato, announced the arrival of the new Diversity Advisor, Ms. Letlaka-Rennert, to the Staff. On July 19, 2006 he introduced her to the Board. Soon thereafter another member of the management team Mr. Kato, the Deputy Managing Director, began as Chair of the new Diversity Council reflecting Management's new strategic direction for diversity at the Fund. On March 8, 2007 the Management team was highly visible in their participation of the commemoration of International Women's Day. The Diversity Office hosted a seminar on "How Top Organizations achieve Gender Equity" where the Managing Director opened proceedings and the First Deputy Managing Director, Mr. John Lipsky took part on the panel. Mr. de Rato continued to demonstrate his support of diversity initiatives when he opened the first Annual Diversity & Inclusion DRG conference on June 28, 2007. At his last town hall meeting on July 19, 2007 he again spoke about the importance of diversity and the need for everyone – Department Heads, managers, and staff alike, to take diversity seriously by participating in promoting it.

2. Diversity Strategy

In preparation for their first retreat, the Diversity Council reviewed past diversity strategies. At the retreat which took place on November 16, 2006 and January 23, 2007 the Council was tasked to develop a Fund-wide diversity strategy. It did so within the framework of the Enhanced Diversity Action Plan after a ten-year period. A new diversity strategy was developed by a Fund-wide body, the Council, as opposed to just the Diversity Advisor with input from departments. It was circulated via a broad-based consultative process for inputs and comments from key stakeholders such as Management, Department Heads, SPMs, Assistants to the Senior Personnel Managers (ASPMs), the Board, and eventually departmental DRGs.

3. Accountability and Incentives

It was recommended in the 2004 report that the Fund incorporates clearly identified diversity management competencies and numerical outcomes systematically in its performance assessments, rating, merit pay, and promotion and feedback discussions. To this end, as a result of underrepresented regional groups raising these same issues again at their meetings with the Diversity Council, the Council has subsequently charged the Diversity Advisor with the task of researching the potential integration of diversity management competencies into the Annual Performance Review (APR).

4. Awareness and Skill Building

It was previously recommended that high quality diversity training for all staff be established. Between March 2006 and December 2006 the Fund rolled out a diversity management training program on “Promoting a Respectful Environment” coordinated by Ms. Nadine Parkes of the Staff Development Division in the Human Resources department (HRD). The workshops were developed and delivered by HRD in partnership with the National Multicultural Institute, the Ethics Officer, and the Ombudsperson and were aimed at providing staff and managers with information about the Fund’s anti-harassment and anti-discrimination policies and at fostering a more respectful and inclusive work environment. These workshops were initiated to address: (i) concerns raised in the 2003 Staff Survey, which identified reducing harassment and discrimination as a key opportunity for improvement; (ii) the Administrative Tribunal’s explicit encouragement, following a ruling in a grievance case, that the Fund foster a respectful environment for all staff; and (iii) the 2004 diversity report, which noted the importance of appropriate training for supervisors given the emphasis placed on informal and proactive approaches to dispute resolution.

The first delivery of the workshops was to SPMs, HRD senior staff, ASPMs, Office Managers (OMs), Human Resource Officers (HROs) in the Staff Development Division (SDD), and Advisors Against Harassment and Discrimination. Thereafter, the workshops were delivered to each department with a format that comprised two sessions (one session for managers and the other session for staff).

5. Inclusion and Equity

It was suggested in the 2004 report that after the 2003 Staff Survey, the next survey should include data collection based on racial and ethnic analysis. This would enable the Fund to rigorously identify problems of inclusion in a manner that would be constructive and less charged. At the Diversity Council’s retreat, it was also suggested that the Fund needs to conduct a follow up staff survey, which would accurately collect data on race, and which should be undertaken before another ten years passes by. This survey will be completed in collaboration with the Diversity Office in 2008.

6. Monitoring

Rather than ad hoc studies, it has been recommended that the Fund build a solid infrastructure for frequent and transparent diversity monitoring. This can be achieved by putting in place a more regular system to monitor the progress of diversity in terms of gender, ethnicity and race, starting grade salaries and career progression. To this end and at the insistence of underrepresented regional groups from East Asia, the Middle East and Sub-Saharan African, the Diversity Council is now committed to the building of a Diversity Scorecard. Broadly it is a tool that can be used on demand, quarterly or annually to measure actual progress made on stated diversity goals or objectives.

III. THE DIVERSITY COUNCIL

The Fund has taken a new strategic direction in its decision to establish an executive Diversity Council. Its primary objective is to provide strategic institutional guidance on all matters that impact diversity at the Fund, as the stated Terms of Reference reflect below.

A. Council Composition

The Council consists of senior staff members from across the Fund who are respected and well known for their active interest in diversity issues. There are three ex-officio members, the Chair from Management, the Human Resources Director, and the Diversity Advisor who are permanent members of the Council for the sake of continuity. All other six members are rotating with 2 year terms and alternates who succeed them when they leave the Council. The Staff Association Committee (SAC) is represented by their President Mr. Björn Rother, who succeeded Mr. Bernhard Fritz-Krockow and Ms. Christina Daseking. The remaining members are Ms. Teresa Ter-Minassian, Director of Fiscal Affairs Department, Mr. Lorenzo Pérez, SPM at Middle East and Central Asia Department, Ms. Caroline Atkinson, Deputy Director at Western Hemisphere Department, Mr. Shogo Ishii, Assistant Director at the Asia and Pacific Department, replacing Mr. Masahiko Takeda, and Ms. Gemina Archer-Davies, Division Chief at the IMF Institute who replaced Mr. Sam Itam, a senior African economist after he retired.

B. Diversity Council Process

In its work to date the Diversity Council's process has followed a rigorous framework that started with a need for **conceptual clarity**. This was obtained from executive briefings from Management and interrogating internal as well as external benchmarks. We sought an extended **definition of diversity** and discussed the **business rationale** for diversity at the Fund. At the Diversity Council retreat we examined the institution's **current state** and projected its **future state** in our attempt to develop a diversity strategy. We have developed and are carrying out an **implementation approach** via Department Heads,

senior management teams in each department and departmental DRGs. We are now in the process of developing **performance indicators** for measurement, monitoring and accountability as well as for supporting DRGs in their work programs for the execution of the Diversity Strategy in their respective departments. Intermittently we have been **communicating** with Fund staff on an ongoing basis and have **solicited feedback** from major stakeholders as the terms of reference prescribe.

To this end, representatives of the underrepresented regions of sub-Saharan Africa, East Asia, and the Middle East, and of the special interest group GLOBE were invited to comment on the draft diversity strategy and to present their various constituent concerns. After declaring support for the strategy, they proposed collective actions to address the concerns raised. Common themes were visibility and mobility; promotion; accountability; and the APR process for underrepresented groups.

The **stakeholder group** of Department Heads was also consulted. They stressed the need for more accurate diversity data and information other than just passports and citizenship; the need for a fair diversity scorecard that values effort as well as results; HR policy changes to facilitate turnover, retention, and mobility for career prospects; the recruitment of diverse talent; an exit strategy to help future diversity efforts; cultural awareness training to improve diversity management; and intervention at the management level to implement the diversity agenda. The Board was also briefed and expressed mixed views. Executive Directors were willing to be supportive but were displeased by the slow rate of progress and by the profile of the 20 Senior Personnel Managers (SPMs), which include no nationals from the underrepresented regions. (See Stakeholder Consultations section for more details).

C. Terms of Reference



INTERNATIONAL MONETARY FUND DIVERSITY COUNCIL TERMS OF REFERENCE

Over the past 10 years, diversity has emerged as an increasingly important aspect of the IMF's human resource strategy. The Enhanced Diversity Action Plan, adopted in 2003, set priorities in order to foster progress in the management of diversity in the Fund. Building on this and other initiatives in the past, a Diversity Council was established in 2006 to pursue these priorities and to ensure that the ownership of diversity extends to all managers and department heads.

The Diversity Council must do the following:

1. Develop and promulgate a common understanding of the various components of diversity, the issues underlying them, and how the Fund's work can benefit from diversity through a strong business case.
2. Based on a broad-based consultative approach involving staff and Executive Directors, develop a medium-term, Fund-wide diversity strategy for endorsement by Management and the Board. Monitor and, as necessary, modify the strategy.
3. Based on the agreed diversity strategy, establish the diversity agenda and work plan (including objectives and priorities) for the Fund. The agenda will be designed to promote staff diversity and an inclusive work environment, and to prevent and address any and all forms of discrimination.
4. Make recommendations to Management on specific short, medium and long term diversity initiatives.
5. Review on an annual basis, with inputs from the Diversity Advisor and HRD, progress made on achieving established diversity objectives. Issue progress reports to Management, the Board and staff.
6. Review and provide input to the Diversity Advisor's annual report on diversity data and trends before it is conveyed to Management.
7. Develop and oversee implementation of a communication strategy to keep the Board and staff informed of developments in the diversity area.
8. Conduct periodic monitoring and annual reviews of the Council's operations by an external third party to assess its effectiveness in moving forward the diversity agenda.

Diversity Advisor's Office
September 2006

D. First Year Diversity Milestones

The Diversity Council's first year of operations has yielded the following key outputs and results:

- The Diversity Council has drafted and circulated a Diversity Statement which was thereafter modified and finalized after taking into account comments by Executive Directors. The finalized copy of the Diversity Statement will be posted on both the internal and external websites shortly. The statement has been translated into eight languages (French, German, Japanese, Chinese, Spanish, Portuguese, Arabic and Russian).
- The Diversity Council, which has wide functional representation at senior levels and has been in operation for approximately one and a half years, has formulated a Fund-wide Diversity Strategy. It has diligently solicited input from key stakeholders such as SPMs, the Staff Association Committee (SAC), Department Heads, Management and the Board. The Strategy has been finalized by the Council and will be posted on the intranet in the near future for all staff to see and refer back to. The Diversity Council has identified and highlighted "quick wins" on the Diversity Strategy that will be prioritized. At the recommendation of the Diversity Council, all departments established DRGs. The 18 DRGs form the Fund's diversity infrastructure. The purpose of each DRG is to assist their senior management team with the implementation of the Diversity Strategy in their respective departments.
- On June 28, 2007 the Diversity Council convened the first annual Fund-wide Diversity & Inclusion kick-off conference hosted by the Diversity Advisor, Ms. Letlaka-Rennert. The conference participants consisted of most of the 174 DRG members, their Department Heads, their SPMs and their ASPMs who are liaisons between the DRG, the Human Resources department and the Diversity Advisor. Also in attendance were guest speakers who were external subject matter experts. The Management team was represented by the Managing Director, Mr. Rodrigo de Rato, the First Deputy Managing Director, Mr. Lipsky, and the Deputy Managing Director, Mr. Takatoshi Kato, who is also the Chair of the Diversity Council.

- The objective of the conference was in part education and training for the DRGs, as well as the creation of a common vision for the diversity related work that lies ahead. Subsequently DRGs will be expected to develop Work Plans to help their department realize the Diversity Strategy within their own spheres of influence. The Diversity Advisor convenes a monthly meeting for DRG Chairs to share best practice and raise challenges they are encountering in their respective departments. This group escalates its concerns to the Diversity Council via the Diversity Advisor, and they have a scheduled quarterly meeting with the Diversity Council.
- Major outputs of the DRG conference were the Diversity Strategy Model and a set of Shared Diversity Values. These will subsequently be conveyed to the Fund at large through Fund-wide communications and through the DRG network.
- At the MD's town hall meeting on July 19, 2007 Mr. Rodrigo de Rato stated that we are moving forward well with the Diversity Council and the work of the Diversity Advisor. He was encouraged to see how much the Board and staff is engaged on the Diversity issue, which is important and difficult. He commented that Department Heads know full well that their role in the realization of the Diversity Strategy is crucial.

This has indeed been an eventful year of unprecedented developments for diversity management at the Fund. It is the first time in the Fund's history that we have had a diversity statement, a diversity council and a diversity management infrastructure in the form of 18 departmental DRGs engaging and contributing to implementing the diversity strategy. It is also the first time the Fund as an institution has developed its own set of shared diversity values.

E. Second Year Diversity Projections

The Annual Diversity Report is drafted by the Diversity Office. It is then circulated to the Diversity Council for comments, submitted to Management for comments, and thereafter distributed to the Board. The report is finalized by the Diversity Council before it goes to print.

1. DRGs' Work Programs:

To facilitate the focus and incremental progress of departmental DRGs, the Diversity Advisor will work with the chairs of all DRGs. This group will also serve as a center for the exchange of ideas, and support for the different work programs. The ease of work programs' acceptance and adoption cannot be assumed and must be to some extent negotiated and motivated by DRGs with their senior management teams.

At the DRG Diversity and Inclusion Conference, the Diversity Office undertook to design a short, two hour workshop for DRGs and their departments. It will disseminate the Shared Diversity Values, the Diversity Statement and the Diversity Strategy and its accompanying Diversity Strategy Model with an exercise on the two videos that were viewed at the conference on June 28th, 2007.

The DRGs also play an important decentralized grass roots role reflecting different needs and issues in Fund departments. They are important instruments to discuss the work environment at the individual and group levels, and to bring concerns to departmental managers and staff. This approach helps build buy-in to change.

2. Diversity Council's Work Program:

The Diversity Council has already identified five objectives for the immediate future, namely:

1. Committee, taskforces and working group composition changes;
2. Diversity Scorecard development for individual departments;
3. Development and implementation of an A15 Review Committee Promotion List with diversity considerations;
4. Establishment of an Executive Diversity Mentoring Scheme;
5. Implementation of high visibility assignments.

The immediate future for the Fund is going to be challenging, given the budgetary environment. Consequently, the Diversity Council is deliberating on the Fund's need to decrease costs by reducing its staff complement. The Council is concerned about the possible implications and diversity considerations in the process of downsizing. Equitable and fair treatment must occur for all staff and diverse groups should not be disproportionately impacted by the downsizing exercise. The Diversity Council issued a statement on downsizing at the beginning of 2008.



DIVERSITY COUNCIL STATEMENT ON DOWNSIZING

In today's environment, the IMF's Diversity Council wishes to reaffirm its view that equitable and fair treatment should apply to all staff members throughout the Fund. The Council believes that, as with other staffing decisions, it will be of great importance for the relevance and legitimacy of the Fund to ensure a level playing field as reductions in staffing are implemented. The Diversity Council wants to ensure that diverse underrepresented groups are not discriminated against in the downsizing exercise.

The Council notes the critical role of diversity in the effectiveness and credibility of the Fund. Given the institution's commitment to achieving its diversity objectives, the Diversity Council wishes to underscore the importance of ensuring that staffing reductions are implemented in a manner that takes into account the principles laid out in the Diversity Statement. As the statement notes, the Fund is an international organization serving an international membership of countries. Without compromising the need to retain the most technically qualified staff, any reduction in Fund employment should seek to maintain a staff profile that reflects the diversity of the Fund's membership and international character of the way we do business. The implementation of the staff reduction should rely to the maximum extent possible on voluntary instruments.

We fully intend to participate in the process *ex ante* and *ex post*, so as to add value both to informing procedures and to the implementation of the monitoring mechanism that will be adopted.

Diversity Council
January 2008

Notwithstanding the fact that this is the 2007 Annual report, it seemed essential that a mention of the downsizing exercise the Fund has just undergone be

made in this report. A complete retrospective analysis will be contained in the 2008 Annual Diversity Report when all available data has been received for analysis. The Fund's downsizing exercise arose from the fact that its income streams and business model had to change. The restructuring effort was then designed to lighten the organizational structure in order to achieve better efficiencies with a smaller budget in the future. With this in mind, Management, the Human Resources Department (HRD) and the Legal Department (LEG) developed a Separation Framework aimed at encouraging and facilitating the maximum amount of voluntary separations needed with little to no mandatory separations if at all possible. The framework was premised on the concepts of *fairness* and *transparency* with attention given to alignment with the Articles of Agreement in seeking to maintain the diversity profile of the Fund's staff, and to avoiding excessive anxiety among staff overall.

While we are not in a position to offer conclusions at this stage, the following will be particular areas of attention:

- Effect of the downsizing on the diversity composition of staff;
- Degree to which the process—both downsizing and the strategy for subsequently filling vacant positions thereafter—adequately took account of diversity considerations;
- Degree to which resources in the Fund were leveraged to optimize the consideration of diversity objectives;
- Concerns surrounding whether the MARs present a fair reflection of staff member's relative performance and contribution, without stereotype biases;
- Degree to which underrepresented staff may have felt disproportionately challenged by the process.
- Extent to which the accomplishments in 2007–2008 have provided a foundation for improved decision-making on diversity issues.

IV. DIVERSITY STATEMENT—THE BUSINESS CASE

The Fund's Diversity Statement is both a vision and a rationale. It speaks to our lofty ideals, as well as operating fundamentals that are basic and essential to our work. It was crafted by the Diversity Council, and then modified and supported by the Board. First and foremost, the single most compelling reason to transform ourselves as an institution is in order to adequately meet the changing needs of our member countries. This adjacent Statement on Diversity addresses the **Why**, **What**, and **How** of the business case for diversity at the Fund.

Why: The statement identifies four key reasons **why** diversity matters for us. It affects:

1. the ability to serve;
2. the enhancement of legitimacy;
3. effective engagement, and;
4. having an international character.

Our ability to serve is a question of our performance and a reflection of our institutional value. It is important to enhance our legitimacy because in reality our credibility and relevance is constantly at stake and needs to be maintained in many different ways including effective engagement.

What: The Statement on Diversity describes three ways that diversity can improve **what** we do:

1. through improved decision making;
2. through better policy advice generation, and;
3. through increased efficiency and effectiveness.

How: Lastly, the Statement on Diversity outlines two ways on **how** to succeed at diversity, basically:

1. by attraction, retention & development of a full range of diverse staff (including staff from the non-diverse majority), and;

2. by creating a diverse and inclusive work environment.

It is in our best interest to harness a broad range of talent by offering a value proposition that will interest diverse candidates. Inclusiveness not only brings about fairness but also sparks motivation, which improves productivity continuously.



STATEMENT ON DIVERSITY

The IMF recognizes the importance of promoting the diversity of its staff. An IMF staff that reflects the diversity of its membership will enhance legitimacy and understanding of the Fund's role, and strengthen the Fund's ability to serve its member countries.

The need for effective engagement in all member countries—in the context of globalization, the increasing prominence of emerging-market and low-income countries, and the changing role of women in the economy—makes diversity increasingly critical to all activities of the Fund. As an international organization, our work requires a staff that is diverse in nationality, academic, cultural, and professional background, and gender. Drawing effectively on diverse perspectives will add value to our decision making, enrich the quality of our policy advice, and enhance our efficiency and effectiveness.

Accordingly, we will strive to attract, retain, and develop a wider pool of talent and to tap the diverse knowledge and experiences of our human capital. We believe that a diverse and inclusive work environment will promote fairness, foster productivity, and motivate staff, thereby maximizing contributions from all staff for the benefit of all stakeholders.

July 2007

V. DIVERSITY STRATEGY

The Council's Diversity Strategy has four goals and approximately thirty proposed actions. It has prioritized quick wins. Behavioral implications and guidelines for top managers, managers, DRGs and individual staff are provided below.

Goal 1: The share of underrepresented groups should be increased

Where we want to be...

An organization known internationally for conducting best practices in career development for all staff, including diverse groups.

The Fund will achieve this through, amongst others, the following proposed actions:

- ❖ A promotion list of high quality candidates with diversity considerations for grade A15 to be cleared by the Review Committee;
- ❖ Broad, diverse representation on taskforces, working groups, and Committees;
- ❖ Measure and report on progress at least quarterly;
- ❖ Hold managers accountable for progress;
- ❖ Create departmental management plans to set and achieve diversity objectives;
- ❖ Diversity objectives included in the assessment of department Directors;
- ❖ Hold semi-annual Department Head meetings to assess progress towards diversity;
- ❖ Recruit worldwide—being clear on quality of filter;
- ❖ Nurture performance of staff from underrepresented groups;
- ❖ Training in relevant areas/provide support/ (English, IT, etc.);

- ❖ Assignments to include opportunity for underrepresented group members;
- ❖ Promotions/transparency/scrutiny/consider overall positions;
- ❖ Secondment—central \$ pool; process—set aside positions;
- ❖ Develop medium term plans by departments;
- ❖ Appropriate recruitment strategy to be monitored against established benchmarks.

Top managers who:

- are knowledgeable about the Fund's diversity efforts, the Diversity Council and the contents and implications of the diversity strategy for both the Fund and their department;
- are able to role model an acceptance of the business case for diversity in the Fund's core work;
- actively engage in succession planning for diverse staff so as to be able to map what necessary training diverse staff will need and what opportunities they can be provided with to advance their careers as successfully as high performing traditional staff;
- prioritize corporate goals in the context of diversity as an international institution and are held accountable for their departments' and teams' diversity deliverables and diversity compliance;
- support the successful implementation of the proposed actions for Goal 1, both in an individual capacity as well as with other colleagues and the department's DRG.

Managers who:

- are skilled in managing diverse teams and individual performance of diverse staff;

- can exemplify the Fund's shared diversity values and advocate the adherence to them from staff in their interactions;
- can demonstrate cross cultural competence during the work of daily business operations.

DRGs that:

- meet on a regular basis to work on the clarity and rigor of their work programs for the department's senior management;
- develop and communicate the business case for diversity in their department and its work;
- present and follow up with the senior management team on the progress of the attainment of Goal 1 and progress on the proposed actions implementation suggestions in their work program;
- are advocates for changes that advance the department's and ultimately the Fund's diversity agenda.

Individual staff who:

- take responsibility for learning about the business case for diversity;
- are appraised of the role and function of management, the Diversity Council, their departmental DRG, Department Heads and their team of managers when it comes to the Fund's first diversity goal;
- are familiar with the Fund's Diversity Statement, diversity strategy and shared diversity values.

Goal 2: Provide a level playing field to all

Where we want to be...

An organization known internationally for our equitable work environment where staff members from all groups can thrive.

The Fund will achieve this through, amongst others, the following proposed actions:

- ❖ Diversity Reference Groups established in all departments.
- ❖ Equal assignment opportunities provided in departments.
- ❖ Mentoring to be expanded to a broader target group.
- ❖ Early succession planning done in departments.
- ❖ Inclusion of, and support for, junior professionals.
- ❖ Personnel processes made more transparent.
- ❖ Mobility and promotion rules to be more widely promulgated.
- ❖ Promote flexible work arrangements.
- ❖ Supporting the Fund's non-discrimination policy in all aspects, including sexual orientation.

Top managers who:

- foster a respectful environment, free of micro-inequities;
- create a workplace atmosphere that is conducive to the success of staff from all national and cultural backgrounds, not just some;
- provide opportunities to staff members from non-traditional profiles such as women and diverse underrepresented regional groups;
- uphold the Fund's Shared Diversity Values and align all behavior and decisions with them.

Managers who:

- promulgate the Fund's set of shared diversity values;

- produce a workplace whose atmosphere will not tolerate discrimination and is either preventative, or immediately reactive to unfair treatment on the basis of nationality, race, gender, religion, sexual orientation, disability, family responsibilities, marital status or age;
- provide support for the professional growth of staff with a variety of training, assignments, exposures and opportunities;
- engage in open communication to foster transparency and equal access and opportunity for all staff;
- act rapidly, objectively, and impartially in grievance and conflict resolution cases.

DRGs that:

- help propagate the Fund's Shared Diversity Values;
- assist the department's managers in identifying what types of issues present barriers to workplace equity;
- prevent micro-inequities or directly addressing them when they arise.

Individual staff who:

- actively participate in DRG initiatives when asked to;
- strive to adopt and/or align with the Fund's Shared Diversity Values;
- refuse to collude by stereotyping or stigmatizing all those different from themselves;
- are open to questioning the status quo and things being done the same way they have always been done.

Goal 3: Fund membership should believe their diversity concerns are being addressed

Where we want to be...

An organization known internationally for being responsive to all our stakeholders, especially our membership, in a global context as the international institution that we are.

The Fund will achieve this through, amongst others, the following proposed actions:

- ❖ Maintain a dialogue with the Executive Board on the Fund's diversity strategy;
- ❖ Outreach strategy to broader audience;
- ❖ Listen to membership and improve on strategy;
- ❖ Seek active cooperation from membership to improve diversity (e.g., secondments to facilitate recruitment);
- ❖ Monitor improvement and regularly report to membership;
- ❖ Better direct communication with country authorities (language, awareness training, etc.);
- ❖ Seek stronger support from EDs offices for recruiting missions to underrepresented regions.

Top managers who:

- find out and explore what their relevant member countries or membership are concerned about when it comes to diversity;
- define and explicitly delineate how their departmental work relates to membership diversity concerns in their area;
- include and directly address membership diversity concerns when they interact with any member representatives or the Board as a whole.

Managers who:

- are aware of the varied and full implications of membership satisfaction in relation to their department's work;
- engage frequently with membership diversity concerns that are within their spheres of influence;
- inform and educate the staff about what membership diversity concerns consist of, and imply for the department's or the division's work.

DRGs that:

- help staff make the links between memberships' diversity concerns and the work of the department;
- develop recommendations for their senior management team to use in the department's efforts to achieve Goal 3 of the diversity strategy.

Individual staff who:

- understand the need for and importance of membership satisfaction when it comes to diversity related matters without in any way compromising our professional standards and obligations;
- are able to link, interpret and translate membership concerns and needs with the work of the department, the division and each staff member.

Goal 4: Full buy-in to diversity objectives and strategies should be achieved

Where we want to be...

An organization known internationally for valuing an inclusive, broad-based consensual approach to diversity reforms that the institution undertakes.

The Fund will achieve this through, amongst others, the following proposed actions:

- ❖ Full buy-in to the diversity statement obtained through appropriate communication and expectation setting;
- ❖ Diversity Council to present the business case to different audiences and opinion leaders (e.g., Department Heads meeting; staff town hall etc.);
- ❖ Branding—promote the importance of the 'international' character of the IMF;
- ❖ Maintaining high quality and standards for all staff.

Top managers who:

- engage in multifaceted and comprehensive approaches to communicating with staff on the diversity agenda and its component parts;
- are accepting of the fact that full buy-in is an ideal but never a reality, which requires that they press on with a critical mass for the ultimate benefit of the institution;
- serve as role models who have positively bought into the Fund's diversity objectives;
- can demonstrate leadership in the forging of new diversity objectives needed for the ongoing maintenance of our institutional reputation and relevance.

Managers who:

- provide opportunities for staff to engage with the issues surrounding the determining of the Fund's diversity objectives;
- are able to advocate for the benefits and merits of the Fund's diversity aspirations;
- try to encourage and motivate staff to understand and adopt the spirit behind the Diversity Strategy and the Diversity Statement,

DRGs that:

- actively campaign for the acceptance and commitment to the Fund's and the department's diversity initiatives;
- do a variety of different activities to advocate for diversity improvements in the department with an appreciation that people are at different stages of diversity awareness and diversity understanding;
- reassure departmental staff of the ongoing and transparent nature of their communication and activity on the diversity topic as it impacts all aspects of staff work, development, and interactions.

Individual staff who:

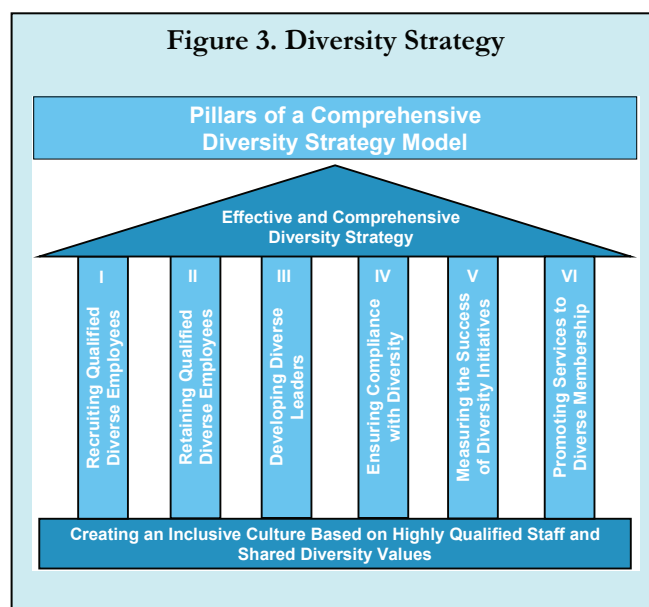
- recognize that it is in the institution's best interests to positively engage as many staff members as possible and reciprocate.
- are open to communication and dialogue on the work of the Diversity Council, Management, the departmental senior management team and the DRG;
- foster a collaborative atmosphere and engage in inclusive behavior towards staff that is different from themselves.

The above diversity strategy is depicted in the comprehensive model below (Figure 3). This model sharply focuses and summarizes the Fund's diversity strategy.

Three of the six pillars of the comprehensive diversity strategy determine the numbers and demographic profile of the Fund. Staff recruitment, staff retention and staff development of leaders are key levers which must be used to create an equitable workplace where the playing field is level for previously disadvantaged groups such as women and staff from under-represented geographical regions like Africa, East Asia, the Middle East, and Transition Countries.

The fourth and fifth pillars address the issue of accountability for diversity. Accountability parameters are necessary for the successful implementation of any change management strategy. The sixth pillar centers around customer satisfaction and the need to make sure that where relevant our member countries receive the appropriate services they require in the context of diversity.

The pillars are premised on the building of a culture that is inclusive, has shared diversity values and insists on highly qualified staff. The Fund has a long tradition of hiring highly qualified staff. Culture evolves, is dynamic, and needs ongoing attention.



Below is a summary table that cross-references the Diversity Strategy's goals to the diversity model's pillars.

Diversity Goal		Pillars
1.	Increase share of underrepresented groups	I, II, III
2.	Provide a level playing field	II, III
3.	Be responsive to concerns of Fund membership	IV, V, VI
4.	Ensure buy-in to diversity agenda	IV, V, VI

VI. A NEW DIVERSITY INFRASTRUCTURE

A. Diversity Reference Groups (DRGs)

As of June 2007, the full compliment of DRG members was 174 staff, which is 6.9 percent of the Fund's staff compliment. There are 99 female staff and 75 male staff participating in this new diversity infrastructure. (Figure 4).

Altogether 67 DRG members, who represent 38.5 percent of the total number of DRG staff, are nationals from underrepresented regions (24 from East Asia, 23 from Africa, 11 from the Middle East, and 9 from the Transition Countries—Figure 5). The numbers of staff in each DRG range from 5 to 13 depending on the department size and senior management team's inclinations.

When looking at DRG profile by grade, it is appropriate to note that most DRG members are in grades A9–A15 (117, equivalent to 67.3 percent), whilst a sound number are from grades A1–A8 (34, equivalent to 19.5 percent). There are fewer staff from the grade B1–B5 category (18 members) and only five contractuales who technically do not have grades (Figure 6). In all regional groupings as displayed in Figure 7, the majority of staff come from grades A9–A15.

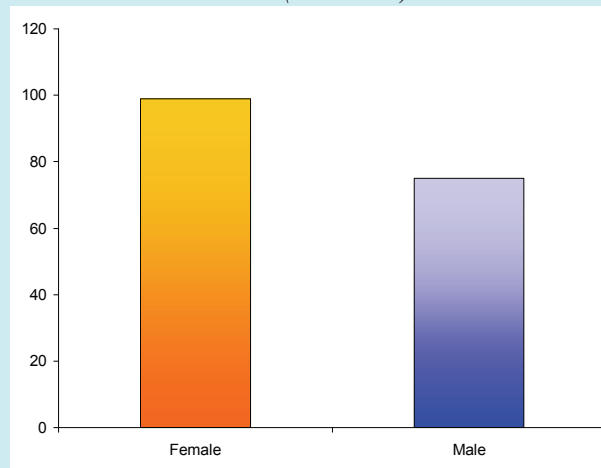
In all three department types² the predominant grade group is the A9–A15 (Figures 11, 12, 13). Half the departments have few A1–A8 members but even fewer B level representatives (nine out of eighteen departments). Four departments have equal numbers of A1–A8 as B1–B5, whilst only 2 departments have no A1–A8 representation on their DRG (MCD and

OMD). Five of the eighteen DRGs have no B level representation (RES, STA, HRD, SEC, and TGS).

Also displayed are graphs of area, functional and support departments profiled by gender (Figures 8, 9, and 10), and three graphs comparing area, functional and support departments by grade (Figures 11, 12, and 13).

Lastly, staff from underrepresented and represented regions by area, functional and support departments are shown (Figures 14, 15, and 16). AFR, MCD and EUR have two or more of the highest regions equally represented in the area departments which counteracts domination by any single region. INS, MCM and STA similarly have at least two of the highest regions equally represented. In the support departments HRD, OMD and TGS show the best balance of power regionally.

Figure 4. Overall DRG Profile by Gender
(In numbers)



Source: PeopleSoft HRMS; DAR_EMP_INFO.

² **Area departments** include the following: African Department (AFR); Asia and Pacific Department (APD); European Department (EUR); Middle East and Central Asia Department (MCD); Western Hemisphere Department (WHD). **Functional departments** include the following: Finance Department (FIN); Fiscal Affairs Department (FAD); IMF Institute (INS); Legal Department (LEG); Monetary and Capital Markets Department (MCM); Policy Development & Review Department (PDR); Research Department (RES); Statistics Department (STA). **Support departments** include the following: External Relations Department (EXR); Human Resources Department (HRD); Secretary's Department (SEC); Technology & General Services Department (TGS); Office of the Managing Director (OMD)

Figure 5. Overall DRG Profile by Underrepresented and Represented Regions
(In numbers)

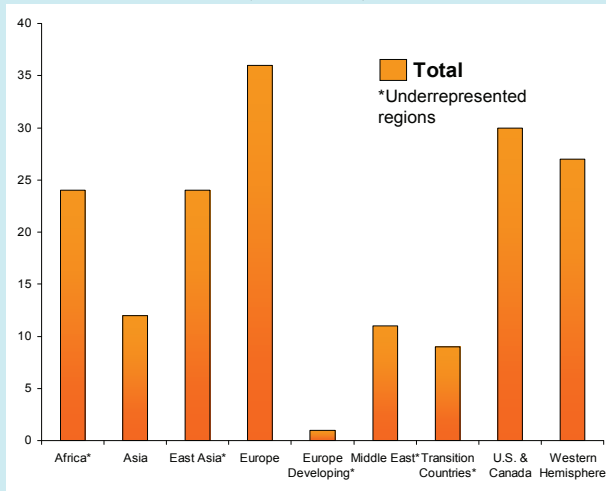


Figure 6. Overall DRG Profile by Grade
(In numbers)

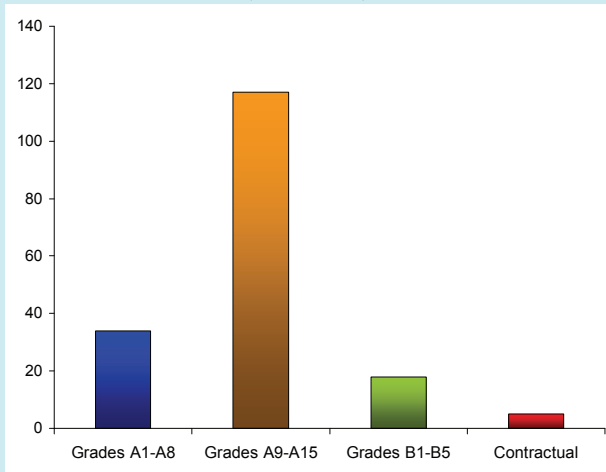
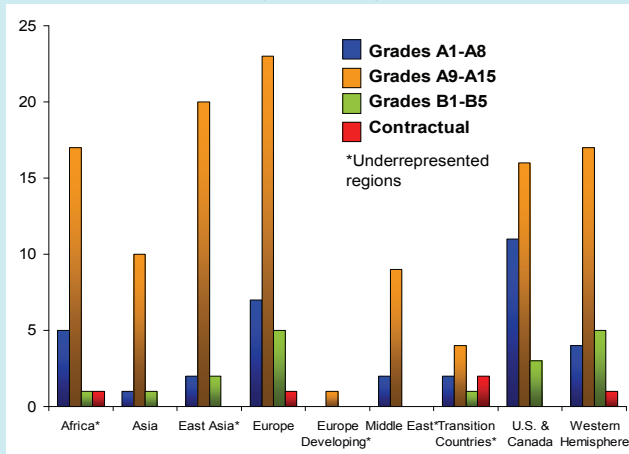


Figure 7. Overall DRG Profile Underrepresented and Represented Regions by Grade
(In numbers)



Source: Peoplesoft HRMS; DAR_EMP_INFO.

Figure 8. DRG Area Departments Profile by Gender
(In numbers)

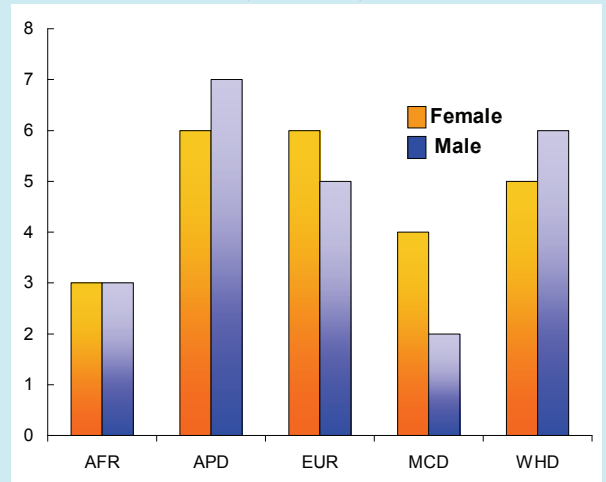


Figure 9. DRG Functional Departments Profile by Gender
(In numbers)

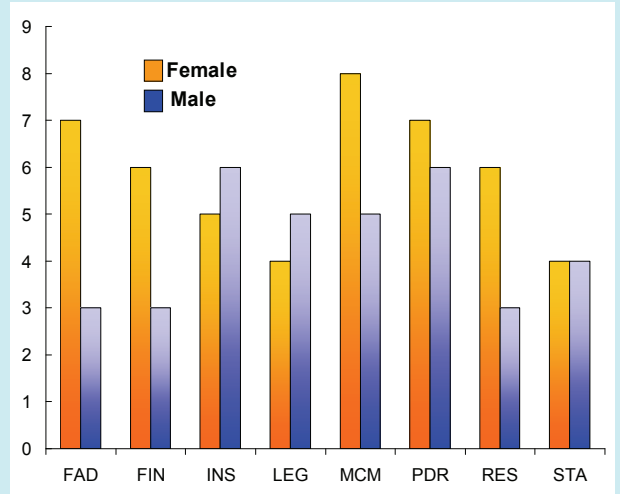
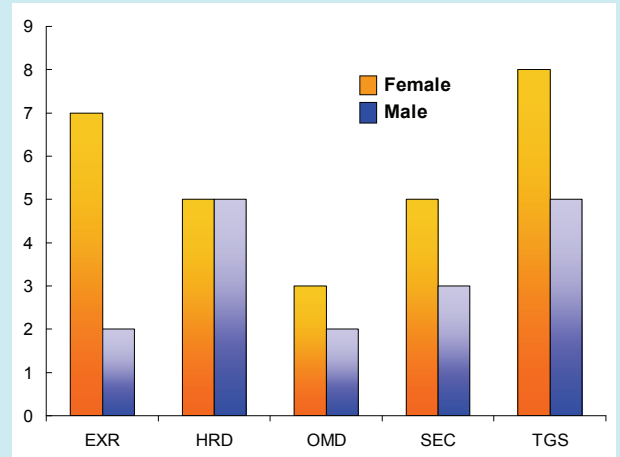


Figure 10. DRG Support Departments Profile by Gender
(In numbers)



Source: Peoplesoft HRMS; DAR_EMP_INFO.

Figure 11. DRG Area Departments Profile by Grade (In numbers)

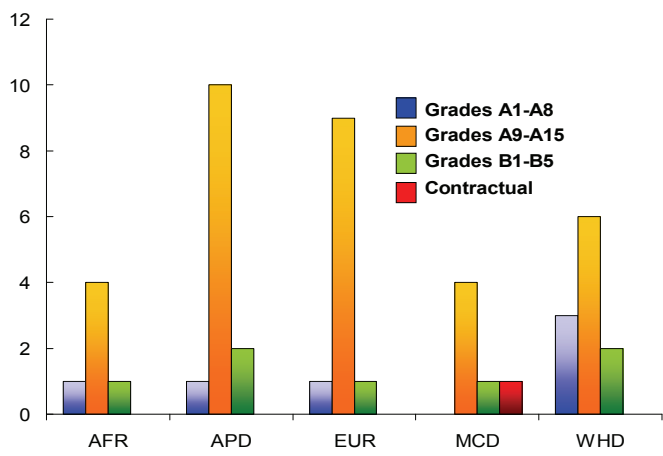


Figure 12. DRG Functional Departments Profile by Grade (In numbers)

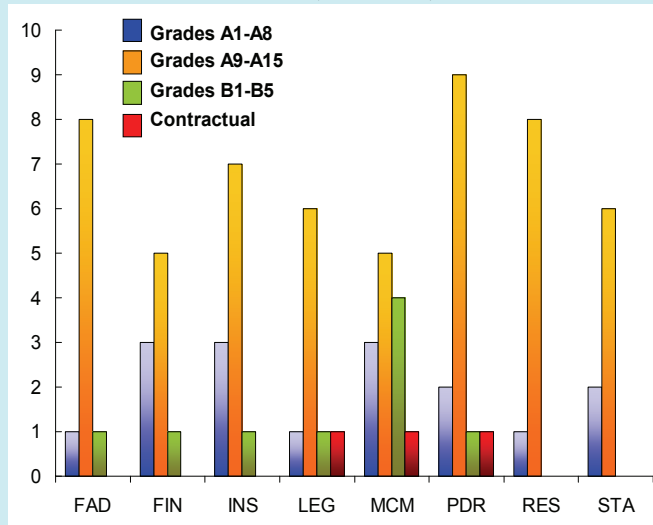
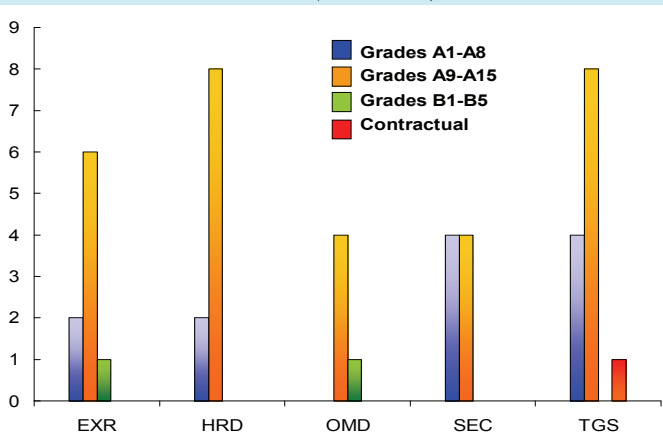


Figure 13. DRG Support Departments Profile by Grade (In numbers)



Source: Peoplesoft HRMS; DAR_EMP_INFO.

Figure 14. Underrepresented and Represented Regions in Area Departments (In numbers)

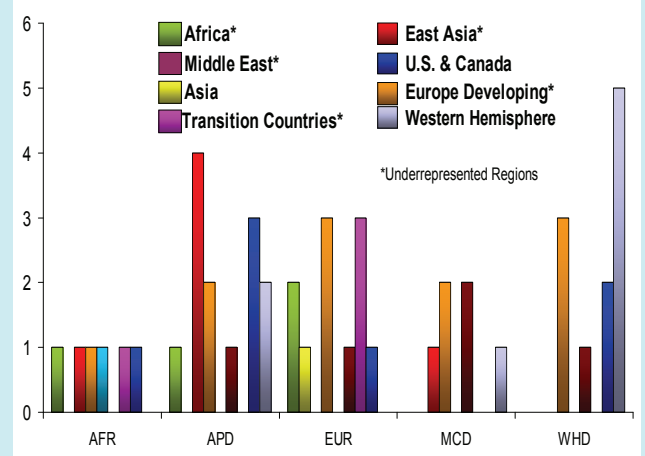


Figure 15. Underrepresented and Represented Regions in Functional Departments (In numbers)

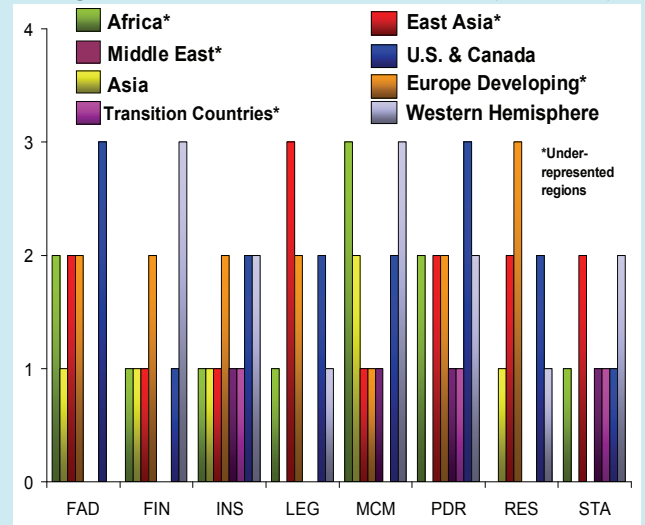
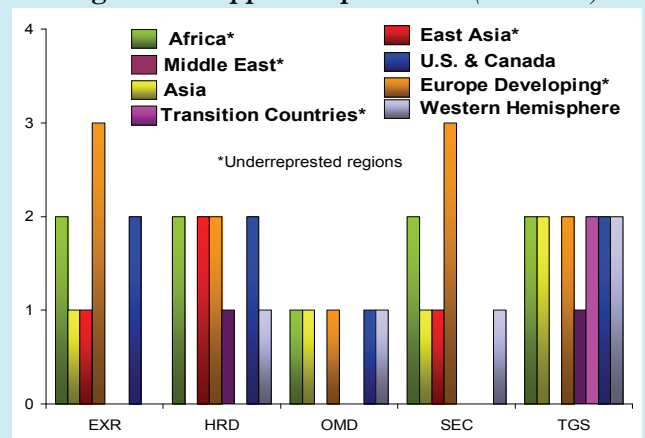


Figure 16. Underrepresented and Represented Regions in Support Departments (In numbers)



Source: Peoplesoft HRMS; DAR_EMP_INFO.

B. Values

The key output of the DRG kick-off conference in June 2007 was a set of shared diversity values. The Diversity Office administered a pre-conference exercise on values which was put into context by reference to the Fund's four stated ideals—

Professionalism, Adaptability, Diversity, and Fairness. It loosely defined values as highly general, shared ideas about what is good, right, unjust or wrong in a particular environment. Valuing diversity was described as what institutions and members of a community do to acknowledge the benefits of their differences and similarities. They intentionally work to build sustainable relationships among people and institutions with diverse membership. A community that values diversity ensures that institutions provide equal treatment and access to resources and decisions for all community members regardless of race, gender, ethnicity, sexual orientation, and physical disability.

Each DRG submitted 5 values they thought were most important in the context of diversity. The top 6 values that emerged were identified and defined at the Diversity and Inclusion conference in June, 2007. A group of DRG representatives then further refined the values down to 5 and submitted them for approval by the Diversity Council in August. The final shared diversity values are shown here below. These values are the premise of the Diversity Strategy Model above and serve as a guiding set of principles that inform and help individuals, teams or groups to uphold the ideal of diversity in all their interactions and dealings.



Shared Diversity Values

- Respect
- Fairness
- Inclusiveness
- Equal Opportunity
- Transparency

Respect: Treating all staff with parity regardless of gender, race, ethnicity, age, physical disability, sexual orientation, grade level or career stream, to foster a collegial environment that values the contributions of staff, promotes staff morale, a positive team spirit and increases productivity.

Fairness: Ensuring even-handedness in the treatment of all staff by providing a level playing field and a work environment that is free of discrimination and unfair treatment for all staff.

Inclusiveness: Being receptive to, and actively seeking out, the participation and involvement of others with different skills, educational and professional experiences, ideas, cultural backgrounds, or methods of operation, to create a dynamic environment where diverse contributions can lead to innovative and robust solutions.

Equal Opportunity: Providing all staff, according to their needs, with equal access to training, assignments and visibility, thereby equalizing the ability to advance on the basis of merit. Achieving this goal may require active support and greater investment in diverse staff from underrepresented groups in order to address past inequities.

Transparency: Communicating and behaving openly such that decisions regarding staff positions, mobility, and assignments in the departments are made explicitly. For example, recruitment and promotion criteria should be made transparent. Transparency will ensure correcting any inequities, perceived or otherwise, with respect to underrepresented groups. Accountability results from valuing transparency.

Note: These five IMF Shared Diversity Values were identified based on feedback from staff in all departments. In addition, departments may have different emphasis on elements of the Shared Values, for example, reflecting the particular content of their work and departmental structure. However, the common set of shared values, noted above, are understood to be central in supporting a comprehensive diversity strategy in the IMF as a whole.

August 2007

VII. OVERVIEW OF QUANTITATIVE ANALYSIS

All tables referred to in this section are to be found at the end of the report.

A. Share of Representation and Distribution of Staff

At the managerial ranks of B1–B5, the Enhanced Diversity Action Plan benchmark split of 40/60 between developing and industrial countries respectively has not yet been attained in the economist stream (29.1/70.9 percent in Tables 1 and 4). At the B1–B5 level in the SCS the split is more uneven at 27.5/72.5 percent. However, in the SCS at the A9–A15 level, the benchmark is almost achieved at 40.1/59.9 percent and in the economist career stream we have been successful with 46.2/53.8 percent. These numbers are encouraging as they indicate a pipeline.

Representation and diversity at the leadership level are very important because they influence the strategic and operational decisions and directions the Fund will take in the future. **Of the total of 55 B4 economists, 22 are European, 17 are American and Canadian, 10 are Asian (of which only 2 are East Asian), 5 are from other Western Hemisphere countries, 1 is Middle Eastern and 0 are from Africa or any of the Transition Countries** (Table 7).

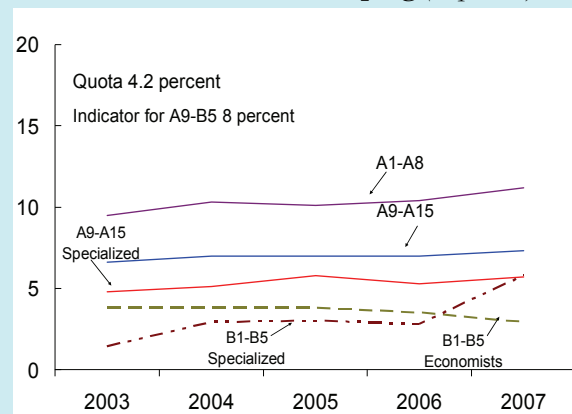
The patterns of distribution of Fund staff in grades A9–B5 show a bottleneck at grades A13 and A14. The largest numbers of staff are to be found in the economist stream at the A14 grade (439 out of 1,295) and at the A13 level (215 out of 1,295) as reflected in Table 7.

1. Africa

Africa's financial quota of 4.2 percent is lower than its EDAP³ benchmark indicator of 8 percent. The share

³ The EDAP considered additional factors to financial quota such as number of countries of regions, number of Fund-supported programs, population statistics, and staff work related to each region; and set internal diversity benchmarks as part of a larger package of measures to enhance diversity in the Fund. Accordingly: 8 percent each for Africa, Middle East, and Transition Countries; 40 percent for developing countries; 20 percent for B-level women.

Figure 17. Share of African Staff by Career Stream and Grade Grouping (In percent)



Source: PeopleSoft HRMS: DAR 007.

of African nationals at the A1–A8 level is 11.2 percent which pulls up the overall percentage. At the higher levels, Africans have considerably less representation (6.7 percent at A9–A15 and 3.5 percent at B1–B5). Their total representation is 7.4 percent (Table 17).

2. Asia

Asia's regional quota is 19.0 percent (Table 17.) At the A1–A8 level Asian staff are slightly overrepresented at 19.8 percent. However at both the A9–A15 level and the B1–B5 level they are underrepresented at 15.7 percent and 14.1 percent respectively. Within this region there are countries, such as India, which are overrepresented. India's country quota is 1.9 percent and the staff representation at A1–A8 level is 5.2 percent, at the A9–A15 level is 4.0 percent and highest at the B1–B5 level at 6.6 percent (Table 17).

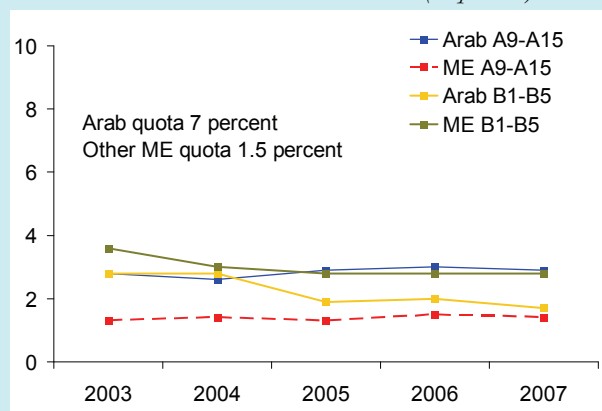
3. East Asia

East Asia's country quota is 14.5 percent (Table 17). The region's share of staff is underrepresented at all levels in greater proportions as one goes up the ranks to the B levels (8.0 percent at A9–15; 3.1 percent at B1–B5). The region's overall total share is currently 8.6 percent.

4. Middle East

Compared to one another, in 2007 the share of Arab Country nationals at the A9–A15 is greater than that of Other Middle Eastern staff but is less than Other ME staff at the B1–B5 level (Table 14). The share of Arab staff at the professional level has stayed about the same from 2003 to 2007 at around 2.8 percent. It has also barely moved for Other Middle Eastern staff from 1.3 percent in 2003 to 1.5 percent in 2007 (Table 14). The share of Arab staff at the B1–B5 level has dropped from 2.8 percent in 2003 to 1.9 percent in 2007. Similarly, the share of Other Middle Eastern staff has dropped at the B1–B5 level from 3.6 percent in 2003 to 2.8 percent since 2005.

Figure 18. Share of Arab and Other Middle Eastern (ME) Staff in Grades A9–A15 and B1–B5 (In percent)



Source: PeopleSoft HRMS; DAR_007.

5. Transition Countries

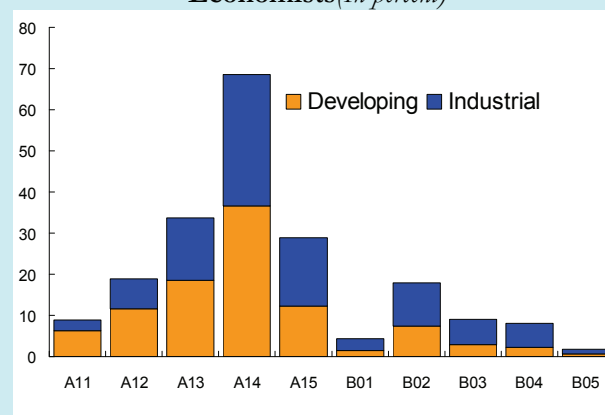
The quota for Transition Countries as a whole is 7.6 percent. This region's diversity benchmark is 8 percent. They are mostly represented at the A9–A15 level with 7.2 percent followed by 3.2 percent at the A1–A8 and 1.2 percent at the B level. B3 is the highest level that economists from Transition Countries have attained (Table 7). Overall the total share for this region is 5.5 percent (Table 17).

6. Developing and Industrial Country Nationals

The share of representation by nationality and grade reflects the quality of diversity succession planning in an organization. The proportion of economists from

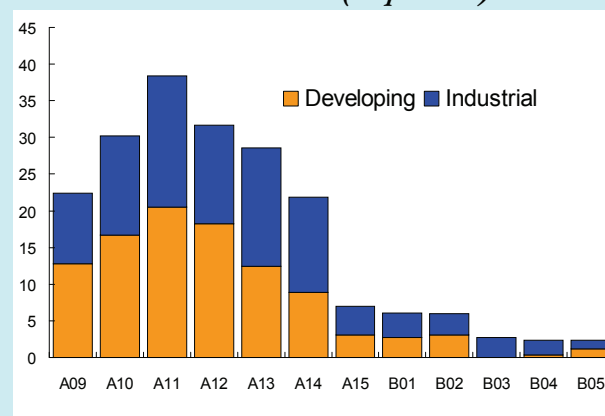
developing countries to industrialized countries is closest to the recommended benchmark of a 40/60 percent split at the A14 level (Table 7).

Figure 19. Share of Developing and Industrial Country Nationals in Grades A11–B5 Economists (In percent)



Source: PeopleSoft HRMS; Report ID: DAR_017.

Figure 20. Share of Developing and Industrial Country Nationals in Grades A9–B5: Specialized Career Streams (In percent)



Source: PeopleSoft HRMS; Report ID: DAR_017.

7. United Kingdom and Other European Countries

At the B level the share of staff from the United Kingdom (U.K.) at 11.9 percent as of end-December 2007 is overrepresented when compared to the U.K. country quota (4.9 percent) and with all other European countries combined at 27.2 percent of B level staff (Table 15). At the A1–A8 level British nationals are overrepresented at 6.9 percent but at the A9–A15 level they are underrepresented at 3.5 percent

(Table 17). Since 2003, the share of U.K. nationals at the B1–B5 level has stayed consistently high at around 12 percent, except for 2006 and 2007 when it dropped slightly to 11.8 and then rose to 13.3 percent. This is still considerably more than its country quota of 4.9 percent. Looking forward, other European countries that are underrepresented need to increase in share as the U.K. decreases.

B. Recruitment

In order to achieve the Fund’s benchmark indicator, its recruitment strategy must be aligned with its diversity goals. Historically the supply of underrepresented diverse staff has been insufficient to meet the objectives we aspire to. In response, the institution changed its strategy and began targeted recruitment missions to the Middle East, Africa, and the Far East. The Fund has been careful not to compromise on standards and quality of candidates. However, even in cases where suitably qualified candidates from these regions have been identified, they have not been hired by departments. In defense, departments have argued that the Fund is currently undergoing a zero growth phase, and that they had more suitable alternative candidates. Regarding recruitment, hiring continues to be predominately of non-underrepresented diverse candidates. **The data from the last five years still reflect recruitment practices in opposition to the Fund’s stated diversity goals and benchmarks.**

1. Africa and the Middle East

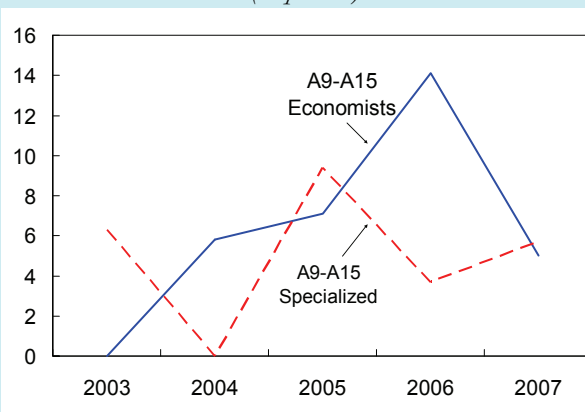
In 2007, Africa and the Middle East were the two regions with no staff recruited at B level. (Table 13). Recruitment missions to the Middle East and Africa were undertaken in 2006 from which 2 nationals were hired, one female and one male.

2. East Asia

Over the past fiscal year the Fund has been able to recruit candidates from East Asia with noteworthy success (Table 13). As a region it has had within the under-represented categories the highest level of hires

at the A9–A15, as well as at the B1–B5 level. East Asian countries also reflect the highest number of separations amongst all under-represented regions.

Figure 21. Recruitment of Middle Eastern Staff by Career Stream in Grade Group A9-A15
(In percent)

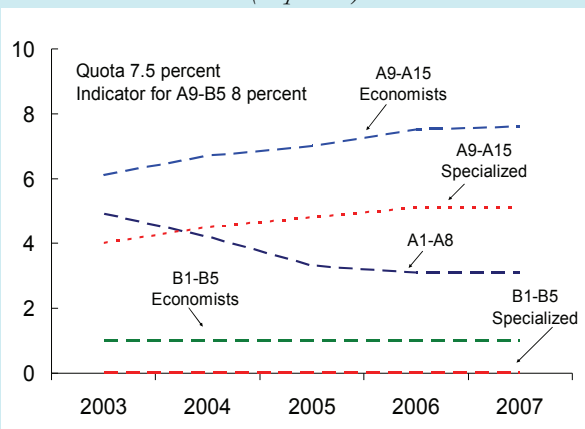


Source: PeopleSoft HRMS; DAR_011.

3. Transition Countries

Relatively more nationals from Transition Countries were recruited in 2007 than in Africa at the B1–B5 level and the Middle East at A9–A15 level (Table 13).

Figure 22. Share of Transition Country Staff by Career Stream and Grade Grouping
(In percent)

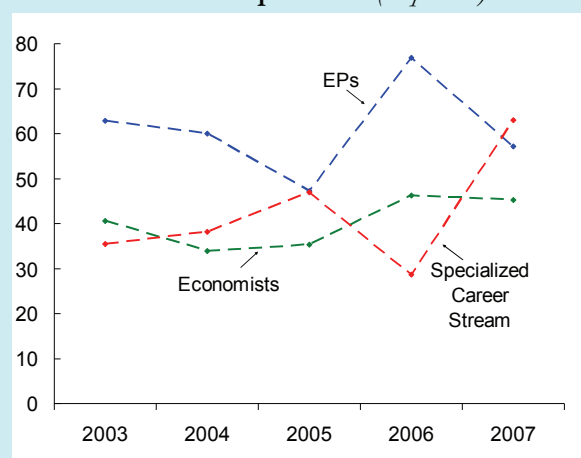


Source: PeopleSoft HRMS; DAR_007.

4. Developing Countries and Industrialized Countries

During 2003–2007, the total of A9–A15 recruits from developing country nationals is high (Table 4). It is above the benchmark of 40 percent at 45.9 percent due to the contribution of the Economist Program. In the economist career stream, overall recruitment for developing nationals is slightly below the benchmark of 40 percent, at 39.6 percent for A9–A15 and 14.8 percent for B1–B5. During 2007, one out of a total of eight (or 12.5 percent) B level economists from a developing country was recruited. In 2006, no developing country nationals were recruited at the B1–B5 levels in both career streams.

Figure 23. Recruitment of Developing Country Nationals by Career Stream in Grade Group A9–A15 (In percent)



Source: PeopleSoft HRMS; DAR_1213.

C. Retention

1. Women economists

The Fund faces a severe problem with retention for certain underrepresented groups. As detailed in a memorandum to the Managing Director and the Deputy Managing Directors in May 1, 2006 the rate of women economists separating from the Fund needed to be looked into and seeing as women were failing to thrive and advance, career progression for women in the Fund needed to be investigated and better understood. To date some interventions by Management have been initiated to address the problem.

2. Japan, China and Other East Asian Countries

Japan and China are countries with the largest quotas in East Asia and yet nationals from these two countries are significantly underrepresented. The country quota for Japan is 6.1 percent yet the Fund's share of Japanese staff is only 1.4 percent. Among the Japanese staff 1.7 percent are in the B levels. The under-representation of Japanese staff has been recognized, and the policy is in place to address it (a quota of several B level staff are seconded each year from the Japanese government). The fact that some of them have stayed beyond their initial secondments from the central bank or ministry of finance indicates that they have the potential to be successful B level staff when given the opportunity. **China's** country quota is 3.7 percent, but its total share of nationals at the Fund is 1.9 percent. Their low share of representation at the A1–A8 of 1.4 percent improves at the professional levels of A9–A15 to 2.5 percent, but remains well below the financial quota. The world's largest and fastest growing emerging economy is most severely underrepresented at the senior levels with only 0.3 percent of B1–B5 (Table 17). The MD has received several requests and memos from concerned senior Chinese and East Asian staff, and from country authorities, all expressing grave concern about the unsatisfactory numbers of East Asian nationals represented in the staff complement and the lack of progression of A14–A15 staff into the B level category. Recently the Fund has experienced an exodus of Chinese staff at the A9–A15 levels.

Inflow-outflow patterns of appointments and separations create a stalemate or zero sum game situation. In 2003 three Chinese staff were appointed but four left the Fund. In 2004, none were appointed and four left; in 2005, four were hired but six left; in 2006, four were hired but three left. Thus, retention is a problem. Since the year 2000 at least 25 Chinese nationals have been appointed at the A9–A15 levels, but none have been hired at the B levels. Over the past seven years from 2000–2007, only two Chinese staff member has been promoted to the B-level. Furthermore, prospects for the near future do not look good, as only one Chinese staff member has been on the Review Committee List over the 2000–07 period. Generally the average time in grade for Chinese nationals at the A1–A8 level and

the A9–A15 level is considerably less than the Fund average. However, the average time in grade for Chinese staff at B1–B5 is 5.3 years compared to the Fund-wide average of 3.6 years (Table C).

**Table C. Average Time-in-Grade (TIG)
(2003–2007)**

Grade Group	TIG-Chinese Nationals (in years)	TIG-Fundwide (in years)
A1–A8	2.0	3.7
A9–A15	2.3	3.1
B1–B5	5.3	3.6

Source: HR Cognos.

Representatives of the East Asian group made a presentation to the Diversity Council in the first quarter of 2007. They said that the reason for the disturbingly large exodus of Chinese staff is not only about jobs with much higher salaries available outside the Fund, but it is because within the Fund, their rates of promotion and career advancement were too slow and are extremely poor.

Other emerging East Asian countries have a growing weight and importance in the global economy, but the representation of these countries in the staff has been declining and there are only a handful of people from this region at the B level.

3. Pipeline Indicators

The five-year pipeline of economists indicators on Table 9 reflect developments of staff from all regions in the economists career stream in grades A14–15 and in grades A15–B5. **Both the A15/A14 ratio and the combined share in grades A15 to B5 are less favorable for developing countries than for industrial countries.** There is a sharp disparity (16.1 percent) moving into the management ranks between the distribution of A15–B5 staff from industrial countries (43.1 percent) and developing countries (27.0 percent). However, the average time in grade below the management level for A14 and A15 is about equal for developing country economists (4.1 and 3.8 years) and for industrial country economists (4.0 and 3.9 years).

3a. Africa

Developments indicate a sharp increase in the average time in grade at A15 for African staff (5.5 years) compared with Asian (3.2 years) and European (3.7 years) staff in 2007.

The share of African economists in grades A15 to B5 relative to all African economists employed by the Fund dropped significantly from 33.3 percent in 2003 to 28.0 percent in 2007, while the share of U.S. and Canada economists—which have the highest regional share—increased from 49.4 percent to 51.1 percent during the same period.

3b. Middle East

The percentage of Middle Eastern economists relative to A15–B5 of all economists decreased sharply from 45.2 percent in 2003 to 31.3 percent in 2007. The overall ratio of A15/A14 has dropped significantly for African and Middle Eastern economists, whereas that ratio for U.S. and Canada, and European economists has increased over the past four years.

Gender comparators in Table 9 indicate that the percent of women economists in grades A15–B5 relative to all women in the Fund, is still low (around 22 percent) compared with men (around 40 percent). The A15/A14 ratio is also lower for women (.38) compared with men (.45). The share of women (23.7 percent) in grades A15 to B5 in 2007, relative to all staff at these levels, is almost half of that of men (39.9 percent).

Pipeline indicators of economists are especially weak for African and Middle Eastern staff as well as for women when compared to other regions and men respectively.

D. Development of Leaders and Promotions

Whilst not ideal, here promotion will be used as a proxy for developing (diverse) leaders. We do not as yet have a lot of direct data to understand the full extent of staffs' career development processes.

1. Africa

The pipeline of Africans at the B levels is depleted with no B3, B4, or B5 professionals in the SCS and no B3 or B4 nationals in the economist stream (Table 7).

2. East Asia

There are no East Asian nationals in the SCS at the B4 and B5 levels currently (Table 7). They have done considerably better in the economist career stream where there are 4 B1 and 3 B2 nationals, and 2 B3 and 2 B4 professionals from this region. However, there is no B5 economist from East Asia.

3. Middle East:

Similarly, there are no Middle Eastern nationals at the B2, B3, or B4 level in the SCS (Table 7).

4. Transition Countries

There is a total of 141 staff from Transition Countries (Table 5) which comprises 5.4 percent of the Fund's employees. For the past four and a half years there has been a steady increase in representation of this group. Over this same time period their numbers at the A1–A8 levels have decreased, and at the B1–B5 levels their numbers have stayed exactly the same. Thus, increases are only occurring at the A9–A15 levels and in the Economist career stream more than in the Specialized Career Stream. At least movement in that grade grouping is positive in that it indicates a healthy pipeline, promotion, career progression and leadership development. However, it does not advance far enough because it does not proceed into the next grade grouping B1–B5.

5. Promotions

On the promotions front some progress has been made in pockets. For SCS in 2006 there were no B level promotions for nationals from East Asia, Asia, Africa, Arab countries and Other Western Hemisphere countries (Table 10). In contrast in 2007 at the B1–B5 level, 1 out of 4 nationals from Africa has been promoted bringing it up to 25 percent, and 1 Other Western Hemisphere national out of 6 has been promoted, bringing it up from 0 in 2006 to 16.7 percent in 2007.

Promotions in the economist career stream at the B1–B5 level have been much better in comparison. For example, in 2007, 2 out of a total of 8 promotions were African nationals, 9 of a total of 39 promotions were Asian nationals, 3 of a total of 11 promotions have been East Asian, 3 of 13 have been Middle Eastern and 2 of the total of 6 have been Arab nationals. At this top level overall Europeans (16.2 percent), especially U.K. nationals (16.7 percent), as well as U.S. and Canadian nationals at 19.6 percent were promoted the most of all regions in 2006. However, there has been a significant shift in the necessary direction more recently. **The pattern has shifted at the B1–B5 level with a higher proportion of Africans, East Asians, Asians and Arab nationals being promoted** (from a total of 8.3 percent in 2006 to 25.0 percent in 2007 for Africans and for East Asians 8.3 percent in 2006 to 27.3 percent in 2007; 0.0 percent Arab nationals in 2006 to 33.3 percent in 2007). **The downward trend of European promotions** in the same time period went from 16.2 percent to 13.2 percent and for U.K. nationals from 16.7 percent to 13.0 percent. **Similarly, the rate of promotions for U.S. and Canadian nationals has gone down** from 19.6 percent to 17.6 percent so far.

6. Developing Countries and Industrialized Countries

Although Transition Countries saw the greatest levels of promotion in 2006 at the A9–A12 (29.5 percent), the A13–A15 (29.7 percent) and B1–B5 (25.0 percent), during 2007 it decreased considerably (Table 10). In 2007, it is 8.9 percent at the A9–A12; 18.1 percent at the A13–A15 and 0.0 percent at the B1–B5 level for Transition Countries. **In 2006, the rate of promotions was higher for Industrialized countries than in 2007 at the A9–A12 levels.** At the A9–A12 level for Developing Countries the promotion was 16.7 percent compared to 18.6 percent for Industrial Countries. At A13–A15 the comparison was 17.2 percent to 12.5 percent and 19.0 percent to 16.2 percent at the B1–B5 level in 2007. **These numbers although close are considerably different because they are off a much smaller base for Developing Countries.**

This indicates a severe lack of institutional preparedness as it suggests that insufficient pipeline development at all grade levels has been occurring in the past. Had succession planning been implemented adequately, the pipeline would have sufficient bench strength to prevent this situation from arising.

E. Gender

Over a period of about 15 months, a group of senior women economists have written three memoranda to the Managing Director and the Deputy Managing Directors. In their first memo of March 30, 2006 they expressed two major concerns about the slow rate of progress of women economists to senior positions and the need to make the Fund's male-dominated culture more hospitable to women. Indeed much of the data provided in this annual report supports their assertions that although recruitment levels for women have improved considerably, progression to senior management ranks has been unsatisfactory. In response to their memo and a meeting with the Managing Director in June of 2006 it was suggested that the soon to be formed Diversity Council would pay particular attention to imbalances in gender and nationality. Now two in this group of senior women economists are members of the Council, Ms. Ter-Minassian and Ms. Atkinson and a third senior women economist from the group, Ms. Sahay, is a very active Diversity Council alternate. Management also showed its commitment and intent by commissioning the Diversity Advisor to examine the status of women in the Fund. In response the Diversity Office established a Gender Working Group in February 2007 that is currently investigating a variety of issues surrounding recruitment, promotion, performance management, leadership development and work environment factors such as job satisfaction, as well as policies and procedures for women compared to men. The group's study was, after a year of research, presented at the International Women's Day celebration luncheon in March 2008.

In their third memo to Management on June 18, 2007 the senior women economists shared the findings of a study that one of them, Ms. Sahay, had done with several colleagues in MCM, Ms. Kodres and in RES, Ms. Mishra. The study on the Economist Program entitled "Recruitment, Separation, and Promotion of Women Economists in the Fund, 1970–2006" found

that even though the rate of recruitment for women economists over a more than 30 year period had increased over time, it has not been at a large enough rate. Moreover, the rates of promotion for the growing pool of women EPs are too low, and during the 1970–2006 periods, the separation rates for women are lower than that of men. This study is one of seven components of the comprehensive study that the Gender Working Group has undertaken.

In their third memo the senior women not only provided this updated study but they also explicitly made a request for action from management and reflected on the fact that there are "... more women economists at the A14–A15 level today than ten years ago, the pipeline for managerial jobs is substantial ..." Further, they urge management "... to engage in ensuring that the playing field is leveled ... and ensure that women are given the same opportunities as men for career development in the Fund."

1. Gender Recruitment

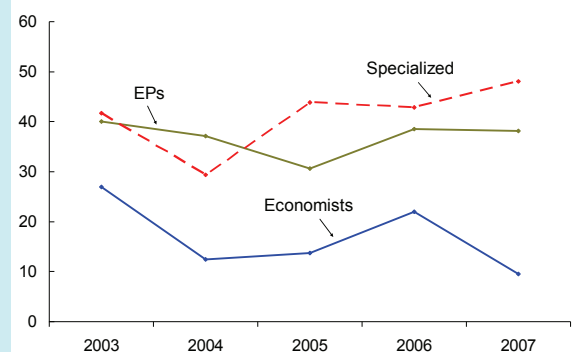
The recruitment data in Table 3 reflects that insufficient numbers of women economists are being hired. Over a four year period from 2003–2007 a total of 16.3 percent of all economists hired at the A9–A15 level were women, with the lowest intake of 12.5 percent in 2004 and the highest intake during that period was 27.0 percent in 2003. In 2006, it was 22.0 percent and in 2007 the percentage dropped to 9.5 percent. The Enhanced Diversity Action Plan suggests a recruitment indicator of 30 percent for women economists in grade A11–A15 and that goal has never been reached.

At a seminar on International Women's Day in March 2006, Catalyst research was presented that showed that the percentage of economics Ph.D. female graduates from Ivy League and top tier universities in the United States is now 48.9 percent. This suggests that in the case of U.S. nationals going forward, recruitment of male and female economist graduates should be close to half each.

Women economist have not fared well at the B levels, with a total of 7.4 percent of all hires being female since 2003. For the years 2003, 2006 and 2007 no B level women economists have been recruited at the

Fund. During those years there were 6, 3, and 8 male hires made respectively (Table 3). The levels of recruitment at the Economist Program level are much better in comparison. A total of 36.6 percent over a four year period with a range of 30.6 percent to 40 percent has been achieved. The high of 40 percent female hires was attained in 2003.

Figure 24. Recruitment of Women by Career Stream in Grade Group A9-A15 (In percent)



Source: PeopleSoft HRMS; DAR_1213.

The recruitment of women in the Specialized Career Streams has consistently been better than that of the Economist Stream in the past four years. At the A9–A15 level the range has been between 29.4 percent in 2004 and 48.1 percent in 2007. However, this still falls short of the EDAP benchmark for recruitment of 50 percent. In 2006, 25 percent of all SCS hires made at the B1–B5 level were female and by the end of 2007, 50 percent of the B level hires have been female.

Women continue to be recruited in overwhelming numbers at the A1–A8 level with a total of 73.5 percent of all hires since 2003 being female. This trend is unlikely to change as women are overrepresented in the market for these types of jobs. A disproportionate number of men in both career streams combined have been hired at the B levels over the past four and a half years relative to women (87.2 percent to 12.8 percent respectively; Table 6).

2. Gender Retention and Promotion

The recent study on the Economist Program (EP) by Ms. Sahay in June 2007 has shown that women are not necessarily leaving and separating from the Fund in larger numbers than men. This pattern of retention and insufficient promotion will not enable us to achieve our 2008 benchmarks, even by 2010.

3. Gender Leadership and Development

The rate of promotion for women at the B1–B5 levels has increased somewhat from 15.5 percent in 2006 to 24.1 percent in 2007. Whilst moving in the right direction this amount of movement will not enable the Fund to reach its benchmark indicator for female economists by 2008 or any time soon thereafter (Tables B and 10).

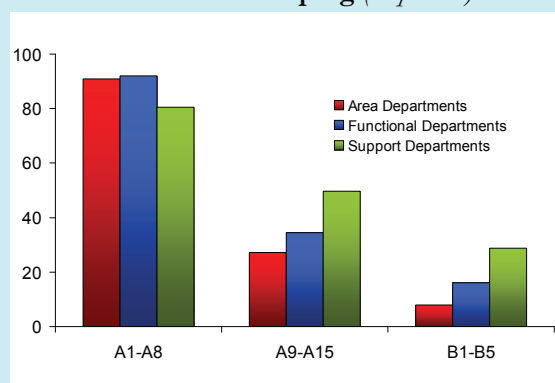
Currently, similar percentages of men and women are getting promoted at the B level (15.5 percent for women and men in 2006; 24.1 percent for women and 15.7 percent for men in 2007). These amounts are in fact misleading because for women it is off a much smaller base of 54 women at the B1–B5 level compared to 293 men at the same level in 2007. Similarly in 2007 the 19.6 percent women’s promotion compared to the 12.9 percent men’s promotion at the A13–A15 level is from a base of 290 women and 755 men (Table 10). Thus, in absolute numbers, far fewer women are actually being promoted on average in those two levels. At the A9–A12 level in 2007 where there are comparable numbers of women to men, 291 to 281 respectively, in 2007 17.9 percent women have been promoted compared to 17.4 percent men. This positive pattern will have to increase a lot more for gender balance to be attained.

F. Departmental Diversity

1. Gender Balance

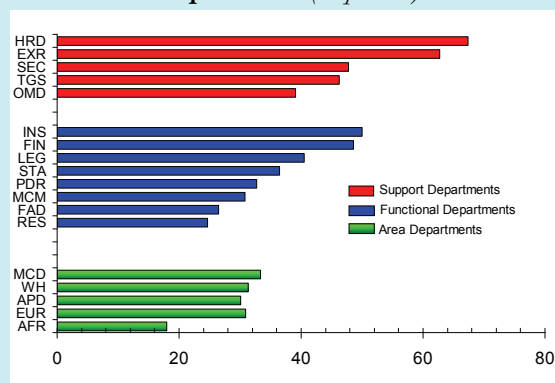
Of the Fund’s total staff (of 2,605) the largest number is to be found in the Functional departments at 1,088, followed by 832 in the Area departments and 685 in the Support departments. Women comprise 46.0 percent in the Functional departments,

Figure 25. Share of Women by Department and Grade Grouping (In percent)



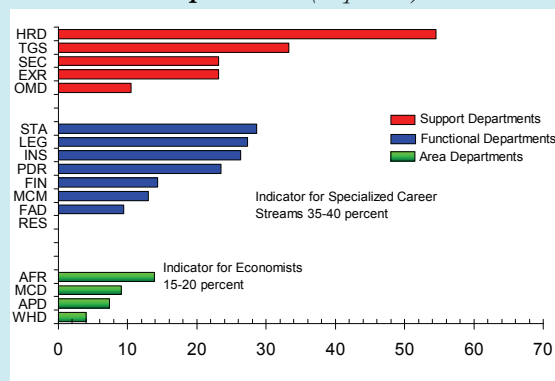
Source: PeopleSoft HRMS; DAR_005.

Figure 26. Share of A9-A15 Women by Department (In percent)



Source: PeopleSoft HRMS; DAR_005.

Figure 27. Share of B1-B5 Women by Department (In percent)



Source: PeopleSoft HRMS; DAR_005.

57.4 percent in the Support departments and the least at 36.2 percent in the core Area departments. While the total number of women and male staff is almost even at 46.0 percent and 54.0 percent respectively, women are overrepresented at the lower grade levels (A1–A8 at 87.7 percent) as shown in Table 11. In the Area departments, MCD and WHD have the highest numbers of women at the professional A9–A15 level at 33.3 percent and 31.3 percent respectively. However, for Area departments at the B levels AFR has the greatest number of women at 13.9 percent. FIN (48.6 percent) and INS (50.0 percent) both have the largest percentage of A9–A15 women within the Functional departments. They are followed by LEG at 40.5 percent.

In the support departments HRD and EXR have the highest number of females staff at 67.4 percent and 62.7 percent respectively at the A9–A15 level (Table 11). However at the B levels, after HRD, two different Support departments lead in share of women, namely SEC and TGS at 33.3 percent each.

2. Developing Countries

Support Departments: The highest share of Developing Country nationals in the Support departments at the A1–A8 level is to be found in the OMD at 60.0 percent. This is followed by 52 percent in TGS and 44.0 percent in HRD, both of which are above the benchmark of 40 percent. At higher grade levels (B1–B5) SEC consistently has among the most substantial shares of developing country representation 44.4 percent, approaching and surpassing the benchmark of 40 percent respectively. Similarly HRD also does well in this regard with 46.5 percent at the A9–A15 level and 27.3 percent at the B1–B5 level (Table 11a).

EXR has the third and second highest share of developing country nationals at the A9–A15 level (37.3 percent) and B1–B5 (30.8 percent) even though it remains below the recommended benchmark of 40 percent (Table 11a). Support departments have a high distribution of Europeans at the B level in 2 of the 5 support departments (OMD and EXR). In Table 12,

U.S. and Canadian nationals are also highly represented in the support departments, namely in HRD (54.5 percent), TGS (55.6 percent) and SEC (33.3 percent). Overall at the leadership levels of B1–B5 U.S. and Canada and Other Western Hemisphere staff are overrepresented above their quota, Europe is almost at its quota of 40.9 at 39.2 and African, Asian, and Middle Eastern nationals are underrepresented below their quotas (Table 12).

Area Departments: Although below the 40/60 split Europeans are the most highly represented at the A9–A15 level in the AFR department at 39.1 percent (Table 12). This is substantially more than the 19.3 percent of African nationals in the AFR department. At A9–A15 Asians are more highly represented in their area department of origin, APD, at 31.5 percent. Similarly Europeans are most highly represented in the EUR department at 61.5 percent (Table 12), and Middle Easterners are most densely distributed in MCD (26.4 percent) and Other Western Hemisphere nationals (41.7 percent) in WHD.

However, U.S. and Canadian nationals are evenly distributed across all five area departments at the A9–A15 level showing an ease of mobility. This group is represented most strongly by APD at 19.2 percent, second in WHD and AFR with 14.6 percent and 14.3 percent respectively. Generally European nationals run the Fund’s core business in three of the five area departments EUR, AFR, and MCD. In MCD they are more highly represented than Middle Easterners from A9–B5.

Functional Departments: In FAD European leadership is highest at 56.5 percent. Similarly Europeans dominate at the B levels in 5 more departments out of the 8 with PDR at 52.6 percent, MCM at 37.5 percent, LEG, INS and RES at 28.6 percent. U.S. and Canadian representation is highest in LEG (42.9 percent) and then PDR at 36.8 percent (Table 12).

G. External Benchmarking

A comparison of ORIGIN (Organizational Gender Issues Network) member institutions’ performance on gender is important for the Fund to engage in for external benchmarking purposes. At the professional level as of end-2006, we have the lowest representation of women at 35.8 percent.

However, when it comes to share of women at management level, the Fund is neither the best or the worst. Within the range of 12.0 percent and 27.0 percent, we were in the middle with 16.3 percent. This was encouraging even though there is substantial room for improvement. The World Bank profile of female management was the highest of the five United Nations System organizations compared here.

Table D. Profile of Female Staff in Comparator Institutions, end-2006

Organization	Professional			Management		
	Total	Women		Total	Women	
	#	#	%	#	#	%
European Investment Bank 1/	699	274	39.0	209	25	12.0
Inter-American Development Bank (IDB) 2/	1,477	613	42.0	48	8	17.0
International Monetary Fund (IMF) 3/	2,005	590	35.8	355	58	16.3
Organization for Economic Cooperation & Development	809	306	37.8	176	28	15.9
World Bank Group (WBG) 4/	4,360	2,076	47.6	1,631	440	27.0

Source: ORIGIN, The Status of Women in the United Nations System

1/ Professional staff are in levels D-E-F; Management levels: SC-C

2/ Professional: grade R, international staff with grades 01-09, local staff with grades 7-10; Management: includes the President (grade P) and all international staff E1-E5.

3/ Professional: grades A9-A15; Management: grades B1-B5.

4/ Professional: grades E-GG; Management and Senior Technical: H-K.

VIII. CONCLUSION

Maintaining the status quo and proceeding with “business as usual” will not work going forward. We are in danger of continuing to respond in a manner that results in “too little, too late”. Unless far greater numbers of women and diverse underrepresented regional groups of staff are promoted into key decision-making positions where they too can make substantive contributions to the development, promotion and hiring of diverse staff, such as division chief positions, the SPM positions and department head positions; not much will change rapidly enough to keep pace with changes in the rest of the world, or with our comparator organizations (Text Table E).

Table E. General Quantitative Summary	
Advancement	1. Developing vs. Industrial country ratio 2. Women in SCS 3. Transition Countries with consistent upwards progression
Lack of Advancement	1. Progress in flow and stock of African, nationals 2. Progress in flow and stock of East Asian nationals 3. Progress in flow and stock of Middle Eastern nationals 4. Women Economists at senior levels.

For this coming year the following bullet points are highlights for attention and intense focus:

- There is no precedent for the type of leadership we are going to need going forward if we have any sincere desire to attain our diversity benchmark indicators and become a more equitable institution. So the leadership we currently have (SPMs, B4s, Department Heads and Management) is going to have to show compelling political will and innovative inclusive initiatives in the year to come.
- The new Statement on Diversity addresses the **why; what** and **how** of the business case for diversity at the Fund and must be disseminated to staff throughout the institution.
- Regional groups from the Middle East, transition counties, Africa, and East Asia have expressed great concern about the lack of progress on

national diversity. This trend is substantiated repeatedly in the quantitative analysis. The Board has concurred.

- We must level the playing field as we apply the levers in our diversity strategy model available to us, namely the recruitment, retention and career development of highly qualified, high potential diverse staff if we are ever going to achieve our own modest benchmarks and remain competitive relative to both our comparator organizations and our competitors for high caliber international professionals.
- The Diversity Council’s approach to the implementation of its Diversity Strategy is predominantly via senior staff namely Management, Department Heads, SPMs, B4s and division chiefs, along with the assistance of the Fund’s DRG network. The Fund through its leadership must take primary responsibility for the implementation of the Diversity Strategy. This must be accompanied by some joint efforts with the DRGs (which are more diverse) at the departmental level to help contribute to the successful implementation of the Diversity Strategy with their senior management team.
- As an institution our continued legitimacy is not something we can afford to take for granted. This key issue is addressed by Goal 3 of our Diversity Strategy. The membership as represented by the Board has clearly indicated in their comments at the informal diversity briefing and in their review of the Diversity Statement that the Fund’s legitimacy is paramount.
- We need to collect accurate race data to better understand the diversity landscape at the Fund. The current database does not systematically and comprehensively collect details on language, cultural and educational background at consistent levels to do a more through analysis.
- A system of checks and balances has been asked for by all the underrepresented groups. This is in keeping with the set of Shared Diversity Values that the DRGs have developed for the Fund.

IX. RECOMMENDATIONS

The Fund, in its recommendations, will always seek to find equitable solutions which are beneficial to all Fund staff, so that both the Diversity Council and DRGs can make a positive and meaningful difference. Thus, attempts to level the playing field for diverse staff should not necessarily create an uneven field for non-diverse staff. Furthermore, diversity initiatives will be screened in collaboration with the Legal Department to ensure that proposed recommendations should not, in any way, result in reverse discrimination, which is in contravention to the Articles of Agreement. Based on the above report, the following suggestions are being put forward:

1. The Diversity Strategy clearly calls for **accountability** for improving diversity as a primary operating principle (GOAL 1). Two of the pillars of the Diversity Strategy Model (Pillars 1V and V) address this underpinning theme. To achieve this, the Diversity Council has recommended the development of a Diversity Scorecard. The activities influencing the profiles of departments need to be regularly monitored via the Diversity Scorecard, which will be built to gauge departmental and institutional progress towards the realization of the Diversity Strategy. Findings thereof should be published.
2. As reflected in the Shared Diversity Values, **transparency** as another operating principle is essential to obtaining buy-in (dealt with in GOAL 4 of the Diversity Strategy) for diversity from both our staff as DRGs have expressed, as well as our membership as indicated in GOAL 3 of the Diversity Strategy.
3. We maintained that it is the overarching principles in the first two recommendations, accountability and transparency, that would also properly steer the Fund's downsizing exercise. Our recently issued **Statement on Downsizing** demonstrates a strong commitment to the coupling of fair treatment of all staff with the relevance and legitimacy that staff diversity provides.
4. As proposed by the Career Development Working Group, we agree that talent management is a priority and the development of a workforce that is highly skilled, diverse and flexible so as to be value-adding and optimally beneficial to the Fund's membership

is key. Therefore, career development will have to be targeted to provide all staff including women and those from underrepresented diverse regions the opportunities that have always been available for successful white males from industrialized countries who now are the majority of the Fund's leadership. In this way major strides towards leveling the playing field (in GOAL 2) will be gained.

5. Checks and balances systems need to be investigated and identified and put in place to ensure equitable allocation and treatment of all staff. For example, an analysis and tracking of high visibility assignments and stretch assignment or growth opportunities to compliment the development of leaders could be conducted Fund-wide by the Diversity Office.
6. The Fund's recruitment strategy and promotion practices are going to have to shift and align to the institution's Diversity Strategy. It will entail the hiring of a lot more diverse candidates from underrepresented regions into the professional ranks as well as into the B-levels in the case of specialized functional experts, with Department Heads being held accountable.
7. The Diversity Council will have to interface more actively every quarter with both the Review Committee and the Senior Review Committee to advocate for changes where needed.
8. DRGs should be engaged and supported by senior management teams in their department to collaborate with them in the attainment of an improved diversity situation as is described in the Fund-wide Diversity Strategy.
9. DRGs must assist their senior management teams with well thought out and innovative suggestions in their Work Programs on how diversity can be enhanced within their department. They must collaborate with all stakeholders to implement the agreed upon Work Program.
10. As suggested by both underrepresented regional groups and Department Heads, managers need to be trained to be more sensitive to managing diverse staff and to the Fund's diversity goals. Training must be offered to all in a non-discriminatory way.

2007 DIVERSITY COUNTRY GROUPINGS

Africa	East Asia (ASEAN +3)	Middle East	Transition Countries	Europe
<ul style="list-style-type: none"> • Benin • Cameroon • Central African Republic • Chad • Comoros • Democratic Republic of Congo (Zaire) • Côte d'Ivoire • Equatorial Guinea • Gabon • Guinea-Bissau • Liberia • Mali • Mauritania+ • Niger • Senegal • Togo <p>Sub-Saharan Africa</p> <ul style="list-style-type: none"> • Angola • Botswana • Burkina Faso • Burundi • Cape Verde • Republic of Congo • Eritrea • Ethiopia • The Gambia • Ghana • Guinea • Kenya • Lesotho • Madagascar • Malawi • Mauritius • Mozambique • Namibia • Nigeria • Rwanda • São Tomé and Príncipe • Seychelles • Sierra Leone • South Africa • Swaziland • Tanzania • Uganda • Zambia • Zimbabwe <p>+ Presently Covered by the Middle East and Central Asia Department.</p>	<ul style="list-style-type: none"> • Brunei Darussalam • Cambodia • Indonesia • Lao PDR • Malaysia • Myanmar • Philippines • Singapore • Thailand • Vietnam + 3 • China • Japan • Korea 	<ul style="list-style-type: none"> • Afghanistan • Algeria+ • Bahrain+ • Djibouti+ • Egypt+ • Iran • Iraq+ • Jordan+ • Kuwait+ • Lebanon+ • Libya+ • Morocco+ • Oman+ • Pakistan • Qatar+ • Saudi Arabia+ • Somalia+ • Sudan+ • Syrian Arab Republic+ • Tunisia+ • United Arab Emirates+ • Yemen+ + Arab Countries 	<ul style="list-style-type: none"> • Albania • Armenia • Azerbaijan • Belarus • Bosnia & Herzegovina • Bulgaria • Croatia • Czech Republic • Estonia • Georgia • Hungary • Kazakhstan • Kyrgyz Republic • Latvia • Lithuania • Macedonia • Moldova • Mongolia • Montenegro • Poland • Romania • Russia • Serbia • Slovak Republic • Slovenia • Tajikistan* • Turkmenistan* • Ukraine • Uzbekistan* 	<ul style="list-style-type: none"> • Developing • Cyprus • Israel • Malta • San Marino • Turkey <p>Transition +</p> <ul style="list-style-type: none"> • Albania • Armenia* • Azerbaijan* • Belarus • Bosnia & Herzegovina • Bulgaria • Croatia • Czech Republic • Estonia • Georgia • Hungary • Kazakhstan • Kyrgyz Republic • Latvia • Lithuania • Macedonia • Moldova • Mongolia • Montenegro • Poland • Romania • Russia • Serbia • Slovak Republic • Slovenia • Tajikistan* • Turkmenistan* • Ukraine • Uzbekistan* <p>+ European transition countries * Presently covered by the Middle East and Central Asia Department.</p>

2007 Developing and Industrial Country Groupings

Developing					Industrial
Afghanistan	Cote D'Ivoire	Kiribati	Oman	Syrian Arab Republic	Australia
Albania	Croatia	Kuwait	Pakistan	Tajikistan	Austria
Algeria	Cyprus	Korea	Palau	Tanzania	Belgium
Angola	Czech Republic	Kyrgyz Republic	Panama	Thailand	Canada
Antigua and Barbuda	Djibouti	Lao People's Dem. Rep.	Papua New Guinea	Timor-Leste	Denmark
Argentina	Dominica	Latvia	Paraguay	Togo	Finland
Armenia	Dominican Republic	Lebanon	Peru	Tonga	France
Azerbaijan	Ecuador	Lesotho	Philippines	Trinidad and Tobago	Germany
The Bahamas	Egypt	Liberia	Poland	Tunisia	Greece
Bahrain	El Salvador	Libya	Qatar	Turkey	Iceland
Bangladesh	Equatorial Guinea	Lithuania	Romania	Turkmenistan	Ireland
Barbados	Eritrea	Macedonia	Russia	Uganda	Italy
Belarus	Estonia	Madagascar	Rwanda	Ukraine	Japan
Belize	Ethiopia	Malawi	St. Kitts and Nevis	United Arab Emirates	Luxembourg
Benin	Fiji	Malaysia	St. Lucia	Uruguay	Netherlands
Bhutan	Gabon	Maldives	St. Vincent and the	Uzbekistan	New Zealand
Bolivia	The Gambia	Mali	Grenadines	Vanuatu	Norway
Bosnia and Herzegovina	Georgia	Malta	Samoa	Venezuela	Spain
Botswana	Ghana	Marshall Islands	San Marino	Vietnam	Sweden
Brazil	Grenada	Mauritania	São Tomé and Príncipe	Yemen	Switzerland
Brunei Darussalam	Guatemala	Mauritius	Saudi Arabia	Zambia	United Kingdom
Bulgaria	Guinea	Mexico	Senegal	Zimbabwe	United States
Burkina Faso	Guinea-Bissau	Federated States of Micronesia	Serbia		
Burundi	Guyana	Moldova	Seychelles		
Cambodia	Haiti	Mongolia	Sierra Leone		
Cameroon	Honduras	Montenegro	Singapore		
Cape Verde	Hungary	Morocco	Slovak Republic		
Central African Republic	India	Mozambique	Slovenia		
Chad	Indonesia	Myanmar	Solomon Islands		
Chile	Iran	Namibia	Somalia		
China	Iraq	Nepal	South Africa		
Colombia	Israel	Nicaragua	Sri Lanka		
Comoros	Jamaica	Niger	Sudan		
Democratic Republic of Congo	Jordan	Nigeria	Suriname		
Republic of Congo	Kazakhstan		Swaziland		
Costa Rica	Kenya				

Table 1. Staff by Region, Gender, Career Stream, and Grade Grouping¹
(as of 12/31/2007)

Region	Country Quota %	Economists			Specialized Career Streams			Total															
		A9-A15	B1-B5	Total	A1-A8	A9-A15	B1-B5	Total	A1-A8	A9-A15	B1-B5	Total											
		#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Africa		74	7.3	8	2.9	82	6.3	72	11.2	34	5.7	4	5.8	110	8.4	72	11.2	108	6.7	12	3.5	192	7.4
	Asia	152	14.9	39	14.0	191	14.7	127	19.8	104	17.4	10	14.5	241	18.4	127	19.8	256	15.8	49	14.1	432	16.6
	Australia & New Zealand	30	2.9	8	2.9	38	2.9	6	0.9	9	1.5	3	4.3	18	1.4	6	0.9	39	2.4	11	3.2	56	2.1
	India	26	2.6	16	5.8	42	3.2	33	5.1	39	6.5	7	10.1	79	6.0	33	5.1	65	4.0	23	6.6	121	4.6
East Asia		84	8.2	11	4.0	95	7.3	81	12.6	49	8.2	0	0.0	130	9.9	81	12.6	133	8.2	11	3.2	225	8.6
	Japan	27	2.6	6	2.2	33	2.5	3	0.5	1	0.2	0	0.0	4	0.3	3	0.5	28	1.7	6	1.7	37	1.4
	Other Asia	12	1.2	4	1.4	16	1.2	7	1.1	7	1.2	0	0.0	14	1.1	7	1.1	19	1.2	4	1.2	30	1.2
Europe		442	43.4	118	42.4	560	43.2	107	16.7	127	21.2	18	26.1	252	19.3	107	16.7	569	35.2	136	39.2	812	31.2
	U.K.	37	3.6	38	13.7	75	5.8	44	6.9	19	3.2	8	11.6	71	5.4	44	6.9	56	3.5	46	13.3	146	5.6
	Transition Countries	85	8.3	4	1.4	89	6.9	20	3.1	32	5.4	0	0.0	52	4.0	20	3.1	117	7.2	4	1.2	141	5.4
	Other Europe	320	31.4	76	27.3	396	30.5	44	6.9	76	12.7	10	14.5	130	9.9	44	6.9	396	24.5	87	25.1	527	20.2
Middle East		51	5.0	13	4.7	64	4.9	20	3.1	22	3.7	2	2.9	44	3.4	20	3.1	73	4.5	15	4.3	108	4.1
	Saudi-Arabia	3	0.3	0	0.0	3	0.2	0	0.0	1	0.2	0	0.0	1	0.1	0	0.0	4	0.2	0	0.0	4	0.2
	Other Arab countries	34	3.3	6	2.2	40	3.1	13	2.0	12	2.0	0	0.0	25	1.9	13	2.0	46	2.8	6	1.7	65	2.5
	Other Middle East	14	1.4	7	2.5	21	1.6	7	1.1	9	1.5	2	2.9	18	1.4	7	1.1	23	1.4	9	2.6	39	1.5
U.S. and Canada		157	15.4	73	26.3	230	17.7	182	28.4	256	42.8	29	42.0	467	35.7	182	28.4	413	25.5	102	29.4	697	26.8
	U.S.	123	12.1	63	22.7	186	14.3	172	26.8	236	39.5	27	39.1	435	33.3	172	26.8	359	22.2	90	25.9	621	23.8
	Canada	34	3.3	10	3.6	44	3.4	10	1.6	20	3.3	2	2.9	32	2.4	10	1.6	54	3.3	12	3.5	76	2.9
Other Western Hemisphere		143	14.0	27	9.7	170	13.1	133	20.7	55	9.2	6	8.7	194	14.8	133	20.7	198	12.2	33	9.5	364	14.0
	Total	1,019	100.0	278	100.0	1,297	100.0	641	100.0	598	100.0	69	100.0	1,308	100.0	641	100.0	1,617	100.0	347	100.0	2,605	100.0
Developing Countries		471	46.2	81	29.1	552	42.6	365	56.9	240	40.1	19	27.5	624	47.7	365	56.9	711	44.0	100	28.8	1,176	45.1
	Transition Countries	85	8.3	4	1.4	89	6.9	20	3.1	32	5.4	0	0.0	52	4.0	20	3.1	117	7.2	4	1.2	141	5.4
	Industrial Countries	548	53.8	197	70.9	745	57.4	276	43.1	358	59.9	50	72.5	684	52.3	276	43.1	906	56.0	247	71.2	1,429	54.9
Women	n.a.	263	25.8	32	11.5	295	22.7	562	87.7	318	53.2	22	31.9	902	69.0	562	87.7	581	35.9	54	15.6	1,197	46.0
Men	n.a.	756	74.2	246	88.5	1,002	77.3	79	12.3	280	46.8	47	68.1	406	31.0	79	12.3	1,036	64.1	293	84.4	1,408	54.0

Source: PeopleSoft HRMS; Report ID: DAR_007.

^{1/} Region country groupings are listed in the 2007 Diversity Country Groupings.

Table 2. Share of Women and Men by Career Stream and Grade Grouping

	A1-A8				A9-A15				B1-B5				Total			
	Women #	%	Men #	%	Women #	%	Men #	%	Women #	%	Men #	%	Women #	%	Men #	%
Economists																
2007	n.a.	n.a.	n.a.	n.a.	263	25.8	756	74.2	32	11.5	246	88.5	295	22.7	1,002	77.3
2006	n.a.	n.a.	n.a.	n.a.	262	25.5	765	74.5	33	11.6	251	88.4	295	22.5	1,016	77.5
2005	n.a.	n.a.	n.a.	n.a.	257	25.1	767	74.9	33	11.3	260	88.7	290	22.0	1,027	78.0
2004	n.a.	n.a.	n.a.	n.a.	249	24.7	759	75.3	31	10.6	262	89.4	280	21.5	1,021	78.5
2003	n.a.	n.a.	n.a.	n.a.	240	24.3	748	75.7	31	10.8	255	89.2	271	21.3	1,003	78.7
Specialized Career Streams																
2007	562	87.7	79.0	12.3	318	53.2	280	46.8	22	31.9	47	68.1	902	69.0	406	31.0
2006	584	86.8	89	13.2	328	52.6	295	47.4	25	35.2	46	64.8	937	68.5	430	31.5
2005	601	86.7	92	13.3	324	52.3	295	47.7	23	34.3	44	65.7	948	68.7	431	31.3
2004	613	85.4	105	14.6	330	52.8	295	47.2	23	32.9	47	67.1	966	68.4	447	31.6
2003	622	84.2	117	15.8	322	52.8	288	47.2	24	33.8	47	66.2	968	68.2	452	31.8
Total																
2007	562	87.7	79	12.3	581	35.9	1,036	64.1	54	15.6	293	84.4	1,197	46.0	1,408	54.0
2006	584	86.8	89	13.2	590	35.8	1,060	64.2	58	16.3	297	83.7	1,232	46.0	1,446	54.0
2005	601	86.7	92	13.3	581	35.4	1,062	64.6	56	15.6	304	84.4	1,238	45.9	1,458	54.1
2004	613	85.4	105	14.6	579	35.5	1,054	64.5	54	14.9	309	85.1	1,246	45.9	1,468	54.1
2003	622	84.2	117	15.8	562	35.2	1,036	64.8	55	15.4	302	84.6	1,239	46.0	1,455	54.0

Source: PeopleSoft HRMS, DAR_8N9.

Table 3. Recruitment of Women by Career Stream and Grade Grouping

	A1-A8			A9-A15			B1-B5		
	#	Total	%	#	Total	%	#	Total	%
EPs									
2007	n.a.	n.a.	n.a.	8	21	38.1	0	0	0.0
2006	n.a.	n.a.	n.a.	10	26	38.5	0	0	0.0
2005	n.a.	n.a.	n.a.	11	36	30.6	0	0	0.0
2004	n.a.	n.a.	n.a.	13	35	37.1	0	0	0.0
2003	n.a.	n.a.	n.a.	14	35	40.0	0	0	0.0
Total 2003-2007	n.a.	n.a.	n.a.	56	153	36.6	0	0	0.0
Economists									
2007	n.a.	n.a.	n.a.	4	42	9.5	0	8	0.0
2006	n.a.	n.a.	n.a.	9	41	22.0	0	3	0.0
2005	n.a.	n.a.	n.a.	7	51	13.7	1	3	33.3
2004	n.a.	n.a.	n.a.	7	56	12.5	1	7	14.3
2003	n.a.	n.a.	n.a.	10	37	27.0	0	6	0.0
Total 2003-2007	n.a.	n.a.	n.a.	37	227	16.3	2	27	7.4
Specialized Career Streams									
2007	27	35	77.1	13	27	48.1	1	2	50.0
2006	24	30	80.0	12	28	42.9	2	8	25.0
2005	39	47	83.0	14	32	43.8	0	0	0.0
2004	31	44	70.5	10	34	29.4	0	1	0.0
2003	29	48	60.4	20	48	41.7	0	1	0.0
Total 2003-2007	150	204	73.5	69	169	40.8	3	12	25.0
All									
2007	27	35	77.1	25	90	27.8	1	10	10.0
2006	24	30	80.0	31	95	32.6	2	11	18.2
2005	39	47	83.0	32	119	26.9	1	3	33.3
2004	31	44	70.5	30	125	24.0	1	8	12.5
2003	29	48	60.4	44	120	36.7	0	7	0.0
Total 2003-2007	150	204	73.5	162	549	29.5	5	39	12.8

Source: PeopleSoft HRMS; Report ID: DAR_1213.

Table 4. Recruitment of Developing Country Nationals by Career Stream and Grade Grouping

	A1-A8			A9-A15			B1-B5		
	#	Total	%	#	Total	%	#	Total	%
EPs									
2007	n.a.	n.a.	n.a.	12	21	57.1	0	0	0
2006	n.a.	n.a.	n.a.	20	26	76.9	0	0	0
2005	n.a.	n.a.	n.a.	17	36	47.2	0	0	0
2004	n.a.	n.a.	n.a.	21	35	60.0	0	0	0
2003	n.a.	n.a.	n.a.	22	35	62.9	0	0	0
Total 2003-2007	n.a.	n.a.	n.a.	92	153	60.1	0	0	0
Economists									
2007	n.a.	n.a.	n.a.	19	42	45.2	1	8	12.5
2006	n.a.	n.a.	n.a.	19	41	46.3	0	3	0.0
2005	n.a.	n.a.	n.a.	18	51	35.3	1	3	33.3
2004	n.a.	n.a.	n.a.	19	56	33.9	1	7	14.3
2003	n.a.	n.a.	n.a.	15	37	40.5	1	6	16.7
Total 2003-2007	n.a.	n.a.	n.a.	90	227	39.6	4	27	14.8
Specialized Career Streams									
2007	21	35	60	17	27	63.0	1	2	50
2006	19	30	63.3	8	28	28.6	0	8	0.0
2005	26	47	55.3	15	32	46.9	0	0	0.0
2004	27	44	61.4	13	34	38.2	0	1	0.0
2003	26	48	54.2	17	48	35.4	0	1	0.0
Total 2003-2007	119	204	58.3	70	169	41.4	1	12	8.3
All									
2007	21	35	60	48	90	53.3	2	10	20
2006	19	30	63.3	47	95	49.5	0	11	0.0
2005	26	47	55.3	50	119	42.0	1	3	33.3
2004	27	44	61.4	53	125	42.4	1	8	12.5
2003	26	48	54.2	54	120	45.0	1	7	14.3
Total 2003-2007	119	204	58.3	252	549	45.9	5	39	12.8

Source: PeopleSoft HRMS; Report ID: DAR_1213.

Table 5. Transition Country Staff by Career Stream and Grade Grouping

Year	A1-B5											
	A1-A8		A9-A15				B1-B5				Total A1-B5	
			Economists		Specialized		Economists		Specialized			
	#	%	#	%	#	%	#	%	#	%	#	%
2007	20	3.1	85	8.3	32	5.4	4	1.0	0	0.0	141	5.4
2006	21	3.1	77	7.5	31	5.1	4	1.0	0	0.0	133	5.0
2005	23	3.3	72	7.0	30	4.8	4	1.0	0	0.0	129	4.8
2004	29	4.0	67	6.6	28	4.5	3	1.0	0	0.0	127	4.8
2003	36	4.9	59	6.1	25	4.0	3	1.0	0	0.0	123	4.6

Source: PeopleSoft HRMS; DAR_007.

Table 6. Recruitment by Region, Gender, Career Stream, and Grade Grouping (2003 – 2007)

Region	Country Quota %	Economists				Specialized Career Streams				Total			
		A9-A15		B1-B5		A9-A15		B1-B5		A9-A15		B1-B5	
		#	%	#	%	#	%	#	%	#	%	#	%
Africa	4.2	25	6.9	0	0.0	10	6.0	0	0.0	35	6.6	0	0.0
Asia	19	77	21.2	11	40.7	35	21.0	2	16.7	112	21.1	13	33.3
East Asia	14.5	53	14.6	8	29.6	15	9.0	0	0.0	68	12.8	8	20.5
Europe	40.9	155	42.7	7	25.9	43	25.7	6	50.0	198	37.4	13	33.3
U.K	4.9	17	4.7	0	0.0	12	7.2	0	0.0	29	5.5	0	0.0
European Transition Countries	7.4	36	9.9	0	0.0	6	3.6	0	0.0	42	7.9	0	0.0
Middle East	8.6	23	6.3	0	0.0	9	5.4	0	0.0	32	6.0	0	0.0
Arab countries	6.8	16	4.4	0	0.0	9	5.4	0	0.0	25	4.7	0	0.0
USA & Canada	20	37	10.2	8	29.6	60	35.9	3	25.0	97	18.3	11	28.2
Other Western Hemisphere	7.3	46	12.7	1	3.7	10	6.0	1	8.3	56	10.6	2	5.1
Total	100	363	100	27	100	167	100	12	100	530	100	39	100
Developing Countries	40	173	47.7	4	14.8	66	39.5	1	8.3	239	45.1	5	12.8
Transition Countries	7.4	36	9.9	0	0	6	3.6	0	0	42	7.9	0	0
Industrial Countries	60	190	52.3	23	85.2	101	60.5	11	91.7	291	54.9	34	87.2
Women	n.a.	90	24.8	2	7.4	67	40.1	3	25	157	29.6	5	12.8
Men	n.a.	273	75.2	25	92.6	100	59.9	9	75	373	70.4	34	87.2

Source: PeopleSoft HRMS; Report ID: DAR_011.

Table 7. Distribution of Staff in Grades A9-B5 by Region, Developing/Industrial Country, Gender, Career Stream, and Grade
(as of 12/31/2007)

Grade	Africa		Asia		East Asia		Europe		Middle East		Arab Countries		U.S. & Canada		Other W.H.		All Fund		Developing		Transition		Industrial		Women		Men		
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	
Economists																													
A11	4	4.9	14	7.3	13	13.7	22	3.9	6	9.4	3	7.0	3	1.3	5	2.9	54	4.2	35	6.3	8	9	19	2.6	20	6.8	34	3.4	
A12	10	12.2	20	10.5	15	15.8	51	9.1	9	14.1	7	16.3	12	5.2	16	9.4	118	9.1	64	11.6	16	18	54	7.3	43	14.6	75	7.5	
A13	9	11.0	34	17.8	19	20.0	116	20.8	7	10.9	7	16.3	22	9.6	27	15.9	215	16.6	102	18.5	26	29.2	113	15.2	62	21.0	153	15.3	
A14	36	43.9	60	31.4	31	32.6	172	30.8	22	34.4	13	30.2	75	32.8	74	43.5	439	33.9	202	36.6	30	33.7	237	31.9	100	33.9	339	33.9	
A15	15	18.3	24	12.6	6	6.3	80	14.3	7	10.9	7	16.3	44	19.2	21	12.4	191	14.7	68	12.3	5	5.6	123	16.6	38	12.9	153	15.3	
B01	2	2.4	8	4.2	4	4.2	7	1.3	2	3.1	2	4.7	9	3.9	2	1.2	30	2.3	8	1.4	0	0	22	3.0	3	1.0	27	2.7	
B02	4	4.9	13	6.8	3	3.2	53	9.5	6	9.4	3	7.0	28	12.2	15	8.8	119	9.2	41	7.4	3	3.4	78	10.5	15	5.1	104	10.4	
B03	0	0.0	6	3.1	2	2.1	31	5.5	3	4.7	0	0.0	17	7.4	5	2.9	62	4.8	16	2.9	1	1.1	46	6.2	6	2.0	56	5.6	
B04	0	0.0	10	5.2	2	2.1	22	3.9	1	1.6	1	2.3	17	7.4	5	2.9	55	4.2	12	2.2	0	0	43	5.8	7	2.4	48	4.8	
B05	2	2.4	2	1.0	0	0.0	5	0.9	1	1.6	0	0.0	2	0.9	0	0.0	12	0.9	4	0.7	0	0	8	1.1	1	0.3	11	1.1	
Total	82	100.0	191	100.0	95	100.0	559	100.0	64	100.0	43	100.0	229	100.0	170	100.0	1,295	100.0	552	100.0	89	100	743	100.0	295	100.0	1,000	100.0	
Specialized Career Streams																													
A09	6	15.8	10	8.8	6	12.2	15	10.4	3	12.5	2	15.4	28	9.8	10	16.7	72	10.8	33	12.8	6	18.8	39	9.6	51	15.1	21	6.4	
A10	4	10.5	17	14.9	10	20.4	21	14.6	4	16.7	4	30.8	40	14.0	12	20.0	98	14.7	43	16.7	8	25.0	55	13.5	65	19.2	33	10.1	
A11	8	21.1	25	21.9	9	18.4	16	11.1	7	29.2	2	15.4	61	21.4	9	15.0	126	18.9	53	20.5	4	12.5	73	17.9	70	20.7	56	17.1	
A12	5	13.2	28	24.6	15	30.6	20	13.9	4	16.7	1	7.7	37	13.0	8	13.3	102	15.3	47	18.2	3	9.4	55	13.5	41	12.1	61	18.7	
A13	5	13.2	10	8.8	6	12.2	30	20.8	2	8.3	2	15.4	44	15.4	7	11.7	98	14.7	32	12.4	8	25.0	66	16.2	44	13.0	54	16.5	
A14	4	10.5	10	8.8	3	6.1	22	15.3	2	8.3	2	15.4	32	11.2	6	10.0	76	11.4	23	8.9	3	9.4	53	13.0	33	9.8	43	13.1	
A15	2	5.3	4	3.5	0	0.0	2	1.4	0	0.0	0	0.0	14	4.9	2	3.3	24	3.6	8	3.1	0	0.0	16	3.9	12	3.6	12	3.7	
B01	1	2.6	4	3.5	0	0.0	4	2.8	1	4.2	0	0.0	8	2.8	3	5.0	21	3.2	7	2.7	0	0.0	14	3.4	8	2.4	13	4.0	
B02	3	7.9	3	2.6	0	0.0	3	2.1	0	0.0	0	0.0	9	3.2	2	3.3	20	3.0	8	3.1	0	0.0	12	2.9	9	2.7	11	3.4	
B03	0	0.0	0	0.0	0	0.0	4	2.8	0	0.0	0	0.0	7	2.5	0	0.0	11	1.7	0	0.0	0	0.0	11	2.7	4	1.2	7	2.1	
B04	0	0.0	0	0.0	0	0.0	4	2.8	0	0.0	0	0.0	4	1.4	1	1.7	9	1.4	1	0.4	0	0.0	8	2.0	1	0.3	8	2.4	
B05	0	0.0	3	2.6	0	0.0	3	2.1	1	4.2	0	0.0	1	0.4	0	0.0	8	1.2	3	1.2	0	0.0	5	1.2	0	0.0	8	2.4	
Total	38	100.0	114	100.0	49	100.0	144	100.0	24	100.0	13	100.0	285	100.0	60	100.0	665	100.0	258	100.0	32	100.0	407	100.0	338	100.0	327	100.0	

Source: PeopleSoft HRMS; Report ID: DAR_017.
Note: Totals are staff in grades A9-B5.

Table 8. Average Time in Current Grades A14 and A15 for the Economists by Region, Selected Sub-Regions, Developing/Industrial Country, and Gender

Region	A14			A15		
	2005		2006		2007	
	Number of Staff	Average Time in Grade (Years)	Number of Staff	Average Time in Grade (Years)	Number of Staff	Average Time in Grade (Years)
Africa	34	3.8	36	4.4	36	4.7
Asia	57	2.7	60	3.1	60	3.4
East Asia	26	2.2	27	2.8	31	3.1
China	5	1.9	4	3.1	6	2.6
Europe	150	3.0	162	3.3	172	3.5
U.K.	13	2.3	17	2.2	16	2.7
Middle East	18	3.6	23	3.6	22	4.4
Arab countries	11	3.3	15	3.1	13	4.2
U.S. & Canada	80	3.9	73	4.8	75	5.0
Other Western Hemisphere	70	3.5	70	4.2	74	4.5
Total	409	3.3	424	3.8	439	4.1
Developing Countries	179	3.3	190	3.8	202	4.1
Transition Countries	19	2.7	24	2.8	30	3.0
Industrial Countries	230	3.3	234	3.8	237	4.0
Women	86	2.9	93	3.3	100	3.5
Men	323	3.4	331	3.9	339	4.2

Source: PeopleSoft HRMS; Report ID: DAR_018.

Table 9. Five-Year Review of Pipeline Indicators of Economists

	Africa	Asia	Europe	Middle East	U.S. & Canada	Other Western Hemisphere	Total	Developing Countries	Transition Countries	Industrial Countries	Women	Men
Ratio of A15/A14												
2007	.42	.40	.47	.32	.59	.28	.44	.34	.17	.52	.38	.45
2006	.39	.43	.48	.39	.63	.30	.46	.36	.17	.53	.39	.47
2005	.41	.46	.47	.56	.54	.27	.45	.36	.16	.51	.38	.46
2004	.50	.36	.48	.47	.63	.30	.46	.36	.27	.54	.35	.49
2003	.67	.36	.55	.60	.70	.27	.51	.37	.14	.62	.34	.55
Percent of Staff in A15-B5 of all Economists												
2007	28.0	33.0	35.4	31.3	51.1	28.2	36.2	27.0	9.1	43.1	23.7	39.9
2006	29.3	32.6	35.2	34.3	49.8	28.9	36.2	28.3	8.8	42.0	23.4	40.0
2005	30.1	33.0	34.3	40.3	49.0	28.7	36.1	28.8	7.9	41.3	22.8	39.9
2004	31.7	31.4	34.0	41.9	49.4	29.2	36.1	28.5	9.9	41.4	21.1	40.3
2003	33.3	31.0	34.7	45.2	49.4	29.9	36.7	29.3	8.1	41.8	20.3	41.1
Average Time-in-Grade A15												
2007	5.5	3.2	3.7	4.0	4.0	3.8	3.9	3.8	2.5	3.9	3.5	4.0
2006	3.9	1.9	2.7	3.9	3.2	3.1	2.9	2.9	1.6	2.9	2.0	3.1
2005	5.1	2.0	2.7	3.1	3.7	3.2	3.1	3.0	1.5	3.1	2.2	3.3
2004	3.9	1.9	2.7	3.9	3.2	3.1	2.9	2.9	1.6	2.9	2.0	3.1
2003	3.4	1.5	2.7	3.3	3.2	2.7	2.8	2.5	2.4	2.9	1.7	3.0
Average Time-in-Grade A14												
2007	4.7	3.4	3.5	4.4	5.0	4.5	4.1	4.1	3.0	4.0	3.5	4.2
2006	4.4	3.1	3.3	3.6	4.8	4.2	3.8	3.8	2.8	3.8	3.3	3.9
2005	3.8	2.7	3.0	3.6	3.9	3.5	3.3	3.3	2.7	3.3	2.9	3.4
2004	3.4	2.6	2.9	4.5	3.8	3.2	3.2	3.1	2.5	3.3	2.7	3.3
2003	4.3	2.4	3.1	4.9	4.4	2.6	3.3	3.0	2.2	3.6	3.0	3.4

Source: PeopleSoft HRMS; Report ID: DAR_018 and DAR_017.

**Table 10. Staff Promoted by Region, Selected Sub-Regions, Gender, Career Stream, and Grade Grouping, 2007
(2006 in parenthesis)**

Region	A1-A8				A9-A12				A13-A15				B1-B5			
	2007			2006	2007			2006	2007			2006	2007			2006
	#	Total ¹	% ²	(%)	#	Total	%	(%)	#	Total	%	(%)	#	Total	%	(%)
Economists																
Africa	n.a.	n.a.	n.a.	n.a.	1	14	7.1	(25.0)	5	60	8.3	(11.7)	2	8	25.0	(10.0)
Asia	n.a.	n.a.	n.a.	n.a.	6	34	17.6	(14.3)	21	118	17.8	(16.7)	9	39	23.1	(18.9)
East Asia	n.a.	n.a.	n.a.	n.a.	4	28	14.3	(15.4)	9	56	16.1	(11.1)	3	11	27.3	(9.1)
Europe	n.a.	n.a.	n.a.	n.a.	19	74	25.7	(23.3)	51	368	13.9	(19.5)	14	118	11.9	(17.5)
U.K.	n.a.	n.a.	n.a.	n.a.	2	4	50.0	(40.0)	3	33	9.1	(13.5)	3	38	7.9	(16.7)
Middle East	n.a.	n.a.	n.a.	n.a.	2	15	13.3	(20.0)	4	36	11.1	(16.2)	3	13	23.1	(0.0)
Arab Countries	n.a.	n.a.	n.a.	n.a.	2	10	20.0	(10.0)	3	27	11.1	(17.9)	2	6	33.3	(0.0)
U.S. & Canada	n.a.	n.a.	n.a.	n.a.	3	15	20.0	(20.0)	16	142	11.3	(10.1)	12	73	16.4	(21.6)
Other Western Hemisphere	n.a.	n.a.	n.a.	n.a.	5	21	23.8	(12.9)	20	122	16.4	(6.2)	4	27	14.8	(10.7)
Total	n.a.	n.a.	n.a.	n.a.	36	173	20.8	(19.6)	117	846	13.8	(14.9)	44	278	15.8	(17.3)
Developing Countries	n.a.	n.a.	n.a.	n.a.	15	99	15.2	(18.0)	59	372	15.9	(15.3)	14	81	17.3	(15.1)
Transition Countries	n.a.	n.a.	n.a.	n.a.	3	24	12.5	(25.0)	12	61	19.7	(30.2)	0	4	0.0	(25.0)
Industrial Countries	n.a.	n.a.	n.a.	n.a.	21	74	28.4	(21.7)	58	474	12.2	(14.6)	30	197	15.2	(17.8)
Women	n.a.	n.a.	n.a.	n.a.	11	63	17.5	(21.2)	35	200	17.5	(19.4)	9	32	28.1	(24.2)
Men	n.a.	n.a.	n.a.	n.a.	25	110	22.7	(18.8)	82	646	12.7	(13.5)	35	246	14.2	(16.3)
Specialized Career Streams																
Africa	5	72	6.9	(12.9)	4	23	17.4	(9.1)	4	11	36.4	(10.0)	1	4	25.0	(0.0)
Asia	16	127	12.6	(14.0)	18	80	22.5	(16.4)	6	24	25.0	(20.0)	3	10	30.0	(0.0)
East Asia	11	81	13.6	(16.7)	10	40	25.0	(13.5)	0	9	0.0	(33.3)	0	0	0.0	(0.0)
Europe	7	107	6.5	(15.3)	11	72	15.3	(17.8)	12	55	21.8	(21.7)	4	18	22.2	(4.8)
U.K.	1	44	2.3	(10.2)	4	12	33.3	(16.7)	3	7	42.9	(10.0)	3	8	37.5	(16.7)
Middle East	1	20	5.0	(25.0)	3	18	16.7	(5.3)	1	4	25.0	(33.3)	0	2	0.0	(33.3)
Arab Countries	1	13	7.7	(16.7)	1	9	11.1	(0.0)	1	4	25.0	(33.3)	0	0	0.0	(0.0)
U.S. & Canada	20	182	11.0	(14.6)	22	166	13.3	(11.9)	7	90	7.8	(9.2)	6	29	20.7	(14.3)
Other Western Hemisphere	14	133	10.5	(12.3)	7	40	17.5	(13.6)	4	15	26.7	(10.5)	1	6	16.7	(0.0)
Total	63	641	9.8	(14.3)	65	399	16.3	(13.5)	34	199	17.1	(14.4)	15	69	21.7	(9.7)
Developing Countries	34	365	9.3	(15.2)	31	177	17.5	(15.3)	16	63	25.4	(18.8)	5	19	26.3	(5.3)
Transition Countries	0	20	0.0	(28.6)	1	21	4.8	(35.0)	1	11	9.1	(27.3)	0	0	0.0	(0.0)
Industrial Countries	29	276	10.5	(13.2)	34	222	15.3	(12.1)	18	136	13.2	(12.6)	10	50	20.0	(11.3)
Women	56	562	10.0	(12.7)	41	228	18.0	(13.7)	21	90	23.3	(20.0)	4	22	18.2	(4.0)
Men	7	79	8.9	(21.3)	24	171	14.0	(13.1)	13	109	11.9	(10.0)	11	47	23.4	(12.8)
Economists & Specialized Career Streams																
Africa	5	72	6.9	(12.9)	5	37	13.5	(14.7)	9	71	12.7	(11.4)	3	12	25.0	(8.3)
Asia	16	127	12.6	(14.0)	24	114	21.1	(15.7)	27	142	19.0	(17.2)	12	49	24.5	(14.9)
East Asia	11	81	13.6	(16.7)	14	68	20.6	(14.3)	9	65	13.8	(14.3)	3	11	27.3	(8.3)
Europe	7	107	6.5	(15.3)	30	146	20.5	(20.8)	63	423	14.9	(19.8)	18	136	13.2	(16.2)
U.K.	1	44	2.3	(10.2)	6	16	37.5	(23.5)	6	40	15.0	(12.8)	6	46	13.0	(16.7)
Middle East	1	20	5.0	(25.0)	5	33	15.2	(11.8)	5	40	12.5	(17.5)	3	15	20.0	(5.9)
Arab Countries	1	13	7.7	(16.7)	3	19	15.8	(5.3)	4	31	12.9	(19.4)	2	6	33.3	(0.0)
U.S. & Canada	20	182	11.0	(14.6)	25	181	13.8	(12.5)	23	232	9.9	(9.7)	18	102	17.6	(19.6)
Other Western Hemisphere	14	133	10.5	(12.3)	12	61	19.7	(13.3)	24	137	17.5	(6.8)	5	33	15.2	(8.6)
Total	63	641	9.8	(14.3)	101	572	17.7	(14.9)	151	1045	14.4	(14.1)	59	347	17.0	(15.5)
Developing Countries	34	365	9.3	(15.2)	46	276	16.7	(15.4)	75	435	17.2	(15.9)	19	100	19.0	(13.3)
Transition Countries	0	20	0.0	(28.6)	4	45	8.9	(29.5)	13	72	18.1	(29.7)	0	4	0.0	(25.0)
Industrial Countries	29	276	10.5	(13.2)	55	296	18.6	(14.6)	76	610	12.5	(13.8)	40	247	16.2	(16.4)
Women	56	562	10.0	(13.2)	52	291	17.9	(15.4)	56	290	19.3	(19.6)	13	54	24.1	(15.5)
Men	7	79	8.9	(21.3)	49	281	17.4	(15.5)	95	755	12.6	(12.9)	46	293	15.7	(15.5)

Source: PeopleSoft HRMS; Report ID:DAR_016b.

1/ Total number of staff from each region at each grade group as of 12/31/2007.

2/ Percent of staff promoted of total from that region.

Table 11. Share of Women by Department and Grade Grouping
(as of 12/31/2007)

Department	A1-A8		A9-A15		B1-B5		A9-B5		Total Staff	Women	
	#	%	#	%	#	%	#	%	#	#	%
Total Fund	562	87.7	581	35.9	54	15.6	635	32.3	2,605	1,197	46.0
Area Departments 1/	143	90.5	146	27.3	12	8.6	158	23.4	832	301	36.2
AFR	35	94.6	29	18.0	5	13.9	34	17.3	234	69	29.5
APD	19	95.0	22	30.1	2	7.4	24	24.0	120	43	35.8
EUR	30	81.1	34	30.9	1	3.7	35	25.5	174	65	37.4
MCD	27	93.1	29	33.3	2	9.1	31	28.4	138	58	42.0
WHD	29	93.5	30	31.3	1	4	31	25.6	152	60	39.5
Functional Departments	241	92.0	238	34.5	22	16.1	260	31.5	1,088	501	46.0
FAD	30	93.8	27	26.5	3	13.0	30	24.0	157	60	38.2
FIN	49	90.7	35	48.6	3	27.3	38	45.8	137	87	63.5
INS 2/	32	88.9	24	50.0	2	14.3	26	41.9	98	58	59.2
LEG	13	81.3	17	40.5	2	28.6	19	38.8	65	32	49.2
MCM	45	97.8	44	30.8	3	9.4	47	26.9	221	92	41.6
PDR	29	100.0	37	32.7	5	26.3	42	31.8	161	71	44.1
RES	16	100.0	16	24.6	0	0.0	16	20.3	95	32	33.7
STA	27	81.8	38	36.5	4	23.5	42	34.7	154	69	44.8
Support Departments 3/	178	80.5	197	50.0	20	28.6	217	46.8	685	395	57.7
EXR	21	95.5	32	62.7	3	23.1	35	54.7	86	56	65.1
HRD	46	92.0	29	67.4	6	54.5	35	64.8	104	81	77.9
OMD 4/	18	90.0	18	39.1	2	10.5	20	30.8	85	38	44.7
SEC	19	67.9	11	47.8	3	33.3	14	43.8	60	33	55.0
TGS	73	73.0	107	46.3	6	33.3	113	45.4	349	186	53.3

Source: PeopleSoft HRMS; Report ID: DAR_005.

1/ Total includes staff in the Office in Europe.

2/ INS Includes JAI, JVI, and STI.

3/ Total includes staff in the Administrative Tribunal Office.

4/ OMD Includes DMD, INV, OAP, OBP, OIA, OTM, and UNO.

Table 11a. Share of Developing Country Nationals by Department and Grade Grouping
(as of 12/31/2007)

Department	A1-A8		A9-A15		B1-B5		A9-B5		Total Staff	Developing Country Staff	
	#	%	#	%	#	%	#	%	#	#	%
Total	365	56.9	711	44.0	100	28.8	811	41.3	2,605	1,176	45.1
Area Departments	102	64.6	269	50.4	42	30.0	311	46.1	832	413	49.6
AFR	25	67.6	81	50.3	8	22.2	89	45.2	234	114	48.7
APD	12	60.0	34	46.6	7	25.9	41	41.0	120	53	44.2
EUR	23	56.1	40	34.2	6	20.0	46	31.3	188	69	36.7
MCD	20	69.0	51	58.6	11	50.0	62	56.9	138	82	59.4
WHD	22	71.0	63	65.6	10	40.0	73	60.3	152	95	62.5
Functional Departments	158	60.3	303	44.0	42	30.7	345	41.8	1,088	503	46.2
FAD	22	68.8	42	41.2	7	30.4	49	39.2	157	71	45.2
FIN	31	57.4	30	41.7	4	36.4	34	41	137	65	47.4
INS ¹	21	58.3	21	43.8	6	42.9	27	43.5	98	48	49
LEG	10	62.5	14	33.3	2	28.6	16	32.7	65	26	40
MCM	25	54.3	63	44.1	7	21.9	70	40	221	95	43
PDR	18	62.1	47	41.6	3	15.8	50	37.9	161	68	42.2
RES	12	75	25	38.5	5	35.7	30	38	95	42	44.2
STA	19	57.6	61	58.7	8	47.1	69	57	154	88	57.1
Support Departments²	105	47.5	139	35.3	16	22.9	155	33.4	685	260	38.0
EXR	7	31.8	19	37.3	4	30.8	23	35.9	86	30	34.9
HRD	22	44.0	20	46.5	3	27.3	23	42.6	104	45	43.3
OMD ³	12	60.0	11	23.9	3	15.8	14	21.5	85	26	30.6
SEC	12	42.9	9	39.1	4	44.4	13	40.6	60	25	41.7
TGS	52	52.0	80	34.6	2	11.1	82	32.9	349	134	38.4

Source: PeopleSoft HRMS; Report ID: DAR_003.

1/ INS Includes JAI, JVI and STI.

2/ Total staff includes one A1-A8 staff member in Administrative Tribunal, under support departments.

3/ OMD Includes DMD, INV, OAP, OBP, OIA, OTM, and UNO.

Table 12. Distribution of A9-B5 Staff by Region and by Department, 2007
(In percent)

Department	A9–A15 Staff							B1–B5 Staff							Total A9–B5 Staff									
	Africa	Asia	Europe	Middle East	U.S. & Canada	Other W.H.	TRAN ¹	Total	Africa	Asia	Europe	Middle East	U.S. & Canada	Other W.H.	TRAN ¹	Total	Africa	Asia	Europe	Middle East	U.S. & Canada	Other W.H.	TRAN ¹	Total
Area																								
Department																								
AFR	19.3	9.3	39.1	5	14.3	13	5.0	100	11.1	5.6	58.3	0.0	19.4	5.6	2.8	100.0	17.8	8.6	42.6	4.1	15.2	11.7	4.6	100.0
APD	2.7	31.5	31.5	6.8	19.2	8.2	6.8	100	0.0	33.3	25.9	0.0	37.0	3.7	3.7	100.0	2.0	32.0	30.0	5.0	24.0	7.0	6.0	100.0
EUR	3.4	16.2	61.5	1.7	13.7	3.4	15.4	100	0.0	13.3	60.0	0.0	23.3	3.3	3.3	100.0	2.7	15.6	61.2	1.4	15.6	3.4	12.9	100.0
MCD	5.7	12.6	36.8	26.4	11.5	6.9	11.5	100	0.0	4.5	40.9	27.3	13.6	13.6	0.0	100.0	4.6	11.0	37.6	26.6	11.9	8.3	9.2	100.0
WHD	4.2	9.4	28.1	2.1	14.6	41.7	5.2	100	0.0	16.0	32.0	0.0	28.0	24.0	4.0	100.0	3.3	10.7	28.9	1.7	17.4	38.0	5.0	100.0
Functional																								
Department																								
FAD	6.9	19.6	48	4.9	9.8	10.8	6.9	100	0.0	8.7	56.5	4.3	13.0	17.4	0.0	100.0	5.6	17.6	49.6	4.8	10.4	12.0	5.6	100.0
FIN	6.9	22.2	31.9	0	31.9	6.9	6.9	100	9.1	36.4	18.2	0.0	27.3	9.1	0.0	100.0	7.2	24.1	30.1	0.0	31.3	7.2	6.0	100.0
INS	4.2	8.3	35.4	10.4	22.9	18.8	4.2	100	14.3	7.1	28.6	14.3	28.6	7.1	0.0	100.0	6.5	8.1	33.9	11.3	24.2	16.1	3.2	100.0
LEG	4.8	14.3	35.7	0	26.2	19	2.4	100	14.3	0.0	28.6	0.0	42.9	14.3	0.0	100.0	6.1	12.2	34.7	0.0	28.6	18.4	2.0	100.0
MCM	10.5	12.6	39.2	1.4	22.4	14	7.7	100	0.0	15.6	37.5	6.3	34.4	6.3	0.0	100.0	8.6	13.1	38.9	2.3	24.6	12.6	6.3	100.0
PDR	3.5	16.8	53.1	1.8	15	9.7	10.6	100	0.0	0.0	52.6	5.3	36.8	5.3	0.0	100.0	3.0	14.4	53.0	2.3	18.2	9.1	9.1	100.0
RES	0	24.6	43.1	3.1	23.1	6.2	4.6	100	0.0	28.6	28.6	0.0	35.7	7.1	0.0	100.0	0.0	25.3	40.5	2.5	25.3	6.3	3.8	100.0
STA	7.7	21.2	25	1	24	21.2	11.5	100	11.8	11.8	17.6	5.9	29.4	23.5	0.0	100.0	8.3	19.8	24.0	1.7	24.8	21.5	9.9	100.0
Support																								
Department																								
EXR	7.8	19.6	31.4	2	29.4	9.8	2.0	100	7.7	7.7	38.5	7.7	30.8	7.7	0.0	100.0	7.8	17.2	32.8	3.1	29.7	9.4	1.6	100.0
HRD	11.6	14	20.9	4.7	32.6	16.3	0.0	100	9.1	9.1	18.2	0.0	54.5	9.1	0.0	100.0	11.1	13.0	20.4	3.7	37.0	14.8	0.0	100.0
OMD	4.3	15.2	23.9	2.2	52.2	2.2	2.2	100	0.0	21.1	52.6	0.0	21.1	5.3	0.0	100.0	3.1	16.9	32.3	1.5	43.1	3.1	1.5	100.0
SEC	0	26.1	26.1	0	39.1	8.7	8.7	100	0.0	33.3	22.2	0.0	33.3	11.1	0.0	100.0	0.0	28.1	25.0	0.0	37.5	9.4	6.3	100.0
TGS	3.5	12.6	15.6	5.2	56.3	6.9	6.1	100	0.0	11.1	22.2	5.6	55.6	5.6	0.0	100.0	3.2	12.4	16.1	5.2	56.2	6.8	5.6	100.0
Fund All	6.7	15.8	35.2	4.5	25.5	12.2	7.2	100	3.5	14.1	39.2	4.3	29.4	9.5	1.2	100.0	6.1	15.5	35.9	4.5	26.2	11.8	6.2	100.0
Quota	4.2	19	40.9	8.6	20	7.3	7.4	100	4.2	19.0	40.9	8.6	20.0	7.3	7.6	100.0	4.2	19.0	40.9	8.6	20.0	7.3	7.6	100.0

Source: PeopleSoft HRMS; Report ID: DAR_004.

1/ Developing Transition Countries, additional to the total 100 percent of the region.

Table 13. Separations / Recruitment by Diversity Category, CY 2007

Category	Grade	Separations ²		Resignations		Recruitment ³	
		#	%	#	%	#	%
Women	A9-A15	40	37.4	9	19.1	24	26.7
	B1-B5	8	25	0	0	2	15.4
Developing Countries	A9-A15	36	33.6	10	21.3	47	52.2
	B1-B5	12	37.5	0	0	5	38.5
African Region	A9-A15	4	3.7	2	4.3	9	10
	B1-B5	2	6.3	0	0	0	0
Middle Eastern Region	A9-A15	4	3.7	2	4.3	7	7.8
	B1-B5	1	3.1	0	0	0	0
Transition Countries	A9-A15	2	1.9	2	4.3	8	8.9
	B1-B5	0	0	0	0	1	7.7
East Asian Countries ⁴	A9-A15	10	9.3	1	2.1	17	18.9
	B1-B5	4	12.5	0	0	3	23.1

Source: PeopleSoft HRMS; Report ID: DAR_017a.

1/ Excluding Office of Executive Directors (OED) and Independent Evaluation Office (IEO).

2/ Includes transfers to Separation Benefit Fund (SBF), transfers from staff to OED and IEO, and excludes staff leaving SBF.

3/ Including transfers from OED and IEO to the staff.

4/ East Asian countries include: Brunei Darussalam; Cambodia; Indonesia; Lao PDR; Malaysia; Myanmar; Philippines; Singapore; Thailand, Vietnam plus China, Japan, and Korea.

**Table 13a. Appointments and Separations of Chinese Staff, CY 2007
(In numbers)**

Grade	Appointments	Promotions	Separations
A9-A15	8	10	2
B1-B5	0	2	2

Source: HR Cognos.

Table 14. Share of Arab and Other Middle Eastern (ME) Staff in Grades A9-A15 and B1-B5

	Arab A9-A15		Other ME A9-A15		Arab B1-B5		Other ME B1-B5	
	#	%	#	%	#	%	#	%
2007	46	2.8	23	1.4	6	1.7	9	2.6
2006	50	3.0	24	1.5	7	2.0	10	2.8
2005	47	2.8	22	1.3	7	1.9	10	2.8
2004	40	2.4	23	1.4	9	2.5	11	3.0
2003	45	2.8	21	1.3	10	2.8	13	3.6

Source: PeopleSoft HRMS; Report ID: DAR_007.

Table 15. Share of UK and Other European Countries in Grades A9-A15 and B1-B5

	UK A9-A15		Other Europe A9-A15		UK B1-B5		Other Europe B1-B5	
	#	%	#	%	#	%	#	%
2007	56	3.5	396	24.5	46	13.3	87	25.1
2006	64	3.9	401	24.3	42	11.8	97	27.3
2005	65	4.0	406	24.7	44	12.2	94	26.1
2004	61	3.7	499	30.6	44	12.1	95	26.2
2003	62	3.9	471	29.5	44	12.3	97	27.2

Source: PeopleSoft HRMS; Report ID: DAR_007.

Table 16. Share of Asia and East Asian Staff in Grades A9-A15 and B1-B5

	Asia A9-A15		East Asia A9-A15		Asia B1-B5		East Asia B1-B5	
	#	%	#	%	#	%	#	%
2007	256	15.8	133	8.2	49	14.1	11	3.2
2006	253	15.3	126	7.6	47	13.2	12	3.4
2005	258	15.7	124	7.5	50	13.9	15	4.2
2004	263	16.1	129	7.9	50	13.8	14	3.9
2003	253	15.8	122	7.6	48	13.4	15	4.2

Source: PeopleSoft HRMS; Report ID: DAR_007.

Table 17. Nationality Distribution List (Excluding The Office of Executive Directors)*(as of 12/31/2007)*

Country	Quota %	A1-A8		A9-A15		B1-B5		Total	
		#	%	#	%	#	%	#	%
AFRICA	4.2	72	11.2	108	6.7	12	3.5	192	7.4
Angola	0.1	0	0.0	0	0.0	0	0.0	0	0.0
Benin	0.0	2	0.3	3	0.2	1	0.3	6	0.2
Botswana	0.0	0	0.0	1	0.1	0	0.0	1	0.0
Burkina Faso	0.0	2	0.3	2	0.1	0	0.0	4	0.2
Burundi	0.0	1	0.2	0	0.0	0	0.0	1	0.0
Cameroon	0.1	1	0.2	4	0.3	0	0.0	5	0.2
Cape Verde	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Central African Republic	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Chad	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Comoros	0.0	1	0.2	0	0.0	0	0.0	1	0.0
Congo, D. R.	0.2	3	0.5	6	0.4	0	0.0	9	0.4
Congo, Rep.	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Côte d'Ivoire	0.1	2	0.3	2	0.1	0	0.0	4	0.2
Equatorial Guinea	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Eritrea	0.0	1	0.2	0	0.0	0	0.0	1	0.0
Ethiopia		3	0.5	5	0.3	1	0.3	9	0.4
Gabon	0.1	0	0.0	0	0.0	0	0.0	0	0.0
Gambia, The	0.0	0	0.0	2	0.1	1	0.3	3	0.1
Ghana	0.2	10	1.6	10	0.6	0	0.0	20	0.8
Guinea	0.0	0	0.0	1	0.1	0	0.0	1	0.0
Guinea-Bissau	0.0	0	0.0	1	0.1	0	0.0	1	0.0
Kenya	0.1	2	0.3	8	0.5	0	0.0	10	0.4
Lesotho	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Liberia	0.0	3	0.5	0	0.0	1	0.3	4	0.2
Madagascar	0.1	5	0.8	0	0.0	0	0.0	5	0.2
Malawi	0.0	0	0.0	2	0.1	0	0.0	2	0.1
Mali	0.0	3	0.5	1	0.1	0	0.0	4	0.2
Mauritania	0.0	1	0.2	1	0.1	1	0.3	3	0.1
Mauritius	0.0	5	0.8	0	0.0	2	0.6	7	0.3
Mozambique	0.1	0	0.0	2	0.1	0	0.0	2	0.1
Namibia	0.1	0	0.0	1	0.1	0	0.0	1	0.0
Niger	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Nigeria	0.8	4	0.6	7	0.4	0	0.0	11	0.4
Rwanda	0.0	0	0.0	2	0.1	0	0.0	2	0.1
São Tomé and Príncipe	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Senegal	0.1	2	0.3	11	0.7	1	0.3	14	0.5
Seychelles	0.0	0	0.0	1	0.1	0	0.0	1	0.0
Sierra Leone	0.0	14	2.2	3	0.2	1	0.3	18	0.7
South Africa	0.9	2	0.3	12	0.7	2	0.6	16	0.6
Swaziland	0.0	0	0.0	1	0.1	0	0.0	1	0.0

Table 17 (continued)

Country	Quota %	A1-A8		A9-A15		B1-B5		Total	
		#	%	#	%	#	%	#	%
Tanzania	0.1	0	0.0	1	0.1	0	0.0	1	0.0
Togo	0.0	2	0.3	4	0.3	0	0.0	6	0.2
Uganda	0.1	2	0.3	4	0.3	1	0.3	7	0.3
Zambia	0.2	0	0.0	5	0.3	0	0.0	5	0.2
Zimbabwe	0.2	1	0.2	5	0.3	0	0.0	6	0.2
ASIA	19.0	127	19.8	255	15.7	49	14.1	431	16.5
Australia	1.5	3	0.5	26	1.6	6	1.7	35	1.3
Bangladesh	0.2	1	0.2	7	0.4	1	0.3	9	0.4
Bhutan	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Brunei Darussalam	0.1	0	0.0	0	0.0	0	0.0	0	0.0
Cambodia	0.0	0	0.0	2	0.1	0	0.0	2	0.1
China	3.7	9	1.4	41	2.5	1	0.3	51	1.9
Fiji	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Hong Kong SAR	0.0	0	0.0	3	0.2	0	0.0	3	0.1
India	1.9	33	5.2	65	4.0	23	6.6	121	4.6
Indonesia	1.0	1	0.2	2	0.1	0	0.0	3	0.1
Japan	6.1	3	0.5	28	1.7	6	1.7	37	1.4
Kiribati	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Korea	1.3	4	0.6	13	0.8	1	0.3	18	0.7
Lao, PDR	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Malaysia	0.7	1	0.2	10	0.6	2	0.6	13	0.5
Maldives	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Marshall Islands	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Micronesia	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Mongolia	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Myanmar	0.1	2	0.3	1	0.1	0	0.0	3	0.1
Nepal	0.0	0	0.0	3	0.2	1	0.3	4	0.2
New Zealand	0.4	3	0.5	13	0.8	5	1.4	21	0.8
Papua New Guinea	0.1	0	0.0	0	0.0	0	0.0	0	0.0
Palau	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Philippines	0.4	55	8.6	16	1.0	1	0.3	72	2.8
Samoa	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Singapore	0.4	0	0.0	8	0.5	0	0.0	8	0.3
Solomon Islands	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Sri Lanka	0.2	6	0.9	6	0.4	2	0.6	14	0.5
Thailand	0.5	4	0.6	10	0.6	0	0.0	14	0.5
Timor-Leste	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Tonga	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Vanuatu	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Vietnam	0.2	2	0.3	1	0.1	0	0.0	3	0.1

Table 17 (continued)

Country	Quota %	A1-A8		A9-A15		B1-B5		Total	
		#	%	#	%	#	%	#	%
EAST ASIA (ASEAN+3)	14.5	81	12.6	132	8.0	11	3.1	224	8.5
Brunei Darussalam	0.1	0	0.0	0	0.0	0	0.0	0	0.0
Cambodia	0.0	0	0.0	2	0.1	0	0.0	2	0.1
China	3.7	9	1.4	41	2.5	1	0.3	51	1.9
Indonesia	1.0	1	0.2	2	0.1	0	0.0	3	0.1
Japan	6.1	3	0.5	28	1.7	6	1.7	37	1.4
Korea	1.3	4	0.6	13	0.8	1	0.3	18	0.7
Lao, PDR	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Malaysia	0.7	1	0.2	10	0.6	2	0.6	13	0.5
Myanmar	0.1	2	0.3	1	0.1	0	0.0	3	0.1
Philippines	0.4	55	8.6	16	1.0	1	0.3	72	2.8
Singapore	0.4	0	0.0	8	0.5	0	0.0	8	0.3
Thailand	0.5	4	0.6	10	0.6	0	0.0	14	0.5
Vietnam	0.2	2	0.3	1	0.1	0	0.0	3	0.1
EUROPE	53.9	108	17	570	35	136	39	814	31
Albania	0.0	0	0.0	2	0.1	0	0.0	2	0.1
Armenia	0.0	1	0.2	7	0.4	0	0.0	8	0.3
Austria	0.9	2	0.3	5	0.3	3	0.9	10	0.4
Azerbaijan	0.1	1	0.2	3	0.2	0	0.0	4	0.2
Belarus	0.2	4	0.6	3	0.2	0	0.0	7	0.3
Belgium	2.1	5	0.8	26	1.6	8	2.3	39	1.5
Bosnia-Herzegovina	0.1	0	0.0	0	0.0	0	0.0	0	0.0
Bulgaria	0.3	1	0.2	14	0.9	0	0.0	15	0.6
Croatia	0.2	1	0.2	1	0.1	1	0.3	3	0.1
Cyprus	0.1	0	0.0	6	0.4	1	0.3	7	0.3
Czech Republic	0.4	1	0.2	8	0.5	0	0.0	9	0.4
Denmark	0.8	0	0.0	14	0.9	2	0.6	16	0.6
Estonia	0.0	1	0.2	2	0.1	0	0.0	3	0.1
Finland	0.6	0	0.0	4	0.3	2	0.6	6	0.2
France	4.9	14	2.2	74	4.6	11	3.2	99	3.8
Georgia	0.1	0	0.0	4	0.3	0	0.0	4	0.2
Germany	6.0	3	0.5	79	4.9	20	5.8	102	3.9
Greece	0.4	0	0.0	13	0.8	4	1.2	17	0.7
Hungary	0.5	1	0.2	6	0.4	1	0.3	8	0.3
Iceland	0.1	1	0.2	3	0.2	0	0.0	4	0.2
Ireland	0.4	4	0.6	9	0.6	4	1.2	17	0.7
Israel	0.4	0	0.0	2	0.1	1	0.3	3	0.1
Italy	3.2	4	0.6	46	2.8	13	3.8	63	2.4
Kazakhstan	0.2	0	0.0	1	0.1	0	0.0	1	0.0
Kyrgyz Republic	0.0	0	0.0	0	0.0	0	0.0	0	0.0

Table 17 (continued)

Country	Quota %	A1-A8		A9-A15		B1-B5		Total	
		#	%	#	%	#	%	#	%
Latvia	0.1	0	0.0	2	0.1	0	0.0	2	0.1
Lithuania	0.1	0	0.0	0	0.0	0	0.0	0	0.0
Luxembourg	0.1	0	0.0	0	0.0	0	0.0	0	0.0
Macedonia	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Malta	0.0	1	0.2	2	0.1	0	0.0	3	0.1
Moldova	0.1	1	0.2	3	0.2	0	0.0	4	0.2
Netherlands	2.4	1	0.2	30	1.9	10	2.9	41	1.6
Norway	0.8	0	0.0	9	0.6	1	0.3	10	0.4
Poland	0.6	4	0.6	15	0.9	1	0.3	20	0.8
Portugal	0.4	0	0.0	5	0.3	0	0.0	5	0.2
Romania	0.5	0	0.0	5	0.3	0	0.0	5	0.2
Russia	2.7	2	0.3	31	1.9	0	0.0	33	1.3
San Marino	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Serbia	0.2	1	0.2	0	0.0	1	0.3	2	0.1
Montenegro	0.2	0	0.0	0	0.0	0	0.0	0	0.0
Slovak Republic	0.2	0	0.0	1	0.1	0	0.0	1	0.0
Slovenia	0.1	0	0.0	1	0.1	0	0.0	1	0.0
Spain	1.4	4	0.6	26	1.6	4	1.2	34	1.3
Sweden	1.1	1	0.2	12	0.7	0	0.0	13	0.5
Switzerland	1.6	3	0.5	13	0.8	0	0.0	16	0.6
Tajikistan	0.0	0	0.0	1	0.1	0	0.0	1	0.0
Turkey	0.5	1	0.2	19	1.2	2	0.6	22	0.8
Turkmenistan	0.0	0	0.0	0	0.0	0	0.0	0	0.0
U.K.	4.9	44	6.9	56	3.5	46	13.3	146	5.6
Ukraine	0.6	1	0.2	6	0.4	0	0.0	7	0.3
Uzbekistan	0.1	0	0.0	1	0.1	0	0.0	1	0.0
MIDDLE EAST	8.6	20	3.2	73	4.5	15	4.3	108	4.1
Afghanistan	0.1	3	0.5	1	0.1	0	0.0	4	0.2
Algeria	0.6	1	0.2	4	0.3	0	0.0	5	0.2
Bahrain	0.1	0	0.0	0	0.0	0	0.0	0	0.0
Djibouti	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Egypt	0.4	2	0.3	14	0.9	0	0.0	16	0.6
Iran	0.7	1	0.2	5	0.3	3	0.9	9	0.4
Iraq	0.5	0	0.0	1	0.1	0	0.0	1	0.0
Jordan	0.1	1	0.2	9	0.6	0	0.0	10	0.4
Kuwait	0.6	0	0.0	0	0.0	0	0.0	0	0.0
Lebanon	0.1	2	0.3	12	0.7	2	0.6	16	0.6
Libya	0.5	1	0.2	0	0.0	0	0.0	1	0.0
Morocco	0.3	2	0.3	2	0.1	2	0.6	6	0.2
Oman	0.1	0	0.0	0	0.0	0	0.0	0	0.0
Pakistan	0.5	3	0.5	16	1.0	6	1.7	25	1.0
Qatar	0.1	0	0.0	0	0.0	0	0.0	0	0.0

Table 17 (continued)

Country	Quota %	A1-A8		A9-A15		B1-B5		Total	
		#	%	#	%	#	%	#	%
Saudi Arabia	3.2	0	0.0	4	0.3	0	0.0	4	0.2
Somalia	0.0	1	0.2	0	0.0	0	0.0	1	0.0
Sudan	0.1	1	0.2	1	0.1	0	0.0	2	0.1
Syrian Arab Republic	0.1	1	0.2	0	0.0	1	0.3	2	0.1
Tunisia	0.1	1	0.2	3	0.2	1	0.3	5	0.2
United Arab Emirates	0.3	0	0.0	1	0.1	0	0.0	1	0.0
Yemen	0.1	0	0.0	0	0.0	0	0.0	0	0.0
U.S. and CANADA	20.1	182	28.3	414	25.5	102	29.4	698	26.1
U.S.	17.1	172	26.8	360	22.2	90	25.9	622	23.8
Canada	3.0	10	1.5	54	3.3	12	3.5	76	2.3
OTHER WESTERN HEMISPHERE	7.3	132	20.6	197	12.1	33	9.5	362	13.9
Antigua and Barbuda	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Argentina	1.0	6	0.9	28	1.7	8	2.3	42	1.6
Bahamas	0.1	1	0.2	1	0.1	0	0.0	2	0.1
Barbados	0.0	1	0.2	3	0.2	0	0.0	4	0.2
Belize	0.0	0	0.0	1	0.1	0	0.0	1	0.0
Bolivia	0.1	9	1.4	6	0.4	1	0.3	16	0.6
Brazil	1.4	14	2.2	32	2.0	4	1.2	50	1.9
Chile	0.4	3	0.5	7	0.4	2	0.6	12	0.5
Colombia	0.4	6	0.9	12	0.7	0	0.0	18	0.7
Costa Rica	0.1	2	0.3	5	0.3	1	0.3	8	0.3
Dominic Republic	0.1	1	0.2	0	0.0	0	0.0	1	0.0
Dominica	0.0	0	0.0	1	0.1	0	0.0	1	0.0
Ecuador	0.1	3	0.5	9	0.6	0	0.0	12	0.5
El Salvador	0.1	5	0.8	4	0.3	2	0.6	11	0.4
Grenada	0.0	1	0.2	1	0.1	0	0.0	2	0.1
Guatemala	0.1	3	0.5	1	0.1	0	0.0	4	0.2
Guyana	0.0	1	0.2	2	0.1	2	0.6	5	0.2
Haiti	0.0	7	1.1	2	0.1	0	0.0	9	0.4
Honduras	0.1	4	0.6	1	0.1	0	0.0	5	0.2
Jamaica	0.1	9	1.4	4	0.3	3	0.9	16	0.6
Mexico	1.2	2	0.3	15	0.9	3	0.9	20	0.8
Nicaragua	0.1	2	0.3	3	0.2	0	0.0	5	0.2
Panama	0.1	1	0.2	2	0.1	0	0.0	3	0.1
Paraguay	0.0	0	0.0	3	0.2	0	0.0	3	0.1
Peru	0.3	35	5.5	27	1.7	2	0.6	64	2.5
St. Kitts and Nevis	0.0	1	0.2	1	0.1	0	0.0	2	0.1
St. Lucia	0.0	0	0.0	3	0.2	0	0.0	3	0.1
St. Vincent & The Grenadines	0.0	0	0.0	1	0.1	0	0.0	1	0.0
Suriname	0.0	0	0.0	1	0.1	0	0.0	1	0.0
Trinidad and Tobago	0.2	3	0.5	7	0.4	2	0.6	12	0.5
Uruguay	0.1	8	1.3	7	0.4	2	0.6	17	0.7
Venezuela	1.2	4	0.6	7	0.4	1	0.3	12	0.5

Table 17 (concluded)

Country	Quota %	A1-A8		A9-A15		B1-B5		Total	
		#	%	#	%	#	%	#	%
TRANSITION COUNTRIES	7.6	20	3.2	117	7.2	4	1.2	141	5.5
Albania	0.0	0	0.0	2	0.1	0	0.0	2	0.1
Armenia	0.0	1	0.2	7	0.4	0	0.0	8	0.3
Azerbaijan	0.1	1	0.2	3	0.2	0	0.0	4	0.2
Belarus	0.2	4	0.6	3	0.2	0	0.0	7	0.3
Bosnia-Herzegovina	0.1	0	0.0	0	0.0	0	0.0	0	0.0
Bulgaria	0.3	1	0.2	14	0.9	0	0.0	15	0.6
Croatia	0.2	1	0.2	1	0.1	1	0.3	3	0.1
Czech Republic	0.4	1	0.2	8	0.5	0	0.0	9	0.4
Estonia	0.0	1	0.2	2	0.1	0	0.0	3	0.1
Georgia	0.1	0	0.0	4	0.3	0	0.0	4	0.2
Hungary	0.5	1	0.2	6	0.4	1	0.3	8	0.3
Kazakhstan	0.2	0	0.0	1	0.1	0	0.0	1	0.0
Kyrgyz Republic	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Latvia	0.1	0	0.0	2	0.1	0	0.0	2	0.1
Lithuania	0.1	0	0.0	0	0.0	0	0.0	0	0.0
Macedonia	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Moldova	0.1	1	0.2	3	0.2	0	0.0	4	0.2
Mongolia	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Poland	0.6	4	0.6	15	0.9	1	0.3	20	0.8
Romania	0.5	0	0.0	5	0.3	0	0.0	5	0.2
Russia	2.7	2	0.3	31	1.9	0	0.0	33	1.3
Serbia	0.2	1	0.2	0	0.0	1	0.3	2	0.1
Montenegro	0.2	0	0.0	0	0.0	0	0.0	0	0.0
Slovak Republic	0.2	0	0.0	1	0.1	0	0.0	1	0.0
Slovenia	0.1	0	0.0	1	0.1	0	0.0	1	0.0
Tajikistan	0.0	0	0.0	1	0.1	0	0.0	1	0.0
Turkmenistan	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Ukraine	0.6	1	0.2	6	0.4	0	0.0	7	0.3
Uzbekistan	0.1	0	0.0	1	0.1	0	0.0	1	0.0
FUND TOTAL		641	100.0	1,617	100.0	347	100.0	2,605	100.0

Source: PeopleSoft HRMS; Report ID: NAT_001.

STAKEHOLDER CONSULTATIONS

1. Underrepresented Groups

Representatives of underrepresented regions namely Sub-Saharan Africa, East Asia, and the Middle East, and one special interest group GLOBE were invited twice to work with the Diversity Council. At the first meeting in April, 2007, they were asked to comment on the draft diversity strategy and to present their various constituent concerns. At the second meeting in May, all came and generated collective solutions to the issues they had previously raised. All these diverse groups declared support for the draft diversity strategy. The common themes identified by these groups are summarized below.

Common themes included the following:

- All groups articulated the business case for diversity as having to do with legitimacy, effectiveness in dealing with our diverse membership and being able to provide improved policy advice.
- They noted that failure to act on improving diversity and showing results would undermine the Fund's credibility.
- They were all insistent on upholding the standards of staff and not compromising on quality.
- Visibility and mobility were identified as essential aspects of career advancement.
- Slow to minimal career progression for underrepresented regional group staff was prevalent. Such staff spent longer time in grade than staff from other regions.
- B-level representation of underrepresented regional groups was unsatisfactory and they felt strongly that a recruitment strategy must be used to change this.
- Promotions to B-levels for underrepresented regional groups were too few and have declined in recent years. There needs to be a checks and balances system put in place in this regard.
- The few positions that will become open in a zero growth environment should explicitly take our diversity benchmark aspirations into consideration.
- Management must be seen to act when it comes to improving diversity at the Fund.
- Change in diversity must be accompanied by an incentive system that holds managers and departmental directors accountable.

The items that were dealt with at length were visibility, mobility, promotion (via checks and balances), and accountability.

Visibility and Mobility—there was a brief debate about the merits of having a centralized or a decentralized, free market system as an organizing principle. It was noted by some underrepresented regional group representatives that the so-called free market system, which has been in operation thus far, has failed to yield acceptable diversity results. Therefore, market intervention in the form of a more

centralized approach is necessary. A request was made for HRD to be present at all interviews for A15 and above. It was stated that visibility has a lot to do with an assigning manager's preferences and the assignment of high visibility tasks is not transparent enough and is too subjective. Therefore, it was suggested that HRD or management engagement is required to ask for the rationale behind decisions. Perceptions that certain staff are repeatedly assigned to plum and high profile assignments must be investigated.

It was recommended that an incentive system needs to be put in place to hold managers accountable for assigning staff to high visibility assignments. It was felt that managers must be held accountable at every level. Visiting representatives want each department to be evaluated for its key assignment allocations throughout the year and who gets what assignment must be made transparent with justification and explanation as to how this furthers diversity.

With visibility and mobility of underrepresented staff who have potential to succeed must come training and support in the form of coaching and mentoring. Managers need to be trained to be more sensitive to the Fund's diversity goals and in managing diverse staff. Training must be offered to all in a non-discriminatory way.

A visibility challenge that was raised by GLOBE representatives was the issue about the visibility of gay and lesbian staff in the Fund. It was accepted that visibility for members of this community is a personal choice. Nevertheless, there have been instances, such as resident representative positions, where the Fund's response was perceived as unwilling to endorse its staff irrespective of sexual orientation. The other issue GLOBE specifically brought to the Diversity Council was an update on the domestic partner and same sex marriage partner benefits lobby. This is an issue that the Ombudsman has been supporting GLOBE and HRD on, and it has been raised in the Ombudsman's Twenty-seventh Annual Report for 2007. GLOBE merely wanted to inform the Council of its progress and wanted to be supported with a mention in the next Annual Diversity Report.

Subsequently, in November 2007, Family Status and Extension of Domestic Partners benefits were approved by the Board to include staff in same sex couples.

Promotion—promotion to the B-level for diverse staff from underrepresented regional groups was of major concern. A strengthened system of checks and balances was called for when it comes to promotions, as well as adopting a more centralized approach in order to attain our diversity benchmark indicators as an institution.

Accountability—the mechanism to monitor the decisions of managers thereby question managers who have decision-making authority was examined. It was felt most important that management send a strong signal to department heads that they must improve diversity in their respective departments. A Diversity Scorecard, which provides an assessment tool for the progress of diversity management would assist accountability in this context. It would assure that management discusses and reviews diversity strategies with department heads, and it provides for the assessment of measurable outcomes. These can in turn be utilized for incentives given to departments and department heads with significant improvement in approaching and attaining diversity benchmarks.

The APR Process—lastly, when asked by the chair of the Diversity Council, Mr. Takatoshi Kato, what specifically the groups think about improving the current Annual Performance Review (APR) system, representatives said that the APR must have a diversity section. They all thought that diversity

objectives/performance should be made explicit not implicit and be put into the APR. Previous attempts to include diversity into the APR were considered too complicated. It is best practice to integrate diversity into a comprehensive APR process. It was agreed that the Diversity Advisor should research and suggest how to include diversity competencies into the APR. The group representatives also felt that the APR process placed too much emphasis on writing as opposed to technical skills. APRs should be forward-looking and focus on development opportunities rather than on past events or history.

Consideration was given to how to increase access for diverse staff to high performance ratings, such as the 'outstanding' rating, which is attached to the highest merit increase. It was noted that the Research Department used to have a rule that if one received an outstanding rating, that same individual would not be eligible to get it again the next year so as to give other staff an opportunity. An example of the system at Georgetown University School of Medicine was discussed, where outstanding lecturers who had received three 'Golden Apple' awards for performance would be placed in the prestigious 'Golden Orchard' making them ineligible for a further 'Golden Apple' for the following four years.

Recommendation for solutions to some of the underrepresented groups' common concerns included:

- An incentive system should be introduced to support managers assigning qualified diverse staff to high visibility assignments.
- Training of diverse staff, including coaching and mentoring, is important but cannot be to the exclusion of other staff. All staff must receive coaching and mentoring. Managers must be trained to be more sensitive to both the Fund's diversity goals and the better management of diverse staff.
- Management has to send a strong signal to department heads that they must improve diversity in their respective departments.
- Publishing diversity scorecard results and the performance of department heads and managers on diversity would encourage those in positions of responsibility to do more when it comes to diversity.
- Diversity competencies should be made explicit and be put into the APR.
- In the APR, writing and technical skills have to be weighed more equally. In addition, more emphasis should be placed on the future development opportunities rather than a retrospective orientation.

2. Department Heads

In May 2007, the Diversity Advisor discussed the Diversity Council's draft diversity strategy with Management and Department Heads. She emphasized that maintaining the status quo no longer serves the Fund, and that it is now time for visible change management in diversity. She described retention and pipeline development as the most important levers in a zero growth environment. There was discussion about the diversity model (see page 17) which reflects best the pillars of a comprehensive and successful diversity strategy.

Comments from department heads and alternates included:

- **Accurate Information**—it was suggested that for purposes of more accurately reflecting the state of diversity at the Fund, the Diversity Office should keep a second set of books that would show dual citizenship and country of origin. This data should reflect racial identity more accurately than citizenship or passport status of staff members. Information on educational background should also be collected to help better understand the diversity landscape at the Fund.
- **Diversity Scorecard**—the details of the scorecard must be targeted for diversity but fair at the same time. The Diversity Advisor explained that *Diversity Effort* is as important as diversity results and will have to be fully defined and then measured by the diversity scorecard.
- **HR Policy Changes**—adaptation of HR policies should include monitoring of *Turnover*. High staff turnover might reflect the perception of limited career prospects at the Fund. Emphasis should be placed on *Retention*. The Fund should aim to also bring back excellent traditional and diverse Fund staff at the B2 level after a few years outside. An HRD mechanism could be established to stay in contact with former Fund staff in their new external jobs. In addition, both internal and external *Mobility* should be reconceptualized to add more dynamism to the career prospects of staff. Lateral growth internally should become just as highly valued as vertical growth. External mobility for temporary work experience should be encouraged to avoid isolation as an institution. *Recruiting Diverse Talent* is important. It was suggested that there is a lot of relevant talent at the World Bank. A staff *Exit Strategy* may include a targeted buy out program that enables us to downsize as well as address our diversity strategy goals.
- **Cultural Awareness for Diversity Management**—it was suggested that there is need for managers to be sensitized to managing diverse staff. Previous training at the Fund had been very useful and should be reinstituted in an updated and relevant form. There is a mutual obligation from both managers and staff to provide a safe, responsive and positively conducive environment for diversity to thrive and for all staff to experience job satisfaction.
- **Management Level of Intervention**—It was felt that management needs to take a more direct role in monitoring the implementation of the diversity agenda and facilitate Fund-wide programs such as *Staff Swaps* across departments to stimulate the success of competitive diverse staff.

3. The Board

The Board's reaction to the informal diversity briefing was emphatic. While the Board had no issue with the details of the diversity strategy, it was very concerned that concrete actions be taken to achieve the objectives of the strategy. They extended their willingness to help and asked to be regularly updated on the Diversity Council's progress in implementing the diversity strategy until it fully becomes a reality.

Executive Directors were not pleased with, among other things, the profile of the SPMs, because they felt it had no representation of nationals from any of the underrepresented diverse regions. Of the current twenty Senior Personnel Managers at the Fund, none are from Africa, East Asia, the Middle East or the Transition countries.

