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Diversity Council and
Diversity Advisor
Kedibone Letlaka-Rennert





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Diversity Annual Report 2009

Diversity Council

Mr. Kato, Ms. Siegel, Ms. Redifer, Mr. Ahmed,
Mr. Bredenkamp, Ms. Burgi-Schmelz, Ms. Gulde-Wolf,
Ms. Kochhar, Mr. Lin, Ms. Sayeh, Mr. Towe, and

Diversity Advisor

Ms. Kedibone Letlaka-Rennert

Diversity Office

Ms. Sujatha Korappath

Ms. Carolina Klein

Human Resources Department

Mr. Bjoern Rother

The 2009 Annual Diversity Report was prepared by the Diversity Office
in coordination with the Diversity Council.

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EXECUTIVE SUMMARY

The diversity agenda made important strides in 2009, but significant challenges remain. Across the Fund, there is clearly a sense of rising awareness that a diverse workforce and an open, tolerant culture are key ingredients of the Fund's continued ability to discharge successfully its mandate and meet the expectations of its global membership. In 2009, we saw progress in diversity outcomes and, perhaps even more so, in diversity-related actions. It will be important to leverage these achievements and continue with determined efforts to close the remaining gaps which remain significant, especially in the access of underrepresented groups to managerial B-level positions.¹

Diversity in numbers. The Fund's workforce became more diverse in 2009, but decisive efforts are needed to improve the diversity profile of managers. Overall, the data paint a consistent picture: meaningful progress was achieved with regional representation in grades A9–B5; and women's representation at the B-level increased further, to a level close to the 20 percent benchmark. By contrast, representation at the B-level still falls significantly short of the associated combined benchmark for staff from underrepresented regions; and the diversity profile of the Fund's senior decision makers is still inadequate. This calls for more systematic efforts aimed at strengthening diverse recruitment, building a stronger pipeline of staff from underrepresented regions, and reducing the high separation

rates experienced by this group, especially East Asians. The introduction of systematic workforce planning at both the Fundwide and departmental levels could help achieve these objectives and ensure that the Fund makes meaningful progress toward the new 2014 diversity benchmarks, which are ambitious but achievable, if determined actions are pursued over the next three years.

Diversity in actions. A critical achievement was the development of the diversity scorecard, which will help increase awareness about diversity issues and establish more accountability for departments with regard to their performance vis-à-vis diversity objectives. Second, in the context of moving toward more systematic talent reviews as a basis for senior promotions and appointments, the Diversity Council has started engaging the Review and Senior Review Committees to sharpen their focus on diversity in their deliberations and decisions. Other initiatives were focused mainly on diversity training, education, and awareness building, with emphasis on enhancing the attention of supervisors to diversity issues in selecting and managing their staff. An example of this work stream is the inclusion of a 'diversity composite' in the new Staff Assessment of Managers (SAM) tool.

Addressing the recommendations of the 2008 Annual Report. The Fund has successfully implemented four of the six recommendations included in last year's report: (i) the diversity scorecard was developed; (ii) information on diversity issues was disseminated through a number

¹ Grade ranges at the Fund span the Support (A1-A8), Professional (A9-A15) and Managerial categories (B1-B5).

of high-profile events such as departmental road shows; (iii) the work of Diversity Reference Group members was explicitly recognized and is now reflected in the second goal of the scorecard; and (iv) diversity management training was strengthened (revamped diversity module in *Fundamentals of Management*, B-level *Leadership Diversity and Inclusion Training*, and the Fund's first external *2009 World Diversity Leadership Summit*). The remaining recommendations—(v) integration of diversity in succession management and other key HR processes; and (vi) an increase in departmental recruitment sourcing and in activities to develop diverse candidates—have been partially addressed. The Diversity Council has interfaced with the Review and Senior Review Committees, and an in-house sourcing expert has been appointed, amongst other things. Further work is required in the years ahead.

Recommendations for 2010.

Notwithstanding recent achievements in mainstreaming diversity issues, considerable distance remains between the Fund's current position and our diversity goals. Future activities can build on the growing platform of the diversity infrastructure and should aim at producing further progress, particularly in outcomes. This year's key recommendations are to:

- ***Maximize and leverage the use of the scorecard.*** The Fund needs to ensure active use of the scorecard by key stakeholders (management, departments and DRGs, HRD, Diversity Council, and the Diversity Advisor) to maximize the potential of this tool and strengthen incentives for, and transparency about diversity management at the Fund.
- ***Increase, over time, the share of underrepresented groups in senior positions.*** A minimum goal to reach would be an equal rate of promotion and recruitment from these groups relative to the Fund average. Given their critical role in direction setting and appointment decisions, the Review Committee and the Senior Review Committee should continue to liaise closely with the Diversity Advisor and the Diversity Council.
- ***Continue diversity training and turn it into tangible action.*** Continuous training will further develop awareness about diversity-related issues. However, it is equally critical that this awareness then feed into our HR actions, especially in the areas of workforce planning, recruitment, and promotions.
- ***Explicitly integrate diversity into all key human resources procedures.*** Important HR processes such as succession management and leadership development should give more emphasis to diversity in both participation levels and content.
- ***Provide ongoing support for the retention and accelerated development of mid-career staff, including those from underrepresented groups.*** A more diverse mid-career pipeline can be achieved by targeted training for high-potential staff, a more diversity-conscious allocation of high-visibility assignments, and effective coaching.
- ***Monitor contractuels and A1–A8 staff.*** The two groups account for a significant percentage of the staff, and as such should be monitored.

FOREWORD FROM THE DIVERSITY ADVISOR

In the last few years we have continued to build a robust diversity infrastructure with the establishment of a Diversity Council, the development of a Diversity Reference Group network, expansion of our benchmarks, and the design of a diversity scorecard whilst we raised awareness with extensive yearly diversity programs consisting of, on average, six major events per year. The diversity work program is always accompanied by a communications strategy. Now it is time for diversity implementation. This next phase of diversity at the Fund will focus on leveraging of the diversity infrastructure we have built, operationalizing diversity, and attaining diversity results, such as the benchmarks, as well as fostering a Fundwide culture of inclusion, to improve levels of staff engagement, motivation, productivity, and retention.

Over time, we have moved significantly beyond the initial awareness raising phase of diversity management at the Fund. We have now set about concretely operationalizing diversity through the work of the Benchmark Working Group, the Scorecard Working Group, and the reform of the Staff Assessment of Managers. Implementation in 2010 will help us more consciously move toward achieving our twelve benchmarks at the required pace for 2014 success. The Benchmark Working Group report has been very useful in detailing exactly what is going to have to be done by management, department heads and hiring managers if we are to achieve these benchmarks by 2014.

B-level women seem poised to reach their benchmark in the next year or two. While such an upward trend demonstrates that progress is being made, compared to other international institutions, the 20 percent benchmark is not a very ambitious one. The World Bank, for example, is working toward gender parity at the managerial levels by 2012. This suggests that the Benchmark Working Group should be re-engaged to raise the bar and set higher benchmark targets for the share of women at the managerial level.

In the spirit of inclusion, we have begun to look at two new groups in the Diversity Annual Report, the A1–A8 group and contractuels. This is a change that we should maintain.

The diversity scorecard is going to provide accountability and transparency of managers and the leadership. The scorecard will go a long way in mainstreaming diversity for the line managers. I urge the Fund community to capitalize on the use of the scorecard to bring about real change in diversity at the Fund. In addition to this, the Council needs to persuade the Review and Senior Review Committees to make diversity more than just a ‘tie-breaker’ in its selection of candidates.

The formula for success at the Fund entails recruitment, promotion, and retention. We are improving recruitment, but have to focus on the B-levels. We have to decrease separation and can only sustain retention by training and developing our people, including diverse underrepresented staff at the professional and mid-career levels to make our human capital competitive and promotion-ready.

I. INTRODUCTION

1. **The diversity agenda made important strides in 2009, but significant challenges remain.** Across the Fund, there is clearly a sense of rising awareness that a diverse workforce and an open, tolerant culture are key ingredients of the Fund's continued ability to successfully discharge its mandate and meet the expectations of its global membership. However, the institution also needs to recognize that the right intentions are not yet matched by successful outcomes in all areas, and that further efforts are needed to close significant remaining gaps relative to the 2014 diversity benchmarks. This report provides a comprehensive picture of the diversity profile of Fund staff (Section II), highlights the key activities in promoting diversity in 2009 (Section III), and assesses progress against the six specific recommendations set out in the 2008 report (Section IV). In Section V, the report concludes with recommendations for action in 2010.

2. **The business case for diversity at the Fund.** Diversity can play an important role in helping to maintain the Fund's position at the core of the international monetary and financial system. A diverse staff can give the Fund the legitimacy and experience required to interact effectively with its global membership. Research has shown that groups that display a range of

perspectives consistently outperform groups of like-minded experts.²

Furthermore, a staff that is diverse in backgrounds, ideas, and orientations should help strengthen the Fund's ability to foster innovation and creativity, which are both needed to sustain its current position as a global thought leader.

3. **Diversity strategy and infrastructure.** As in the years before, the Diversity Advisor, with the Diversity Council, spearheaded the diversity agenda in 2009. The Fund's diversity strategy (2007) continued to provide directional guidance for these efforts by highlighting the goals of the diversity efforts, as well as the values on which the Fund's culture should rely.

4. **2009 diversity highlights.** Six major initiatives were rolled out in 2009—a remarkable achievement when considering the deep changes in staff structure that have occurred as a result of the downsizing exercise and the crisis-related increase in the workload.

- The Benchmark Working Group (BWG) established new diversity benchmarks for 2014, building on existing objectives but adding a target for professional staff from East Asia and targets for all underrepresented regional groups (Africa, East Asia, the Middle East, and Transition Countries) at the B-level.

² See, for example, Scott E. Page, *The Difference*, 2007, Princeton University Press. Professor Page's research shows that diversity yields superior outcomes. He presented the results of his research at the 2nd Annual DRG Conference in November 2008 and the World Diversity Leadership Summit hosted by the Fund in September 2009.

- The Scorecard Working Group (SWG) refined and further developed the Fund's new diversity scorecard, which went on to be implemented in all departments.
- The external diversity conference, the 2009 World Diversity Leadership Summit (WDLS), brought together a large number of internationally renowned subject experts for the first time (under the sponsorship of the Managing Director).
- The Leadership, Diversity, and Inclusion Training for Managers was well received and raised awareness among managers about implicit bias;
- The Diversity Annual Report road shows disseminated its contents to senior staff and DRG members in all 18 departments.
- The International Women's Day seminar, led by keynote speaker and author, Alison Maitland, and a panel of the Fund's senior most women delved into harnessing "womenomics" and the importance and role of women in global growth, social progress, good governance, and long-term stability.

Goals of the IMF's Diversity Strategy		
1. The share of underrepresented groups should be increased 2. Provide a level playing field to all 3. Fund membership should believe their diversity concerns are being addressed 4. Full buy-in to diversity objectives and strategies should be achieved		
Pillars of the IMF's Diversity Strategy		
1. Recruiting Qualified Diverse Employees	3. Developing Diverse Leaders	5. Measuring the Success of Diversity Initiatives
2. Retaining Qualified Diverse Employees	4. Ensuring Compliance with Diversity	6. Promoting Services to Diverse Membership
Shared Diversity Values		
Respect ❖ Fairness ❖ Inclusiveness ❖ Equal Opportunity ❖ Transparency		
Recommendations of 2008 Annual Report		
1. Roll out the diversity scorecard throughout the organization 2. Disseminate information more broadly to raise awareness of diversity issues and actions 3. Recognize the work of DRG members in their performance evaluations 4. Implement diversity management training for supervisors and managers 5. Integrate diversity explicitly in succession management and the reform of other key HR processes 6. Increase diversity recruitment sourcing and establish initiatives for candidate success		
The Diversity Council began its two-year term in September 2008 and recommitted to the Fund's existing diversity objectives.		
Diversity Council, December 2009		
Takatoshi Kato, Chair	Deputy Managing Director, <i>ex-officio</i>	
Shirley Siegel	Director, Human Resources Department, <i>ex-officio</i>	
Kedibone Letlaka-Rennert	Diversity Advisor, <i>ex-officio</i>	
Laure Redifer	Chair, Staff Association Committee, <i>ex-officio</i>	
Masood Ahmed	Director, Middle East and Central Asian Department	
Hugh Bredenkamp	Deputy Director, Strategy, Policy, & Review Department	
Adelheid H. Burgi-Schmelz	Director, Statistics Department	
Anne-Marie Gulde-Wolf	Senior Advisor, European Department	
Kalpna Kochhar	Deputy Director, Asia & Pacific Department	
Jianhai Lin	Assistant Director, Finance Department	
Antoinette Monsio Sayeh	Director, African Department	
Christopher Towe	Deputy Director, Monetary and Capital Markets Department	

II. DIVERSITY IN NUMBERS

5. **The Fund made progress in building a more diverse workforce in 2009, but continued strong efforts are needed to improve the diversity profile of managers.** To develop a comprehensive view of the diversity situation at the Fund, with reference to the new 2014 diversity benchmarks, this chapter will look first at the diversity profile of current staff (the “stock perspective,” discussed in Section B). It will then examine the diversity trends for those staff who were hired, promoted, or who left the institution in 2009 (the “flow perspective,” discussed in Section C).³ Overall, the data paint a consistent picture: meaningful progress was achieved with regional representation in grades A9–B5; and women’s representation at the B-level increased further to a level only 2 percent below the 20 percent benchmark. By contrast, regional representation at the B-level still falls 8 percent short of the associated cumulative benchmark; and the diversity profile of the Fund’s senior decision makers is still inadequate. This calls for systematic efforts to strengthen diverse recruitment, build a strong pipeline of staff from underrepresented regions, and reduce the high separation rates experienced by underrepresented groups, especially East Asians. Workforce planning at both the Fund-wide and departmental levels could help achieve these objectives.

³ For the purpose of the diversity benchmarks, staff includes all appointments that are limited term, fixed-term and open-ended; contractuels and vendors are not included. The benchmarks apply to grades A9–B5.

⁴ Members of the Benchmark Working Group: Hugh Bredenkamp (Chair, SPR), Benedicte Christensen (AFR), Ms. Kedibone Letlaka-Rennert, (Diversity Advisor, HRD), Jianhai Lin (FIN), and Mark Plant (AFR).

**Box 1. The Fund’s Diversity Benchmarks
2009–14
(In percent)**

<i>Region</i>	<i>A9–B5 Grades</i>	<i>B-level</i>
Africa	8	6
East Asia	12	7
Middle East	8	5
Transition Countries	8	4
Developing Countries	40	
Women		20
Women (Economists)		15–20
Women (SCS)		35–40

A. 2014 Benchmarks

6. **To provide comprehensive direction for its diversity efforts, the Fund adopted new quantitative targets and committed to reaching them by 2014** (Box 1). To define the medium-term objectives of our diversity efforts and establish transparency in success and failure, the Fund committed to a set of benchmarks for underrepresented staff groups that should be achieved by 2014. These benchmarks, which build on and extend targets adopted in 2003, were developed by the Benchmark Working Group (BWG).⁴ The group found that success will depend on a combination of ambitious but realistic benchmarks and behavioral changes in the institution.

- **Confirmation of the benchmarks that were established in 2003.** The new set of targets includes the benchmarks for representation that were established under the Enhanced Diversity Action Plan for the 2003–08 for staff from Africa, the Middle East, Transition Countries, and developing countries at grades A9–B5; and for women at the B-level.
- **New benchmark for East Asian staff.** The BWG set a 12 percent benchmark for East Asians, to be reached by 2014. In setting this interim target, the group took into account the 13.4 percent recruitment share of East Asians experienced over 2003–07 but also the high separation rates for this group that were almost twice as high as the Fund average. Meeting this goal will critically depend on whether the Fund succeeds with reducing the attrition among this staff group, which is due to both strong external competition for economists familiar with the region and East Asian staff’s perceived problems in integrating into the Fund’s mainstream culture. In the long run, the hope is to equal the financial quota for the region.
- **New benchmarks for regional representation at the B-level.** In response to disappointing trends over 2003–07, the BWG decided to set explicit targets for the share of staff from underrepresented regions (Africa, East Asia, the Middle East, and Transition Countries) at the B-level—adding up to 22 percent for the group combined. The BWG identified these as interim targets, ambitious but realistic based on current staffing levels and potential for growth. The long-term goal would be convergence with the combined financial quota for the four groups, which currently stands at 35 percent (Table A).
- **Indicative interim targets to encourage behavioral change.** The working group emphasized that the 2014 benchmarks could only be achieved by establishing a consistent track record throughout the next five years (Table A). In quantitative terms, successfully discharging this work program will depend on increasing staff from underrepresented regions in the A14/15 pipeline by 3 percent a year; achieving convergence of promotion rates to B1 positions for these staff groups with the Fund average of 3.4 percent by 2011; recruiting 0.5 B-level staff per year from Africa and the Transition Countries, 1 staff from the Middle East, and 1.5 staff from East Asia (in addition to Japan’s secondment program); and, by 2014, reducing the separation rates for East Asians at the B-level to the Fund average of 9 percent. Meeting these quantitative objectives will require commitment and significant changes throughout the Fund (Box 2).

Box 2. Actions to Achieve 2014 Regional Benchmarks

- Sustained commitment of Management
- Accountability at the department head level for promotion and recruitment decisions
- Strong, sustained recruitment program
- Action plan to address high separation rates among East Asian and B-level staff from underrepresented regions

Table A. Indicative Targets and Benchmarks for B-level Benchmark Achievement 5/

Indicative Targets and Benchmarks for B-level Staff 1/								
	Quota share	Indicative targets						Benchmarks
		2008	2009	2010	2011	2012	2013	2014
Africa								
Number of staff		14	12	13	14	15	16	17
In percent of Fund total	4.2	4.3	4.3	4.7	5.2	5.6	6.0	6
East Asia								
Number of staff		14	12	14	15	16	18	19
In percent of Fund total	14.6	4.3	4.5	5.1	5.6	6.1	6.6	7
Middle East								
Number of staff		10	9	8	9	10	11	12
In percent of Fund total	8.6	3.1	3.3	3.0	3.4	3.9	4.3	5
Transition economies								
Number of staff		5	5	6	7	9	10	11
In percent of Fund total	7.4	1.5	1.8	2.2	2.7	3.2	3.7	4
Four groups total								
Number of staff		43	38	40	45	50	55	60
In percent of Fund total	34.8	13.1	13.9	15.0	16.9	18.8	20.6	22
Fund total		327	271	268	268	268	268	268

1/ The figures for 2008-10 takes into account the restructuring exercise, which reduced the number of B-level staff for Africa, East Asia,Middle East, and transition countries by 3, 1, 9, and 2, respectively.

B. Diversity Composition of Staff

7. Fund staff became more diverse in 2009, but weaknesses in representation continued to exist in the managerial grades and, in particular, among key decision makers.

- ***Progress with geographical diversity at the professional level.*** At the A9–B5 grades, the share of African, East Asian, and Transition Countries staff grew in 2009 and came within a 1–3 percent range of the respective benchmarks (Table B). By contrast, representation from Middle Eastern staff weakened: their share in total staff fell to 4.2 percent, compared with an average of 4.4 percent over the previous four years.

- ***Large gaps in regional representation at the managerial levels.***

Notwithstanding slight improvements in representation relative to 2008 for all regions except the Middle East, all underrepresented regions taken together still accounted for less than 14 percent of senior staff. This outturn falls far short of their combined 22 percent benchmark, and represented the largest deviation from any of the objectives set for 2014 (Table B).

⁵ Report of the Benchmark Working Group, March 2009.

- **Satisfactory overall representation of staff from developing countries.** The Fund continued to meet its 40 percent benchmark for staff from developing countries, by a margin of almost 4 percent.
- **Women's representation at the B-level within reach of the 2014 benchmark.** The share of women at the B-level increased to 18 percent in 2009 from 16 percent in 2008, and thus stands only slightly below the 20 percent benchmark established for 2014 (Table B). While the share of B-level women economists increased sufficiently to fall within the benchmark range of 15–20 percent, further progress is needed in the Specialized Career Streams. There, representation increased to 31 percent from 28 percent in 2008, but still remained clearly below the 35–40 percent benchmark range.
- **Insufficient diversity among the Fund's senior managers.** Staff from Europe (excluding Transition Countries), United States and Canada still represent the lion's share of senior managers at grades B3 and B4, which are the levels just below department heads (Figure 1, Table 4). Their combined share grew further in 2009 to reach 77 percent, while staff from Africa, East Asia, and Transition Countries represented only 10 percent of this group of decision makers. This low number stands in stark contrast to their combined 35 percent quota.

**Table B: Geographic and Gender Benchmark
Indicators and Staff Representation in Grades in Grades A9–B5 1/
(In percent)**

	Financial Quota (as of 12/31/08)	Diversity Benchmarks for 2014	Staff Representation (A9-B5)				
			2005	2006	2007	2008	2009
Africa	4.2	8.0	6.0	6.0	6.1	6.1	6.5
Asia	19.1		15.4	15.0	15.4	16.0	16.9
East Asia 2/	14.6	12.0	6.9	6.9	7.4	7.9	9.1
Europe	40.6		35.6	35.7	35.9	36.3	37.6
Middle East	8.7	8.0	4.3	4.5	4.5	4.3	4.2
Western Hemisphere	27.5		38.7	39.1	38.1	37.3	34.7
Industrial countries	60.2		60.2	59.5	59.2	58.1	56.4
Developing and Transition Countries	39.8	40.0	39.8	40.5	40.8	41.9	43.6
Of which: Transition Countries	7.4	8.0	5.2	5.6	6.1	6.6	7.4
B-Level 2/							
Regions (in percent of all B level)							
Africa	4.2	6.0	3.6	3.4	3.5	4.3	4.6
East Asia	14.6	7.0	4.2	3.4	3.2	4.3	4.9
Middle East	8.7	5.0	4.7	4.8	4.3	3.1	2.6
Transition Countries	7.4	4.0	1.1	1.1	1.2	1.5	1.6
Women (in percent of all B level)							
All B-Level		20.0	15.6	16.3	15.6	16.2	18.4
B-Level Economist		15-20	11.3	11.6	11.5	13.5	15.3
B-Level SCS		35-40	34.3	35.2	31.9	28.3	31.0

Source: PeopleSoft HRMS; Report ID: DAR_007.

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

2/ The Benchmark Working Group (2008) established indicators for East Asia (A9-B5) and B-level indicators for Africa, East Asia, the Middle East and Transition Countries.

- **Insufficient diversity among the Fund's key HR decision makers.** Women and non-English speaking nationals are still underrepresented in the groups of department heads, Senior Personnel Managers, and Division Chiefs, which are responsible for most human resources decisions at the Fund

(Table C). This said, 2009 saw progress with the gender profile of this group since 2008; and the Senior Personnel Managers' subgroup now has moved up from zero to 9.5 percent representation from developing countries.

Figure 1. Distribution of Staff at B3-B4 Grades

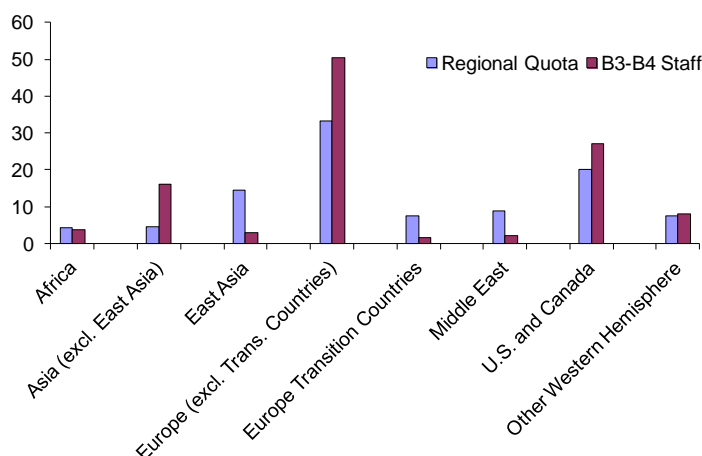


Table C. HR Management Profile for the Fund

The Fund's Human Resources
Management Profile: 2007-09

	Total	Women		English-speaking Industrial Countries 1/		Developing Countries	
	#	#	%	#	%	#	%
Department Heads and Directors at B5 2/							
2009	22	4	18.2	10	45.5	7	31.8
2008	24	4	16.7	8	33.3	8	33.3
2007	22	1	4.5	10	45.5	5	22.7
SPMs 3/							
2009	21	4	19.0	11	52.4	2	9.5
2008	20	2	10.0	13	65.0	0	0.0
2007	20	6	30.0	12	60.0	2	10.0
Division Chiefs							
2009	90	16	17.8	41	45.6	23	25.6
2008	92	15	16.3	42	45.7	27	29.3
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, including EUO and IEO.

- ***Variance in the diversity profile of staff across departments.***⁶ As in the past, the representation of staff from the four priority regions was highest within their respective home area departments. On the other hand, at grades A9–B5, RES and OMD had no representation in 2009 from Africa; LEG and SEC had no representation from the Middle East; and HRD had no representation from the Transition Countries (Table 7). A similarly inconsistent picture emerges with respect to the staffing composition at the B-level: as in 2008, AFR, APD, and MCD were the only area departments with B-level staff from Africa, East Asia, and the Middle East, respectively. Four departments—EXR, OMD, RES, and SEC—lacked any representation from the four underrepresented regions. Female representation was also very uneven, ranging between 16 percent in RES and 61 percent in HRD for all A9–B5 staff (Table 8). Four departments—INS, MCD, RES, and WHD had 10 percent or less female representation at the B-level.

C. Staff Dynamics

8. **Personnel actions taken in 2009 generally strengthened staff diversity; however, major gaps continue to exist at the B-level.** The combined effect of

recruitment, promotions, and separations worked toward increasing the share of diverse staff at professional grades. However, the efforts were not strong enough to address adequately the significant distance from the benchmark in regional representation at the B-level. Challenges include the decentralized nature of the B-level recruitment process; the disproportionately small share of internally promoted regionally diverse staff; increased global competition for a limited supply of qualified professionals from underrepresented regions; and attractive opportunities for such professionals in their home countries. Against this backdrop, achieving the 2014 B-level benchmarks will only be possible if departments become more strategic in identifying opportunities to recruit high-caliber candidates with diverse backgrounds and raise promotion rates for staff from underrepresented regions to the level of (at least) the Fund average.

Recruitment

9. **Strong hiring activity generally enhanced the diversity profile of staff, but B-level recruitment of diverse candidates remained below expectations.** Recruitment reached an all-time high in 2009, resulting in the hiring of over 200 staff into the A9–B5 grades (Table 13).

⁶ **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); Research Department (RES); Statistics Department (STA); Strategy, Policy, & Review Department (SPR). **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).

This strong activity responded to increased crisis-related work pressures and the need to refill an unusually large number of vacancies created by the departure of staff who volunteered for separation in the context of the 2008 restructuring. While recruitment worked toward enhancing the diversity profile of staff at large, it will be important in the years ahead to strengthen the recruitment of staff from underrepresented regions at the B-level.

- ***A diverse cohort of new hires at grades A9–A15.*** A little over half of the new hires at the A9–A15 grades were from developing countries and about 40 percent were from the four underrepresented regions (Table 13). Africa accounted for 10 percent, East Asia for 14 percent, and the Transition Countries for 11 percent of the new intake—exceeding their respective 2014 benchmarks for their region’s share in total staff. That said, recruitment from the Middle East with less than 6 percent share was once again quite weak. Women accounted for about one-fourth of mid-career economist hires and 40 percent of SCS hires (Table 10).

- ***Strong diversity in the 2009 Economist Program (EP) intake.*** The doubling of EP participants in 2009 had a significant impact on the Fund’s overall recruitment of diverse staff (Table D). Developing countries accounted for 64 percent of the new EP recruits, with strong numbers for Africa (9 percent), East Asia (20 percent) and the Transition

Countries (18 percent). The EP intake from the Middle East (5 percent), however, remained low. In terms of gender profile, a very strong 52 percent of EP recruits were women.

- ***Weak diversity in B-level recruiting.*** Of nine new hires, two were from underrepresented regions (secondees). This is clearly a setback from 2008, when underrepresented regions accounted for six out of 11 B-level positions filled. The gender profile of new B-level hires was also rather disappointing, with only two women in the total of nine new staff.

Table D. Economist Program: Appointments, CY 2004–09

	2004–2008 (annual average)	2004	2005	2006	2007	2008	2009
Participants (end of year)	58	70	70	62	47	40	82^{1/}
Appointments	28	35	36	26	21	20	44
Gender							
Men	18	22	25	16	13	15	21
Women	9	13	11	10	8	5	23
Percentage of women	34	37	31	38	38	25	52
Nationality							
Industrial countries	10	14	18	6	8	5	16
Percentage from industrial countries	37	40	50	23	38	25	36
Emerging market and developing countries	17	21	18	20	13	15	28
Of which:							
Africa	2	2	2	1	2	1	4
Asia and the Pacific	4	3	3	6	5	5	7 ^{2/}
Middle East	3	3	2	5	1	4	2
Europe 3/	6	9	6	4	5	4	10
Western Hemisphere	3	4	5	4	0	1	5
Percentage from emerging market and developing countries	63	60	50	77	62	75	64

Source: Recruitment and Staffing Division, HRD.

1/ 85 program slots in 2009, 3 EPs withdrew between 2007 and 2009.
2/ All 7 were from East Asia.
3/ Transition countries plus Cyprus, Israel, Malta, and Turkey.

Promotions

10. **Staff from underrepresented regions faced a significant challenge when seeking promotion to higher levels, but women less so.** These broad trends suggest that efforts to build a strong pipeline of diverse staff, and in particular of staff from underrepresented regions, will be critical to meet the diversity benchmarks for regional representation at the B-level.
- ***Low promotion rates for staff from some underrepresented regions, falling short of the Fund average*** (Table 11). A13–A15 level economists from Africa and East Asia were particularly affected by this negative trend, as were B-level staff from Africa, East Asia, and the Transition Countries. In the SCS stream, staff from underrepresented regions generally fared better than their peers from non-priority regions at the lower professional levels; but Africa was the only region with any promotions in the B1–B5 grade range.
 - ***Data suggest that pipeline issues could be partly to blame for this unsatisfactory outcome.*** While the share of staff from underrepresented regions is quite high at the A14 level, it falls precipitously at grade A15, thus narrowing the pool of candidates from underrepresented regions for promotions to the managerial levels (Table E). The statistics on average time-in-grade point in the same direction: staff from Africa and the Middle East, in particular, tend to have

longer spells than others at A14 and A15 (Table 12).

- ***Promotions of female staff at slightly higher rates, improving the pipeline at the A14–B1 level.***
Overall promotion rates for women within the A13–15 and B-levels were 21 and 32 percent respectively compared with Fund averages of 19 and 25 percent. This has translated into women's representation at the B-levels moving within 2 percent of the diversity benchmark of 20 percent. While the three-year trend in Table E shows a gradual decrease in percentage share as women move up in grade level from A14, it falls at a much lower rate than for staff from underrepresented regions, resulting in a more robust pipeline for women.

Table E. Overview of Promotions of Underrepresented Groups, 2007–09

Summary	2007–09
Share of underrepresented regions in:	
A14 staff	26%
A15 staff	16%
B1 staff	19%
promotions to B1	14%
promotions to B2	13%
B-level benchmark	22%
Share of women in:	
A14 staff	27%
A15 staff	24%
B1 staff	25%
promotions to B1	25%
promotions to B2	22%
B-level benchmark	20%

Separations

11. **On balance, separations had a slightly negative impact on staff diversity.** Reasons for separations are multiple and not fully under the control of the Fund, but recent efforts to integrate staff more effectively into the Fund's workforce and achieve an acceptable worklife balance should be continued to counteract two problematic trends:

- ***High share of separations for staff from East Asia and Africa, especially at the A9–A15 grades*** (Table 9). This trend continued in 2009 for East Asian staff from previous years, but also prominent this year was the strong outflow of African staff—partly in response to the volunteer packages offered at the time of the downsizing.
- ***Slightly higher separations of women than men at the A9–A15 levels*** (Table 9). Women accounted for 40 percent of all separations in 2009, which is somewhat higher than their 37 percent share in the underlying staff population at end-2009.

contractuals and A1–A8 staff together account for about 20 percent of the Fund's employees. Moreover, the two groups also serve as a pipeline into grade bands that have associated diversity benchmarks.

Contractuals and A1–A8 Staff

12. The Diversity Office has examined the profile of contractuals and staff at A1–A8 grades, two groups of employees that fall outside the ambit of the diversity benchmarks (Box 3). In addition to informing whether there are diversity concerns within these groups, it was considered useful to also look at them in a comprehensive assessment of workforce diversity, given that

Table F. Staff Appointments: Previous Contractuals (2005–09)

Staff Appointments (Grades A9-B5)
All Departments
January 2005—December 2009

Diversity Region	Total Appointments				Previous Contractuals			
	Women	Men	Grand Total	In Percent	Women	Men	Grand Total	In Percent
Africa	9	32	41	6.7	6	13	19	7.9
Other Asia	7	22	29	4.7	4	8	12	5.0
East Asia	36	58	94	15.3	17	16	33	13.8
Other Europe	46	140	186	30.3	22	43	65	27.2
Middle East	13	25	38	6.2	8	9	17	7.1
Other Western Hem	11	56	67	10.9	5	28	33	13.8
Transition Countries	24	35	59	9.6	11	20	31	13.0
US/Canada	38	62	100	16.3	11	18	29	12.1
Total	184	430	614	100.0	84	155	239	100.0
Previous Contractuals: Fund				38.9				
Previous Contractuals: Underrepresented Regions				43.1				
Previous Contractuals: Women				45.7				

Source: PeopleSoft, Report: EMP_INFO.

Box 3. The Diversity of Fund Employees Outside the Official Diversity Statistics

Contractual employees

- ***Less regional diversity among contractual employees at the professional level than among staff.*** This can be explained mainly by the fact that U.S. and Canadian staff accounted for a high share of this employee group (37 percent).
- ***More women's representation among contractual employees at the professional level than among staff (Table 2).*** The share of women among contractual employees reached 41 percent in 2009, a level that is significantly above the 34 percent for A9–B5 staff.
- ***Contractual employees as an important pipeline for recruiting Fund staff.*** Former contractual employees account for an average 39 percent of all staff appointments over the past five years, and for an even higher share of new recruits from underrepresented regions and female hires (Table F). In a medium-term perspective, the diversity profile of this employee group can thus be a powerful lever to achieve more diversity among staff and should hence be managed strategically.
- ***Almost all contractuales are in SCS functions.*** While they comprised 17 percent of the Fund's employee base, only 20 were categorized as economists.⁷ The rest were in SCS functions—215 in the professional grade and 241 in the support category.

A1–A8 staff

- ***Somewhat diverse workforce at the A1–A8 level.*** Regional underrepresentation is an issue for staff from the Middle East (3 percent of staff) and Transition Countries (4 percent of staff), while Africans and East Asians are well represented if assessed against the respective quotas for the A9–B5 grades (Table 1). Women account for 86 percent of total staff in these grades, a high share in comparison to the experience of other multilateral institutions (Table 5).
- ***Promotion challenges for African staff.*** Data on promotions in 2009 suggest that staff from Africa experienced promotion rates below the Fund average into the professional grades, while staff from East Asia, the Middle East, and Transition Countries did well.⁸

⁷ This annual report only includes those with contractual agreements of one year or more.

⁸ Calculated based on 15 promotions to A9 in 2009 out of 555 A1–A8 staff on 12/31/2008. It must be noted that not all 555 staff are in career streams that offer promotional opportunities.

III. DIVERSITY IN ACTIONS

13. The Diversity Office undertook a variety of high-profile initiatives in 2009 to promote diversity at the Fund.

One critical achievement was the development of the diversity scorecard, which will help to increase awareness about diversity issues and establish more accountability for departments with regard to their performance vis-à-vis diversity objectives (Section A below). Second, in the context of moving toward more systematic talent reviews as a basis for senior promotions and appointments, the Diversity Council has started engaging the Review Committee (RC) and Senior Review Committee (SRC) to sharpen their focus on diversity in their deliberations and decisions (Section B). Other initiatives were focused mainly on diversity training, education, and awareness building, with an emphasis on enhancing the attention of supervisors to diversity issues in selecting and managing their staff (Section C). An example of this work stream is the inclusion of a ‘diversity composite’ in the new Staff Assessment of Managers (SAM) tool.

A. IMF Diversity Scorecard

14. The new diversity scorecard will help the Fund to track progress toward its diversity goals, and is expected to enhance transparency and accountability.⁹ The scorecard will record departmental performance with

regard to four goals that are all critical to achieving the 2014 representation benchmarks. These goals include the progression of underrepresented staff groups relative to the 2014 benchmarks, measures of inclusiveness and access to opportunities, and indicators for the views of staff and the Fund’s shareholders on our diversity objectives (Box 4). To visualize results in a simple and effective way, the scorecard uses “stoplight technology:” when the score for a given period is less than 30 percent of the target, the grid turns a negative red; when it is between 30 and 70 percent of the target, the grid is a cautionary yellow; and when the score is over 70 percent, it turns an optimal green. The scorecard will be fully rolled out at the departmental level in 2010; and, after a period of familiarization with the tool, could provide a basis for assessing the contribution of key HR decision makers to improving the diversity profile of Fund staff.

⁹ The scorecard was developed by a working group comprising Saul Lizondo, (AFR) (Chair), Sena Eken (EXR), Laurie Husak (HRD), Kalpana Kochhar (APD), Kedibone Letlaka-Rennert (Diversity Advisor), Jianhai Lin (FIN), and Andy Wolfe (WHD). The WG also worked closely with John Johnson (TGS), with support from Justin Ayres (TGS), Sujatha Korappath (HRD), and Jesus Centeno (TGS).

Box 4. Elements of the Fund's Diversity Scorecard

Goal 1—To increase the share of underrepresented groups: to be measured on a quarterly basis, scaled by the benchmark for each group. A final score for Goal 1 is an average of the three scores.

- a) A9–B5 staff from underrepresented regions;
- b) B-level staff from underrepresented regions; and
- c) B-level women.

Goal 2—To provide a level playing field to all: to be measured quarterly through five weighted key performance indicators:

- a) equal access to advertised positions (the ratio of diverse staff in applicants, shortlists, and hires for managerial positions);
- b) representation on interview panels (the diversity of interview panels for managerial positions);
- c) training (share of diverse staff among total eligible staff);
- d) mentoring (rating a department's mentoring program against a best-practice checklist); and
- e) support to DRGs (actions taken by a department to support its DRG).

Goal 3—To ensure that Fund membership believe their diversity concerns are being addressed: measured by the scored response to an annual survey of Executive Directors on the responsiveness, effectiveness, and accountability of key stakeholders—management, the Diversity Council, the Diversity Advisor, and departmental hiring managers.

Goal 4—To achieve full buy-in to the diversity objectives and strategy: the score, at the Fund level, is the staff buy-in to the Fund's diversity objectives and strategy; at the department level, the score is the staff's perception of their department's effective promotion of diversity. This goal is also based on an annual diversity survey.

15. **A first reading of the scorecard based on departmental data through the fourth quarter of 2009 showed some encouraging results, but also scope for improvement.** Consistent with the analysis in Section II, the scorecard showed mixed results at the Fund-wide level in its assessment of the share of underrepresented groups in staff, relative to the 2014 benchmarks: green lights indicated a relatively good performance in terms of A9–B5 staffing from

underrepresented regions and B-level women, but a yellow light showed that the number of B-level staff from underrepresented regions remained far below the envisaged objective (Goal 1). The exercise also revealed that Executive Directors were insufficiently satisfied with the Fund's progress on the diversity front (Goal 3). The first full reading of the scorecard that will report on all four goals is scheduled for July 2010.

Table G. 2009 Diversity Scorecard Results

DIVERSITY SCORECARD OVERALL SUMMARY

LEGEND:

Below 30% of Target

Between 30 and 70% of Target

Above 70% of Target

IMF LEVEL RESULTS

Diversity Performance Opportunity Areas	Target	2009Q1	2009Q2	2009Q3	2009Q4	% of Target Achieved (2009Q4)
Goal 1 - Share of Underrepresented Groups should be increased						76.7%
- Share of A9 - B5 level Staff from Underrepresented Regions	36%	25.4%	26.3%	27.0%	27.3%	75.9%
- Share of B level Staff from Underrepresented Regions	22%	12.8%	12.8%	13.3%	13.7%	62.4%
- Share of B level women Staff	20%	17.8%	18.1%	18.1%	18.3%	91.7%
Goal 2 - Level the Playing Field	100%					
Goal 3 - Membership should believe their Diversity concerns are being addressed	Between 70 and 100%	42.7%	42.7%	42.7%	42.7%	42.7%
Goal 4 - Full buy in to diversity objectives and strategies	Between 70 and 100%					

B. Engaging with Key Governance Committees

16. **The Diversity Council met with the SRC and with the RC to discuss diversity in key personnel decisions.** The goal of the two visits in October and November of 2009 was to discuss how these two bodies took diversity into account in the process of vetting and approving all promotions and recruitment of staff into the Fund's senior managerial ranks. The meeting also explored how the SRC and the RC could help the Fund achieve its diversity benchmarks.

17. **The new talent review framework presents an opportunity to emphasize diversity in succession management at the Fund.** While the SRC's current framework for assessing B-level talent includes "other"

considerations, such as reaching the B3 ceiling and diversity of skills, experience, gender and nationality, the implementation, however, is unclear and not transparent. With the RC, the Diversity Council sought the Committee's opinion on introducing a diversity aspect into its framework in a concrete way and making diversity explicit with a view to focusing on attaining more Fund benchmarks. In principle, there are three basic ways to consider diversity: (1) as a tie-breaker; (2) explicitly with an attached weight; and (3) diverse slates as a requirement for advancement in the selection process. It will be important to further clarify whether there is scope for making diversity a more explicit criterion for appointment decisions.

18. **There was agreement that greater efforts are needed to enhance diversity among the Fund’s senior staff.** Given that most senior staff are still promoted from within, a more robust approach would need to include more mentoring and training for diverse staff; a downward extension of the Fund-wide talent review process to the A14 and A15 levels; and the nurturing of a “networking culture” for underrepresented staff groups with decision makers.¹⁰ It was also suggested that the Council meet with the RC and SRC again after the promotion round in 2010.

C. Training, Education, and Awareness Building

Revised SAM

The SAM has been redesigned and now includes an explicit diversity component for assessing the behavior of managers and supervisors. The Diversity Office worked with HRD to develop a diversity composite that was informed by existing managerial competencies, as well as new items to better capture the Fund’s diversity values (Respect, Fairness, Inclusiveness, Equal Opportunity, and Transparency). In aggregate form, the scores from the diversity-related composite provide useful feedback to departments regarding diversity-related managerial behaviors. At the individual level, a manager’s score on the diversity-related composite provides managers feedback on his/her

behaviors that reflect the Fund’s diversity values. As we gain experience with the new SAM and the diversity composite, consideration should be given to developing this further into a robust assessment of how managers and supervisors deal with diversity.

Diversity Education and Training

19. **Diversity training for Fund managers and supervisors was systematically strengthened in 2009.**

- ***Redesigned Fundamentals of Management course.*** This flagship course for future Fund managers was redesigned to provide a better basis for the effective management of diverse staff. It now puts more emphasis on dealing with microinequities on how managers can create a level playing field that supports career advancement for all their subordinates.
- ***Highly Rated Leadership, Diversity, and Inclusion Training seminar.*** Dr. Mahzarin Banaji from Harvard University gave a highly successful seminar on “implicit bias,” which focused on how the brain functions unduly bias us in selection and performance management processes. Half of the Fund’s B-level managers were trained in this session, with the remaining scheduled to attend in early 2010.

¹⁰ The Diversity Council’s presentation to the SRC, October 29, 2009. Between January 2007 – September 2009, 60 staff were promoted into the B3–B4 grades compared with six recruited at these grades.

Awareness Building

20. **A wide variety of programs organized by the Diversity Office have enabled staff to learn about and discuss successful diversity practices and cutting-edge research.**

- ***International Women's Day seminar.*** Ms. Alison Maitland was the keynote speaker of this event in March 2009 and presented the findings of her co-authored book *Why Women Mean Business*. The event was opened by the Managing Director, Mr. Dominique Strauss-Kahn, and included a panel of three female department directors (Ms. Caroline Atkinson, Ms. Antoinette Sayeh, and Ms. Shirley Siegel) together with one of the Fund's resident experts on gender and macroeconomics, Ms. Janet Stotsky. One of the key takeaways from the event was that women are vital for global growth, social progress, good governance, and long-term stability.
- ***Regional and National Equity event.*** Later in March, the Fund and World Bank Diversity Offices jointly conducted a diversity learning event. It featured Dr. Steve L. Robbins as key speaker on "unintentional intolerance." Dr. Robbins used neuroscience and a healthy dose of subtle humor to explain how the brain operates to create perceptions of others, and how those perceptions inform our responses and reactions to people who are different from us.
- ***2009 World Diversity Leadership Summit.*** The summit was held in September and approximately 400 external and internal participants attended, including Fund management, senior policymakers, and diversity practitioners from government, the private sector (including CEOs of Fortune 100 companies), and non-governmental organizations. The conference agenda covered diversity best practices and a comparative analysis of diversity legislative frameworks from countries in Africa, Asia, Europe, and Latin America.
- ***Diversity Annual Report roadshows.*** Diversity Council members visited all 18 departments to present and discuss the key themes of the report. These presentations were well received and supported the deepening of the diversity dialogue within departments.
- ***Worklife in 3-D workshops.*** The DRGs of four departments (STA, AFR, HRD, and LEG) worked with the Diversity Office to conduct a series of workshops, which focused on the linkages between diversity, directional change, and the downsizing aftermath.
- ***Third Annual Festival of Cultures.*** This popular event aims at showcasing and appreciating the broad range of multicultural talent of Fund staff, and as such is the only diversity and inclusion activity each year without an explicitly educational objective.

**IV. REVIEW OF PROGRESS ON THE 2008 DIVERSITY ANNUAL REPORT
RECOMMENDATIONS**

Review of Progress of 2008 Report Recommendations	
√	1. Rollout the Diversity Scorecard throughout the Fund <ul style="list-style-type: none"> a. Scorecard Working Group modified pilot prototype for Fund-wide application b. Approval received from Management, and presented to department heads c. Scorecard launch is underway
√	2. Disseminate information more broadly to raise awareness of diversity issues and actions <ul style="list-style-type: none"> a. Roadshows to departments' senior staff and DRG members on the 2008 Diversity Annual Report b. International Women's Day seminar c. Expansion of programs: Nationality Equity learning event d. Festival of Cultures
√	3. Recognize work of DRG Members in their performance evaluations <ul style="list-style-type: none"> a. Periodic meetings with Diversity Council b. Included as a component of Goal 2 in the diversity scorecard
√	4. Implement diversity management training <ul style="list-style-type: none"> a. Revamped diversity module in Fundamentals of Management course b. Leadership, Diversity and Inclusion Training for all B-level staff <ul style="list-style-type: none"> – Training evaluations have been exemplary c. World Diversity Leadership Summit: DRG training and development
P	5. Integrate diversity explicitly in succession management and reform of HR processes <ul style="list-style-type: none"> a. SAM—diversity composite has been included but not linked to performance b. RC and SRC interfaced with the Diversity Council <ul style="list-style-type: none"> – Collaborating to make diversity a more integral part of the selection process <ul style="list-style-type: none"> (i) Talent Review process has begun at the B2/B3 levels (ii) A15 List scheduled for 2010
P	6. Increase diversity recruitment sourcing and establish initiatives for candidate success <ul style="list-style-type: none"> a. Appointed an in-house sourcing expert b. Outreach, including targeted recruitment missions to underrepresented regions (Africa, East Asia), consultations at annual meetings, connections through resident representative offices, etc. c. Quick integration of new staff—diversity is a topic on the onboarding and orientation programs

√ : Complete

P: Partially completed

V. RECOMMENDATIONS FOR 2010

21. **Recommendations for 2010.**

Notwithstanding recent achievements in mainstreaming diversity issues, considerable distance remains between the Fund's current position and our diversity goals. Future activities should build on the growing platform of diversity initiatives and should aim at producing further progress, particularly in outcomes. The following are key recommendations for 2010.

A. ***Maximize and leverage the use of the diversity scorecard.*** The scorecard was successfully developed and now needs to become an effective instrument for guiding our diversity efforts at both the Fundwide and the departmental levels. To do so requires a range of activities:

- Management should meet periodically with department heads and the Diversity Advisor to discuss scorecard results and agree on next steps;
- Department heads, with their Senior Personnel Managers and senior staff, should consult with DRGs to develop action plans to address identified issues in their respective scorecard results; and
- Departmental staff should be kept apprised of the scorecard results and accompanying action plans.

B. ***Increase, over time, the share of underrepresented groups in senior positions, by achieving at least an equal rate of promotion relative to the Fund***

average. The Diversity Council should work more closely with the Review Committee and the SRC to improve representation and achieve the diversity benchmarks at the B-level. The role of diversity in assessing a candidate's overall suitability for a position needs to be clarified. In particular, greater clarity is desirable on whether diversity should be viewed as mostly a 'tie breaker' among candidates or whether diversity and diversity management should feature among the key qualities the Fund is looking for in a candidate. In this context, the Fund can also learn from others. One example is the World Bank, whose managers consistently dismiss insufficiently diverse slates in the selection process.

C. ***Continue diversity training and turn it into tangible action.*** Fund staff were exposed to a wealth of diversity and inclusion training over the past year, which has served to raise awareness. We should now apply the concepts learned to the Fund's unique reality. Specifically, the task at hand is to ensure that the newly acquired diversity knowledge informs our processes in the areas of workforce planning, recruitment, and promotions.

D. ***Explicitly integrate diversity into all key human resources procedures.*** We need to expand the diversity-related work that was just done on the SAM tool to other reform areas such as the Annual Performance Review process, succession management, mentoring, and leadership development. The initial developmental use of tools such as the SAM and the diversity scorecard should ultimately mature to become explicitly linked to

performance, as is established practice in other institutions. We also have to aim for higher participation on Fund committees and ensure a third of all task forces and working groups are staff from underrepresented regions and/or women.

E. ***Provide ongoing support for the retention and accelerated growth of mid-career staff, including those from underrepresented groups.*** Further developing the pipeline of existing underrepresented mid-career staff ready for promotion to more senior levels will be essential for meeting the 2014 benchmarks on B-level representation. In particular, it will be important to build on the recent successes in making the recruitment from the mid-career pool more diverse by also ensuring the staffs' advancement. This requires targeted training for high-potential staff, a more diversity-conscious allocation of high visibility assignments, and effective coaching.

F. ***Ongoing analysis of contractuels and A1–A8 staff.*** We have looked at contractual, as well as A1–A8 staff. After this initial analysis, it is suggested this coming year be used to examine what implications the integration of contractuels and A1–A8 staff into the diversity strategy might have for the benchmarks.

2009 DIVERSITY COUNTRY GROUPINGS

Africa	East Asia (ASEAN +3)	Middle East	Transition Countries	Europe
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 Sub-Saharan Africa 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 + Presently Covered by the Middle East and Central Asia Department.	Brunei Darussalam Cambodia Indonesia Lao P.D.R. Malaysia Myanmar Philippines Singapore Thailand Vietnam + 3 China Japan Korea	Afghanistan, I. R. of 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	Albania Armenia Azerbaijan Belarus Bosnia & Herzegovina Bulgaria Croatia Czech Republic Estonia Georgia Hungary Kosovo Kazakhstan Kyrgyz Republic Latvia Lithuania Macedonia, FYR Moldova Mongolia Montenegro Poland Romania Russia Serbia Slovak Republic Slovenia Tajikistan Turkmenistan Ukraine Uzbekistan	Developing Cyprus Israel Malta San Marino Turkey Transition + Albania Armenia* Azerbaijan* Belarus Bosnia and Herzegovina Bulgaria Croatia Czech Republic Estonia Georgia* Hungary Kosovo Kazakhstan* Kyrgyz Republic* Latvia Lithuania Macedonia Moldova Montenegro Poland Romania Russia Serbia Slovak Republic Slovenia Tajikistan* Turkmenistan* Ukraine Uzbekistan* + European transition countries * Presently covered by the Middle East and Central Asia Department.

Box 5. Key Findings of the Benchmark Working Group

During the five-year years between 2003 and 2007, the period which informed the BWG's work, the share of B-level staff from underrepresented regions fell from 14.2 to 12.1 percent, with the decline concentrated among East Asian and Middle Eastern staff.¹¹ Key factors underlying this worsening trend were (for 2003-07):

- *Limited B-level staff recruitment.* There had been no recruitment from Africa, the Middle East and the Transition Countries, and only very limited recruitment from East Asia (1.6 staff per year including secondments from Japan).
- *Low promotion rates to B1.* Promotion rates from the professional level at A14/15 to B1 positions averaged 1.8 percent for Africa, 1.0 percent for East Asia, 3.0 percent for the Middle East, and 0.9 percent for the Transition Countries compared with the Fund average of 3.4 percent.
- *High separation rates at the B-level.* This trend affected all regions except for the Transition Countries, with African B-level staff having separated at 9.9 percent, Middle Easterners at 11.8 percent, and East Asians at 22 percent compared with a Fund average of 9.3 percent.

¹¹ The BWG in its analysis looked at the 2003-07 period and excluded 2008, an anomaly year because of the downsizing, in order to avoid skewing the trend.

Table H. Elements of the Diversity Scorecard

Table H. Elements of the Diversity Scorecard			
GOAL 1	THE SHARE OF UNDERREPRESENTED GROUPS MUST BE INCREASED		
	SHARE OF STAFF FROM UNDERREPRESENTED GROUPS	→	1. Share of A9–B5 staff from Africa, East Asia, the Middle East, and Transition Countries
		→	2. Share of B-level staff from Africa, East Asia, the Middle East, and Transition Countries
		→	3. Share of B-level women
GOAL 2	PROVIDE A LEVEL PLAYING FIELD TO ALL		
	1. EQUAL ACCESS TO ADVERTISED POSITIONS	→	Share of underrepresented groups in managerial positions A14 and above and res-reps (applicants, shortlists and hires)
	2. REPRESENTATION ON INTERVIEW PANELS	→	Composition of interview panels for managerial positions (A14 and above and res-reps)
	3. TRAINING	→	Access to selected training courses - <i>Team leadership skills, Giving and receiving feedback, Fundamentals of Management, Effective presentation skills, communication skills, Strategic negotiation and influencing skills, Assertive communication for women, Short document writing for research assistants and SCS staff, and Written communication for economists and research officers.</i>
	4. MENTORING	→	Characteristics of department's mentoring program
	5. SUPPORT TO DIVERSITY REFERENCE GROUPS	→	Department's support of Diversity Reference Groups
GOAL 3	FUND MEMBERSHIP SHOULD BELIEVE THEIR DIVERSITY CONCERNS ARE BEING ADDRESSED		
	1. RESPONSIVENESS	→	Annual Survey of Executive Directors gauging performance of Diversity Council, Diversity Advisor, Fund Management and Departmental hiring managers
	2. EFFECTIVENESS		
	3. ACCOUNTABILITY		
GOAL 4	FULL BUY-IN TO DIVERSITY OBJECTIVES AND STRATEGIES SHOULD BE ACHIEVED		
	ANNUAL STAFF DIVERSITY SURVEY	→	Staff buy-in to Fund's diversity objectives and strategy; staff views on their department's effective promotion of diversity

Table 1. Staff Nationality
by Region, Gender, Career Stream, and Grade Grouping (As of 12/31/2009)
(Excluding the Office of Executive Directors)

Region	Country	Economists								Specialized Career Streams								Total												
	Quota	A9-A15		B1-B5		A9-B5		Total		A1-A8		A9-A15		B1-B5		A9-B5		Total		A1-A8		A9-A15		B1-B5		A9-B5		Total		
	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	
Africa		4.2	71	7.1	9	3.6	80	6.4	80	6.4	54	11.1	37	6.6	5	8.6	42	6.8	96	8.7	54	11.1	108	6.9	14	4.6	122	6.5	176	7.5
Asia		19.1	163	16.2	40	16.1	203	16.2	203	16.2	100	20.5	105	18.9	8	13.8	113	18.4	213	19.3	100	20.5	268	17.1	48	15.7	316	16.9	416	17.7
Australia & New Zealand		1.9	23	2.3	7	2.8	30	2.4	30	2.4	2	0.4	11	2	2	3.4	13	2.1	15	1.4	2	0.4	34	2.2	9	2.9	43	2.3	45	1.9
India		1.9	27	2.7	15	6	42	3.3	42	3.3	23	4.7	36	6.5	5	8.6	41	6.7	64	5.8	23	4.7	63	4	20	6.5	83	4.4	106	4.5
East Asia		14.6	103	10.2	14	5.6	117	9.3	117	9.3	68	14	53	9.5	1	1.7	54	8.8	122	11.1	68	14	156	10	15	4.9	171	9.1	239	10.1
Japan		6.1	32	3.2	9	3.6	41	3.3	41	3.3	4	0.8	1	0.2	0	0	1	0.2	5	0.5	4	0.8	33	2.1	9	2.9	42	2.2	46	2
Other Asia		0.6	10	1	4	1.6	14	1.1	14	1.1	7	1.4	5	0.9	0	0	5	0.8	12	1.1	7	1.4	15	1	4	1.3	19	1	26	1.1
Europe		40.6	450	44.7	107	43.1	557	44.4	557	44.4	87	17.9	125	22.4	21	36.2	146	23.7	233	21.1	87	17.9	575	36.8	128	41.8	703	37.6	790	33.5
U.K.		5	42	4.2	28	11.3	70	5.6	70	5.6	32	6.6	22	3.9	11	19	33	5.4	65	5.9	32	6.6	64	4.1	39	12.7	103	5.5	135	5.7
European Transition Countries		7.4	101	10	5	2	106	8.5	106	8.5	18	3.7	31	5.6	0	0	31	5	49	4.4	18	3.7	132	8.4	5	1.6	137	7.3	155	6.6
Other Europe		28.9	307	30.5	74	29.8	381	30.4	381	30.4	37	7.6	72	12.9	10	17.2	82	13.3	119	10.8	37	7.6	379	24.2	84	27.5	463	24.8	500	21.2
Middle East		8.7	46	4.6	7	2.8	53	4.2	53	4.2	13	2.7	26	4.7	0	0	26	4.2	39	3.5	13	2.7	72	4.6	7	2.3	79	4.2	92	3.9
Saudi-Arabia		3.2	3	0.3	0	0	3	0.2	3	0.2	0	0	1	0.2	0	0	1	0.2	1	0.1	0	0	4	0.3	0	0	4	0.2	4	0.2
Other Arab countries		3.7	32	3.2	5	2	37	3	37	3	8	1.6	15	2.7	0	0	15	2.4	23	2.1	8	1.6	47	3	5	1.6	52	2.8	60	2.5
Other Middle East		1.8	11	1.1	2	0.8	13	1	13	1	5	1	10	1.8	0	0	10	1.6	15	1.4	5	1	21	1.3	2	0.7	23	1.2	28	1.2
U.S. and Canada		20.1	137	13.6	58	23.4	195	15.6	195	15.6	136	27.9	216	38.8	21	36.2	237	38.5	373	33.8	136	27.9	353	22.6	79	25.8	432	23.1	568	24.1
U.S.		17.1	104	10.3	53	21.4	157	12.5	157	12.5	131	26.9	195	35	18	31	213	34.6	344	31.2	131	26.9	299	19.1	71	23.2	370	19.8	501	21.3
Canada		2.9	33	3.3	5	2	38	3	38	3	5	1	21	3.8	3	5.2	24	3.9	29	2.6	5	1	54	3.5	8	2.6	62	3.3	67	2.8
Western Hemisphere		7.4	139	13.8	27	10.9	166	13.2	166	13.2	97	19.9	48	8.6	3	5.2	51	8.3	148	13.4	97	19.9	187	12	30	9.8	217	11.6	314	13.3
Total		0	1,006	100	248	100	1,254	100	1,254	100	487	100	557	100	58	100	615	100	1,102	100	487	100	1563	100	306	100	1869	100	2356	100
Developing Countries		39.8	490	48.7	74	29.8	564	45	564	45	281	57.7	237	42.5	14	24.1	251	40.8	532	48.3	281	57.7	727	46.5	88	28.8	815	43.6	1096	46.5
Developing Transition Countries		7.4	102	10.1	5	2	107	8.5	107	8.5	18	3.7	31	5.6	0	0	31	5	49	4.4	18	3.7	133	8.5	5	1.6	138	7.4	156	6.6
Industrial Countries		60.2	516	51.3	174	70.2	690	55	690	55	206	42.3	320	57.5	44	75.9	364	59.2	570	51.7	206	42.3	836	53.5	218	71.2	1054	56.4	1260	53.5
Women		0	277	27.5	38	15.3	315	25.1	315	25.1	417	85.6	294	52.8	18	31.0	312	50.7	729	66.2	417	85.6	571	36.5	56	18.3	627	33.5	1044	44.3
Men		0	729	72.5	210	84.7	939	74.9	939	74.9	70	14.4	263	47.2	40	69	303	49.3	373	33.8	70	14.4	992	63.5	250	81.7	1242	66.5	1312	55.7

Source: PeopleSoft HRMS, Report ID: DAR_007.

Table 2. Contractuals Nationality
by Region, Gender, Career Stream, and Grade Grouping (as of 12/31/2009)
Contractuals - All Departments
(Excluding the Office of Executive Directors)

Region	Country Quota	Economists						Specialized Career Streams						Total					
		Professional		Support		Total		Professional		Support		Total		Professional		Support		Total	
	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Africa	4.2	0	0	0	0	0	0	6	2.8	17	7.1	23	5	6	2.6	17	7.1	23	4.8
Asia	19.1	6	30	0	0	6	30	33	15.3	45	18.7	78	17.1	39	16.6	45	18.7	84	17.6
Australia & New Zealand	1.9	2	10	0	0	2	10	4	1.9	0	0	4	0.9	6	2.6	0		6	1.3
India	1.9	2	10	0	0	2	10	10	4.7	10	4.1	20	4.4	12	5.1	10	4.1	22	4.6
East Asia	14.6	2	10	0	0	2	10	19	8.8	28	11.6	47	10.3	21	8.9	28	11.6	49	10.3
Japan	6.1	2	10	0	0	2	10	4	1.9	3	1.2	7	1.5	6	2.6	3	1.2	9	1.9
Other Asia	0.6	0	0	0	0	0	0	0	0	7	2.9	7	1.5	0		7	2.9	7	1.5
Europe	40.6	7	35	0	0	7	35	59	27.4	34	14.1	93	20.4	66	28.1	34	14.1	100	21
U.K.	5	3	15	0	0	3	15	10	4.7	2	0.8	12	2.6	13	5.5	2	0.8	15	3.2
European Transition Countries	7.4	1	5	0	0	1	5	15	7	17	7.1	32	7	16	6.8	17	7.1	33	6.9
Other Europe	28.9	3	15	0	0	3	15	34	15.8	15	6.2	49	10.7	37	15.7	15	6.2	52	10.9
Middle East	8.7	0	0	0	0	0	0	7	3.3	7	2.9	14	3.1	7	3	7	2.9	14	2.9
Saudi-Arabia	3.2	0	0	0	0	0	0	0	0	0	0	0	0	0		0		0	0
Other Arab countries	3.7	0	0	0	0	0	0	7	3.3	6	2.5	13	2.9	7	3	6	2.5	13	2.7
Other Middle East	1.8	0	0	0	0	0	0	0	0	1	0.4	1	0.2	0		1	0.4	1	0.2
USA & Canada	20.1	5	25	0	0	5	25	82	38.1	109	45.2	191	41.9	87	37	109	45.2	196	41.2
USA	17.1	4	20	0	0	4	20	77	35.8	107	44.4	184	40.4	81	34.5	107	44.4	188	39.5
Canada	2.9	1	5	0	0	1	5	5	2.3	2	0.8	7	1.5	6	2.6	2	0.8	8	1.7
Western Hemisphere	7.4	2	10	0	0	2	10	28	13	29	12	57	12.5	30	12.8	29	12	59	12.4
Total	0	20	100	0	0	20	100	215	100	241	100	456	100	235	100	241	100	476	100
Developing Countries	39.8	5	25	0	0	5	25	82	38.1	117	48.5	199	43.6	87	37	117	48.5	204	42.9
Developing Transition Countries	7.4	1	5	0	0	1	5	15	7	17	7.1	32	7	16	6.8	17	7.1	33	6.9
Industrial Countries	60.2	15	75	0	0	15	75	133	61.9	124	51.5	257	56.4	148	63	124	51.5	272	57.1
Women	0	6	30	0	0	6	30	90	41.9	159	66	249	54.6	96	40.9	159	66	255	53.6
Men	0	14	70	0	0	14	70	125	58.1	82	34	207	45.4	139	59.1	82	34	221	46.4

Source: PeopleSoft HRMS, Report ID: DAR_007

Table 3. Nationality Distribution List—Staff and Contractuals
(Excluding the Office of Executive Directors)
(As of 12/31/2009)

Country	Quota %	Staff						Contractual				Fund All	
		A01–A08		A09–A15		B01–B05		Professional		Support		Total	
		No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
AFRICA	4.2	54	11.09	108	6.91	14	4.58	6	2.25	18	6.98	200	6.94
Angola	0.1	0	0	0	0	0	0	0	0	0	0	0	0
Benin	0.0	2	0.41	6	0.38	0	0	0	0	0	0	8	0.28
Botswana	0.0	0	0	0	0	0	0	0	0	0	0	0	0
Burkina Faso	0.0	2	0.41	3	0.19	0	0	0	0	0	0	5	0.17
Burundi	0.0	0	0	1	0.06	0	0	0	0	0	0	1	0.03
Cameroon	0.1	1	0.21	4	0.26	0	0	0	0	1	0.39	6	0.21
Cape Verde	0.0	0	0	0	0	0	0	0	0	0	0	0	0
Central African Republic	0.0	0	0	1	0.06	0	0	0	0	0	0	1	0.03
Chad	0.0	0	0	0	0	0	0	0	0	0	0	0	0
Comoros	0.0	1	0.21	0	0	0	0	0	0	0	0	1	0.03
Congo, Democratic Republic	0.2	2	0.41	6	0.38	0	0	0	0	0	0	8	0.28
Congo, Republic	0.0	0	0	0	0	0	0	0	0	0	0	0	0
Côte d'Ivoire	0.2	4	0.82	2	0.13	0	0	0	0	1	0.39	7	0.24
Equatorial Guinea	0.0	0	0	0	0	0	0	0	0	0	0	0	0
Eritrea	0.0	0	0	0	0	0	0	0	0	1	0.39	1	0.03
Ethiopia	0.1	3	0.62	3	0.19	1	0.33	0	0	2	0.78	9	0.31
Gabon	0.1	0	0	0	0	0	0	0	0	0	0	0	0
Gambia, The	0.0	0	0	1	0.06	1	0.33	0	0	0	0	2	0.07
Ghana	0.2	10	2.05	7	0.45	2	0.65	0	0	1	0.39	20	0.69
Guinea	0.0	0	0	1	0.06	0	0	0	0	1	0.39	2	0.07
Guinea-Bissau	0.0	0	0	1	0.06	0	0	0	0	0	0	1	0.03
Kenya	0.1	3	0.62	6	0.38	2	0.65	0	0	2	0.78	13	0.45
Lesotho	0.0	0	0	0	0	0	0	1	0.37	0	0	1	0.03
Liberia	0.0	2	0.41	0	0	2	0.65	0	0	0	0	4	0.14
Madagascar	0.1	2	0.41	1	0.06	0	0	0	0	0	0	3	0.1
Malawi	0.0	0	0	2	0.13	0	0	0	0	0	0	2	0.07
Mali	0.0	2	0.41	1	0.06	0	0	0	0	0	0	3	0.1
Mauritania	0.0	1	0.21	1	0.06	0	0	0	0	0	0	2	0.07
Mauritius	0.0	5	1.03	1	0.06	2	0.65	1	0.37	1	0.39	10	0.35
Mozambique	0.1	0	0	1	0.06	0	0	0	0	0	0	1	0.03
Namibia	0.1	0	0	1	0.06	0	0	0	0	0	0	1	0.03
Niger	0.0	0	0	0	0	0	0	0	0	0	0	0	0
Nigeria	0.8	3	0.62	7	0.45	0	0	1	0.37	1	0.39	12	0.42
Rwanda	0.0	0	0	3	0.19	0	0	0	0	0	0	3	0.1
São Tomé and Príncipe	0.0	0	0	0	0	0	0	0	0	0	0	0	0
Senegal	0.1	1	0.21	11	0.7	0	0	0	0	0	0	12	0.42
Seychelles	0.0	0	0	0	0	0	0	0	0	0	0	0	0
Sierra Leone	0.0	5	1.03	3	0.19	0	0	0	0	1	0.39	9	0.31
South Africa	0.9	1	0.21	14	0.9	3	0.98	3	1.12	1	0.39	22	0.76
Swaziland	0.0	0	0	1	0.06	0	0	0	0	0	0	1	0.03
Tanzania	0.1	0	0	1	0.06	0	0	0	0	1	0.39	2	0.07
Togo	0.0	2	0.41	2	0.13	0	0	0	0	0	0	4	0.14
Uganda	0.1	1	0.21	6	0.38	1	0.33	0	0	2	0.78	10	0.35
Zambia	0.2	0	0	5	0.32	0	0	0	0	0	0	5	0.17
Zimbabwe	0.2	1	0.21	5	0.32	0	0	0	0	2	0.78	8	0.28

Country	Quota %	Staff						Contractual				Fund All	
		A01–A08		A09–A15		B01–B05		Professional		Support		Total	
		No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
ASIA	19.1	100	20.53	268	17.14	47	15.36	44	16.48	45	17.44	504	17.49
Australia	1.5	1	0.21	20	1.28	5	1.63	6	2.25	0	0	32	1.11
Bangladesh	0.2	1	0.21	6	0.38	1	0.33	0	0	2	0.78	10	0.35
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	2	0.13	0	0	1	0.37	0	0	3	0.1
China	3.7	6	1.23	50	3.2	2	0.65	5	1.87	9	3.49	72	2.5
Fiji	0.0	0	0	0	0	0	0	0	0	0	0	0	0
Hong Kong SAR	0.0	0	0	4	0.26	0	0	0	0	0	0	4	0.14
India	1.9	23	4.72	63	4.03	19	6.21	13	4.87	10	3.88	128	4.44
Indonesia	1.0	2	0.41	3	0.19	0	0	0	0	0	0	5	0.17
Japan	6.1	4	0.82	33	2.11	9	2.94	6	2.25	3	1.16	55	1.91
Kiribati	0.0	0	0	0	0	0	0	0	0	0	0	0	0
Korea	1.4	4	0.82	16	1.02	1	0.33	0	0	4	1.55	25	0.87
Korea, D.P.R.	0.0	0	0	0	0	0	0	0	0	0	0	0	0
Lao, P.D.R.	0.0	0	0	0	0	0	0	0	0	0	0	0	0
Macau	0.0	0	0	0	0	0	0	0	0	0	0	0	0
Malaysia	0.7	0	0	11	0.7	1	0.33	2	0.75	0	0	14	0.49
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	1	0.06	0	0	0	0	0	0	1	0.03
Myanmar	0.1	2	0.41	1	0.06	0	0	0	0	0	0	3	0.1
Nepal	0.0	0	0	3	0.19	1	0.33	0	0	2	0.78	6	0.21
New Zealand	0.4	1	0.21	14	0.9	4	1.31	3	1.12	0	0	22	0.76
Niue	0.0	0	0	0	0	0	0	0	0	0	0	0	0
Papau 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	45	9.24	13	0.83	1	0.33	1	0.37	9	3.49	69	2.39
Samoa	0.0	0	0	0	0	0	0	0	0	0	0	0	0
Singapore	0.4	1	0.21	10	0.64	1	0.33	4	1.5	4	1.55	20	0.69
Solomon Islands	0.0	0	0	0	0	0	0	0	0	0	0	0	0
Sri Lanka	0.2	6	1.23	5	0.32	2	0.65	0	0	2	0.78	15	0.52
Taiwan, Province of China	0.0	0	0	0	0	0	0	0	0	0	0	0	0
Thailand	0.5	3	0.62	11	0.7	0	0	2	0.75	0	0	16	0.56
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
Tuvalu	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	1	0.21	2	0.13	0	0	1	0.37	0	0	4	0.14
EAST ASIA (ASEAN+3)	14.6	68.0	14.0	152.0	9.7	15.0	4.9	#	8.2	29.0	11.2	##	9.9
Brunei Darussalam	0.1	0	0	0	0	0	0	0	0	0	0	0	0
Cambodia	0.0	0	0	2	0.13	0	0	1	0.37	0	0	3	0.1
China	3.7	6	1.23	50	3.2	2	0.65	5	1.87	9	3.49	72	2.5
Indonesia	1.0	2	0.41	3	0.19	0	0	0	0	0	0	5	0.17
Japan	6.1	4	0.82	33	2.11	9	2.94	6	2.25	3	1.16	55	1.91
Kiribati	0.0	0	0	0	0	0	0	0	0	0	0	0	0
Korea	1.4	4	0.82	16	1.02	1	0.33	0	0	4	1.55	25	0.87
Lao, P.D.R.	0.0	0	0	0	0	0	0	0	0	0	0	0	0
Malaysia	0.7	0	0	11	0.7	1	0.33	2	0.75	0	0	14	0.49
Myanmar	0.1	2	0.41	1	0.06	0	0	0	0	0	0	3	0.1
Philippines	0.4	45	9.24	13	0.83	1	0.33	1	0.37	9	3.49	69	2.39
Singapore	0.4	1	0.21	10	0.64	1	0.33	4	1.5	4	1.55	20	0.69
Thailand	0.5	3	0.62	11	0.7	0	0	2	0.75	0	0	16	0.56
Vietnam	0.2	1	0.21	2	0.13	0	0	1	0.37	0	0	4	0.14

Country	Quota %	Staff						Contractual				Fund All	
		A01–A08		A09–A15		B01–B05		Professional		Support		Total	
		No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
EUROPE	40.6	87	17.86	576	36.83	128	41.83	75	28.09	41	15.89	907	31.47
Albania	0.0	0	0	2	0.13	0	0	0	0	1	0.39	3	0.1
Armenia	0.0	1	0.21	10	0.64	0	0	0	0	0	0	11	0.38
Aruba	0.0	0	0	0	0	0	0	0	0	0	0	0	0
Austria	0.9	1	0.21	5	0.32	3	0.98	2	0.75	1	0.39	12	0.42
Azerbaijan	0.1	0	0	3	0.19	0	0	0	0	1	0.39	4	0.14
Belarus	0.2	4	0.82	2	0.13	0	0	0	0	2	0.78	8	0.28
Belgium	2.1	3	0.62	22	1.41	7	2.29	3	1.12	1	0.39	36	1.25
Bermuda	0.0	0	0	0	0	0	0	0	0	0	0	0	0
Bosnia and Herzegovina	0.1	0	0	0	0	0	0	0	0	0	0	0	0
British Virgin Islands	0.0	0	0	0	0	0	0	0	0	0	0	0	0
Bulgaria	0.3	1	0.21	16	1.02	0	0	1	0.37	4	1.55	22	0.76
Cayman Islands	0.0	0	0	0	0	0	0	0	0	0	0	0	0
Croatia	0.2	2	0.41	1	0.06	0	0	0	0	0	0	3	0.1
Cyprus	0.1	0	0	6	0.38	0	0	0	0	0	0	6	0.21
Czech Republic	0.4	1	0.21	11	0.7	0	0	2	0.75	1	0.39	15	0.52
Denmark	0.8	0	0	12	0.77	1	0.33	0	0	0	0	13	0.45
Estonia	0.0	1	0.21	2	0.13	0	0	1	0.37	0	0	4	0.14
Finland	0.6	0	0	3	0.19	1	0.33	2	0.75	0	0	6	0.21
France	5.0	11	2.26	74	4.73	13	4.25	17	6.37	4	1.55	119	4.13
Georgia	0.1	0	0	6	0.38	0	0	0	0	0	0	6	0.21
Germany	6.0	2	0.41	70	4.48	22	7.19	2	0.75	1	0.39	97	3.37
Gibraltar	0.0	0	0	0	0	0	0	0	0	0	0	0	0
Greece	0.4	0	0	11	0.7	5	1.63	0	0	0	0	16	0.56
Hungary	0.5	1	0.21	5	0.32	0	0	0	0	0	0	6	0.21
Iceland	0.1	0	0	4	0.26	0	0	0	0	0	0	4	0.14
Ireland	0.4	5	1.03	11	0.7	3	0.98	0	0	1	0.39	20	0.69
Israel	0.4	0	0	2	0.13	0	0	0	0	0	0	2	0.07
Italy	3.3	4	0.82	54	3.45	11	3.59	7	2.62	2	0.78	78	2.71
Kazakhstan	0.2	0	0	2	0.13	0	0	0	0	1	0.39	3	0.1
Kosovo	0.0	0	0	0	0	0	0	0	0	0	0	0	0
Kyrgyz Republic	0.0	0	0	2	0.13	0	0	0	0	0	0	2	0.07
Latvia	0.1	0	0	1	0.06	0	0	0	0	0	0	1	0.03
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	0.21	3	0.19	0	0	0	0	0	0	4	0.14
Moldova	0.1	2	0.41	5	0.32	0	0	0	0	1	0.39	8	0.28
Monaco	0.0	0	0	0	0	0	0	0	0	0	0	0	0
Montenegro	0.0	0	0	0	0	0	0	0	0	0	0	0	0
Netherlands	2.4	1	0.21	22	1.41	10	3.27	1	0.37	0	0	34	1.18
Netherlands Antilles	0.0	0	0	0	0	0	0	0	0	0	0	0	0
Norway	0.8	0	0	7	0.45	1	0.33	0	0	0	0	8	0.28
Poland	0.6	3	0.62	15	0.96	2	0.65	1	0.37	1	0.39	22	0.76
Portugal	0.4	0	0	4	0.26	0	0	0	0	2	0.78	6	0.21
Romania	0.5	0	0	9	0.58	0	0	1	0.37	3	1.16	13	0.45
Russia	2.7	1	0.21	29	1.85	0	0	10	3.75	2	0.78	42	1.46
San Marino	0.0	0	0	0	0	0	0	0	0	0	0	0	0
Serbia	0.2	1	0.21	0	0	1	0.33	0	0	0	0	2	0.07
Slovak Republic	0.2	0	0	0	0	1	0.33	0	0	0	0	1	0.03
Slovenia	0.1	0	0	2	0.13	0	0	0	0	0	0	2	0.07
Spain	1.4	3	0.62	28	1.79	2	0.65	7	2.62	2	0.78	42	1.46
Sweden	1.1	1	0.21	15	0.96	1	0.33	0	0	1	0.39	18	0.62
Switzerland	1.6	1	0.21	8	0.51	2	0.65	0	0	0	0	11	0.38
Tajikistan	0.0	0	0	1	0.06	0	0	0	0	0	0	1	0.03
Turkey	0.6	4	0.82	20	1.28	2	0.65	1	0.37	5	1.94	32	1.11
Turkmenistan	0.0	0	0	0	0	0	0	0	0	0	0	0	0
U.K.	5.0	32	6.57	64	4.09	39	12.75	15	5.62	2	0.78	152	5.27
Ukraine	0.6	0	0	6	0.38	1	0.33	1	0.37	2	0.78	10	0.35
Uzbekistan	0.1	0	0	1	0.06	0	0	1	0.37	0	0	2	0.07
Vatican Cyprus	0.0	0	0	0	0	0	0	0	0	0	0	0	0

Country	Quota %	Staff						Contractual				Fund All	
		A01-A08		A09-A15		B01-B05		Professional		Support		Total	
		No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
MIDDLE EAST	8.7	13	2.67	72	4.6	7	2.29	8	3	7	2.71	107	3.71
Afghanistan, I.R. of	0.1	2	0.41	1	0.06	0	0	0	0	0	0	3	0.1
Algeria	0.6	1	0.21	4	0.26	0	0	1	0.37	1	0.39	7	0.24
Bahrain	0.1	0	0	0	0	0	0	1	0.37	0	0	1	0.03
Djibouti	0.0	0	0	0	0	0	0	0	0	0	0	0	0
Egypt	0.4	2	0.41	16	1.02	0	0	2	0.75	0	0	20	0.69
Iran, I.R. of	0.7	1	0.21	7	0.45	1	0.33	0	0	0	0	9	0.31
Iraq	0.5	1	0.21	0	0	0	0	0	0	0	0	1	0.03
Jordan	0.1	1	0.21	8	0.51	1	0.33	0	0	0	0	10	0.35
Kuwait	0.6	0	0	0	0	0	0	0	0	0	0	0	0
Lebanon	0.1	0	0	10	0.64	1	0.33	3	1.12	1	0.39	15	0.52
Libya	0.5	1	0.21	0	0	0	0	0	0	0	0	1	0.03
Morocco	0.3	2	0.41	4	0.26	2	0.65	1	0.37	3	1.16	12	0.42
Oman	0.1	0	0	0	0	0	0	0	0	0	0	0	0
Pakistan	0.5	1	0.21	13	0.83	1	0.33	0	0	1	0.39	16	0.56
Qatar	0.1	0	0	0	0	0	0	0	0	0	0	0	0
Saudi Arabia	3.2	0	0	4	0.26	0	0	0	0	0	0	4	0.14
Somalia	0.0	0	0	0	0	0	0	0	0	0	0	0	0
Sudan	0.1	0	0	1	0.06	0	0	0	0	1	0.39	2	0.07
Syrian Arab Republic	0.1	1	0.21	0	0	1	0.33	0	0	0	0	2	0.07
Tunisia	0.1	0	0	3	0.19	0	0	0	0	0	0	3	0.1
United Arab Emirates	0.3	0	0	1	0.06	0	0	0	0	0	0	1	0.03
West Bank	0.0	0	0	0	0	0	0	0	0	0	0	0	0
Yemen	0.1	0	0	0	0	0	0	0	0	0	0	0	0
<hr/>													
Country	Quota %	Staff						Contractual				Fund All	
		A01-A08		A09-A15		B01-B05		Professional		Support		Total	
		No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
U.S.	17.1	131	26.9	299	19.12	72	23.53	95	35.58	113	43.8	710	24.64

Country	Quota %	Staff						Contractual				Fund All	
		A01–A08		A09–A15		B01–B05		Professional		Support		Total	
		No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
WESTERN HEMISPHERE	10.3	102	20.94	240	15.35	38	12.42	39	14.61	34	13.18	453	15.72
Anguilla	0.0	0	0	0	0	0	0	0	0	0	0	0	0
Antigua	0.0	0	0	0	0	0	0	0	0	0	0	0	0
Argentina	1.0	3	0.62	31	1.98	6	1.96	6	2.25	3	1.16	49	1.7
Bahamas	0.1	1	0.21	1	0.06	0	0	0	0	1	0.39	3	0.1
Barbados	0.0	0	0	2	0.13	0	0	0	0	0	0	2	0.07
Belize	0.0	0	0	1	0.06	0	0	0	0	0	0	1	0.03
Bolivia	0.1	6	1.23	6	0.38	1	0.33	1	0.37	2	0.78	16	0.56
Brazil	1.4	15	3.08	30	1.92	2	0.65	6	2.25	5	1.94	58	2.01
Canada	2.9	5	1.03	54	3.45	8	2.61	7	2.62	2	0.78	76	2.64
Chile	0.4	2	0.41	3	0.19	4	1.31	4	1.5	1	0.39	14	0.49
Colombia	0.4	3	0.62	14	0.9	0	0	2	0.75	4	1.55	23	0.8
Costa Rica	0.1	2	0.41	6	0.38	0	0	0	0	3	1.16	11	0.38
Cuba	0.0	0	0	0	0	0	0	1	0.37	0	0	1	0.03
Dominican Republic	0.1	0	0	0	0	0	0	0	0	1	0.39	1	0.03
Dominica	0.0	0	0	1	0.06	0	0	0	0	0	0	1	0.03
Ecuador	0.1	3	0.62	6	0.38	1	0.33	0	0	2	0.78	12	0.42
El Salvador	0.1	3	0.62	4	0.26	2	0.65	0	0	1	0.39	10	0.35
Grenada	0.0	1	0.21	1	0.06	0	0	0	0	1	0.39	3	0.1
Guatemala	0.1	3	0.62	1	0.06	0	0	0	0	1	0.39	5	0.17
Guyana	0.0	0	0	2	0.13	0	0	0	0	0	0	2	0.07
Haiti	0.0	5	1.03	2	0.13	0	0	0	0	3	1.16	10	0.35
Honduras	0.1	4	0.82	1	0.06	0	0	0	0	0	0	5	0.17
Jamaica	0.1	6	1.23	3	0.19	4	1.31	1	0.37	0	0	14	0.49
Mexico	1.2	2	0.41	16	1.02	3	0.98	2	0.75	0	0	23	0.8
Montserrat	0.0	0	0	0	0	0	0	0	0	0	0	0	0
Nicaragua	0.1	1	0.21	2	0.13	0	0	0	0	0	0	3	0.1
Panama	0.1	0	0	1	0.06	0	0	0	0	0	0	1	0.03
Paraguay	0.0	0	0	3	0.19	1	0.33	0	0	0	0	4	0.14
Peru	0.3	26	5.34	26	1.66	2	0.65	2	0.75	4	1.55	60	2.08
St. Kitts	0.0	0	0	1	0.06	0	0	0	0	0	0	1	0.03
St. Lucia	0.0	0	0	3	0.19	0	0	0	0	0	0	3	0.1
St. Vincent	0.0	0	0	1	0.06	0	0	0	0	0	0	1	0.03
Suriname	0.0	0	0	1	0.06	0	0	0	0	0	0	1	0.03
Trinidad and Tobago	0.2	2	0.41	5	0.32	2	0.65	0	0	0	0	9	0.31
Uruguay	0.1	6	1.23	7	0.45	2	0.65	7	2.62	0	0	22	0.76
Venezuela	1.2	3	0.62	5	0.32	0	0	0	0	0	0	8	0.28
Virgin Islands	0.0	0	0	0	0	0	0	0	0	0	0	0	0

Country	Quota %	Staff						Contractual				Fund All	
		A01–A08		A09–A15		B01–B05		Professional		Support		Total	
		No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
TRANSITION COUNTRIES	7.4	18.0	3.7	132.0	8.4	5.0	1.6	#	6.7	19.0	7.4	##	6.6
Albania	0.0	0	0	2	0.13	0	0	0	0	1	0.39	3	0.1
Armenia	0.0	1	0.21	10	0.64	0	0	0	0	0	0	11	0.38
Azerbaijan	0.1	0	0	3	0.19	0	0	0	0	1	0.39	4	0.14
Belarus	0.2	4	0.82	2	0.13	0	0	0	0	2	0.78	8	0.28
Bosnia and Herzegovina	0.1	0	0	0	0	0	0	0	0	0	0	0	0
Bulgaria	0.3	1	0.21	16	1.02	0	0	1	0.37	4	1.55	22	0.76
Croatia	0.2	2	0.41	1	0.06	0	0	0	0	0	0	3	0.1
Czech Republic	0.4	1	0.21	11	0.7	0	0	2	0.75	1	0.39	15	0.52
Estonia	0.0	1	0.21	2	0.13	0	0	1	0.37	0	0	4	0.14
Georgia	0.1	0	0	6	0.38	0	0	0	0	0	0	6	0.21
Hungary	0.5	1	0.21	5	0.32	0	0	0	0	0	0	6	0.21
Kazakhstan	0.2	0	0	2	0.13	0	0	0	0	1	0.39	3	0.1
Kosovo	0.0	0	0	0	0	0	0	0	0	0	0	0	0
Kyrgyz Republic	0.0	0	0	2	0.13	0	0	0	0	0	0	2	0.07
Latvia	0.1	0	0	1	0.06	0	0	0	0	0	0	1	0.03
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	2	0.41	5	0.32	0	0	0	0	1	0.39	8	0.28
Mongolia	0.0	0	0	1	0.06	0	0	0	0	0	0	1	0.03
Poland	0.6	3	0.62	15	0.96	2	0.65	1	0.37	1	0.39	22	0.76
Romania	0.5	0	0	9	0.58	0	0	1	0.37	3	1.16	13	0.45
Russia	2.7	1	0.21	29	1.85	0	0	10	3.75	2	0.78	42	1.46
Serbia	0.2	1	0.21	0	0	1	0.33	0	0	0	0	2	0.07
Slovak Republic	0.2	0	0	0	0	1	0.33	0	0	0	0	1	0.03
Slovenia	0.1	0	0	2	0.13	0	0	0	0	0	0	2	0.07
Tajikistan	0.0	0	0	1	0.06	0	0	0	0	0	0	1	0.03
Turkmenistan	0.0	0	0	0	0	0	0	0	0	0	0	0	0
Ukraine	0.6	0	0	6	0.38	1	0.33	1	0.37	2	0.78	10	0.35
Uzbekistan	0.1	0	0	1	0.06	0	0	1	0.37	0	0	2	0.07

Table 4. Distribution of Staff in Grades A9–B5 by Region, Developing/Industrial Country, Gender, Career Stream, and Grade
(As of 12/31/2009)

Grade	Middle Arab U.S. & Other W.H. All IMF Developing Transition Industrial Women Men																													
	Africa		Asia		East Asia		Europe		East		Countries		Canada																	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Economists																														
A11	8	10	24	11.8	23	19.7	46	8.3	8	14.8	5	12.2	4	2.1	6	3.6	96	7.6	61	10.8	20	18.7	35	5.1	39	12.4	57	6.1		
A12	6	7.5	18	8.9	14	12	25	4.5	5	9.3	3	7.3	5	2.6	13	7.8	72	5.7	45	8	9	8.4	27	3.9	27	8.6	45	4.8		
A13	10	12.5	35	17.2	24	20.5	94	16.9	8	14.8	7	17.1	20	10.3	28	16.9	195	15.5	105	18.6	27	25.2	90	13	58	18.4	137	14.6		
A14	34	42.5	66	32.5	38	32.5	192	34.5	16	29.6	13	31.7	67	34.4	67	40.4	442	35.2	209	37	39	36.4	233	33.8	111	35.2	331	35.2		
A15	13	16.3	20	9.9	4	3.4	93	16.7	10	18.5	8	19.5	41	21	25	15.1	202	16.1	71	12.6	7	6.5	131	19	42	13.3	160	17		
B01	2	2.5	8	3.9	5	4.3	12	2.2	1	1.9	1	2.4	9	4.6	4	2.4	36	2.9	13	2.3	2	1.9	23	3.3	11	3.5	25	2.7		
B02	3	3.8	15	7.4	5	4.3	36	6.5	3	5.6	3	7.3	30	15.4	12	7.2	99	7.9	28	5	1	0.9	71	10.3	15	4.8	84	8.9		
B03	1	1.3	5	2.5	1	0.9	26	4.7	2	3.7	1	2.4	11	5.6	4	2.4	49	3.9	13	2.3	1	0.9	36	5.2	4	1.3	45	4.8		
B04	1	1.3	10	4.9	3	2.6	26	4.7	1	1.9	0	0	8	4.1	6	3.6	52	4.1	15	2.7	0	0	37	5.4	6	1.9	46	4.9		
B05	2	2.5	2	1	0	0	7	1.3	0	0	0	0	0	0	1	0.6	12	1	5	0.9	1	0.9	7	1	2	0.6	10	1.1		
Total	80	100	203	100	117	100	557	100	54	100	41	100	195	100	166	100	1,255	100	565	100	107	100	690	100	315	100	940	100		
Specialized Career Streams																														
A09	6	6.3	8	3.8	6	4.9	15	6.4	3	7.7	3	12.5	18	4.8	6	4.1	56	5.1	28	5.3	5	10.2	28	4.9	44	6	12	3.2		
A10	6	6.3	16	7.5	9	7.4	13	5.6	5	12.8	4	16.7	31	8.3	14	9.5	85	7.7	44	8.3	6	12.2	41	7.2	57	7.8	28	7.5		
A11	4	4.2	22	10.3	11	9	21	9	6	15.4	2	8.3	50	13.4	8	5.4	111	10.1	44	8.3	6	12.2	67	11.8	64	8.8	47	12.6		
A12	8	8.3	28	13.1	13	10.7	20	8.6	4	10.3	1	4.2	44	11.8	6	4.1	110	10	48	9	3	6.1	62	10.9	44	6	66	17.7		
A13	8	8.3	14	6.6	9	7.4	25	10.7	5	12.8	3	12.5	31	8.3	9	6.1	92	8.3	44	8.3	8	16.3	48	8.4	42	5.8	50	13.4		
A14	5	5.2	13	6.1	5	4.1	25	10.7	2	5.1	2	8.3	28	7.5	5	3.4	78	7.1	26	4.9	3	6.1	52	9.1	35	4.8	43	11.5		
A15	0	0	4	1.9	0	0	6	2.6	1	2.6	1	4.2	14	3.8	0	0	25	2.3	3	0.6	0	0	22	3.9	8	1.1	17	4.6		
B01	4	4.2	4	1.9	1	0.8	5	2.1	0	0	0	0	4	1.1	2	1.4	19	1.7	9	1.7	0	0	10	1.8	6	0.8	13	3.5		
B02	0	0	2	0.9	0	0	5	2.1	0	0	0	0	9	2.4	1	0.7	17	1.5	3	0.6	0	0	14	2.5	7	1	10	2.7		
B03	1	1	0	0	0	0	4	1.7	0	0	0	0	2	0.5	0	0	7	0.6	1	0.2	0	0	6	1.1	3	0.4	4	1.1		
B04	0	0	0	0	0	0	5	2.1	0	0	0	0	2	0.5	0	0	7	0.6	0	0	0	0	7	1.2	0	0	7	1.9		
B05	0	0	2	0.9	0	0	2	0.9	0	0	0	0	4	1.1	0	0	8	0.7	1	0.2	0	0	7	1.2	2	0.3	6	1.6		
Total 1/	96	100	213	100	122	100	233	100	39	100	24	100	373	100	148	100	1,102	100	532	100	49	100	570	100	729	100	373	100		

Source: PeopleSoft HRMS; Report ID: DAR_017.
1/ Totals are staff in grades A9–B5.

**Table 5. Female Staff in Multilateral Organizations
December 2009**

	Total				Support Staff				Professional Staff				Management			
	Total	Female		Male	Total	Female		Male	Total	Female		Male	Total	Female		Male
		#	%			#	%			#	%			#	%	
European Parliament 1/	5,530	3,248	58.7	2,282	3,126	2,037	65.2	1,089	2,404	1,211	50.4	1,193	234	56	24.0	178
European Investment Bank	1,727	892	51.7	835	529	463	87.5	66	975	393	40.0	582	223	36	16.0	187
Inter-American Development Bank	1,936	932	51.0	905	291	164	91.6	15	1,506	559	43.8	716	40	7	17.5	33
International Monetary Fund 2/	2,356	1,044	44.3	1,312	487	417	85.6	70	1,563	571	36.5	992	306	56	18.3	81.7
Scottish Enterprise	1,126	631	56.0	494	170	148	87.0	22	645*	371	57.0	273	311	112	36.0	199
UNICEF 3/	11,056	5,309	48.0	5,747	5,451	2,626	48.0	2,825	2,079	1,096	52.7	983	604	254	42.1	350
United Nations Secretariat 8/	33,232	10,920	32.9	22,312	23,114	6,969	30.2	16,145	9,367	3,756	40.1	5,611	751	195	26.0	556
World Bank (IBRD) 4/	9,811	5,030	51.0	4,781	2,855	2,014	71.0	841	6,254	2,725	44.0	3,529	470	152	32.0	318

1/ Including Political Group Staff.

2/ Support grades A1-A8; professional grades A9-A15; and management grades B1-B5. Does not include contractuels.

3/ Professional: National Officers & Int'l Professional staff of levels: NO-1, NO-2, NO-3, NO-4, NO-5, P-1, P-2,

P-3, P-4, L-1, L-2, L-3, and L-4. Management: includes International Professional staff of levels: P-5, D-1, D-2, L-5, L-6, L-7, ASG, & USG.

4/ Does not include local staff, short-term consultants, Staff Exchange Program and coterminous appointments; total includes 6 unclassified staff.

Support=Grades A-D; Professional = E-G; Management and Senior Technical = H-L. NB: For internal purposes World Bank defines management as staff with a formal managerial tag; consequently managerial data reported in internal documents may differ.

Table 6. Share of Developing Country Nationals by Department and Grade Grouping—Staff
(As of 12/31/2009)

	A1–A8		A9–A15		B1–B5		A9–B5		Total Staff	Developing Country	
	#	%	#	%	#	%	#	%	#	#	%
Total	281	57.7	728	46.5	88	28.8	816	43.6	2357	1,097	46.5
Area Departments	83	66.9	266	51.9	44	35.2	310	48.6	762	393	51.6
AFR	23	74.2	76	52.1	9	29	85	48	208	108	51.9
APD 1/	11	64.7	36	52.9	9	37.5	45	48.9	109	56	51.4
EUR 2/	18	56.3	48	38.7	5	18.5	53	35.1	183	71	38.8
MCD	16	66.7	53	60.2	7	35	60	55.6	132	76	57.6
WHD	15	75	53	60.9	14	60.9	67	60.9	130	82	63.1
Functional Departments	120	60.6	324	46.7	33	26.6	357	43.6	1016	477	46.9
FAD	13	61.9	47	46.1	2	11.1	49	40.8	141	62	44
FIN	21	67.7	34	43.6	2	18.2	36	40.4	120	57	47.5
INS 3/	16	51.6	23	48.9	5	45.5	28	48.3	89	44	49.4
LEG	9	75	11	26.8	3	37.5	14	28.6	61	23	37.7
MCM	21	60	70	45.8	6	22.2	76	42.2	215	97	45.1
RES	11	73.3	38	55.9	3	20	41	49.4	98	52	53.1
SPR 4/	15	62.5	52	45.2	7	33.3	59	43.4	160	74	46.3
STA	14	48.3	49	54.4	5	38.5	54	52.4	132	68	51.5
Support Departments	78	47.3	138	38.7	11	19.3	149	36	579	227	39.2
ATB	0	0	0	0	0	0	0	0	1	0	0
EXR	7	35	19	37.3	2	20	21	34.4	81	28	34.6
HRD	16	43.2	21	45.7	2	25	23	42.6	91	39	42.9
OMD 5/	11	57.9	10	30.3	3	20	13	27.1	67	24	35.8
SEC	9	50	8	40	2	33.3	10	38.5	44	19	43.2
TGS	35	50	80	38.6	2	11.1	82	36.4	295	117	39.7

Source: PeopleSoft HRMS, Report ID: DAR_003.

1/ APD includes OAP.

2/ EUR includes EUO.

3/ INS includes JAI, JVI, and STI.

4/ SPR includes UNO.

5/ OMD includes DMD, INV, OBP, OIA, and OTM.

Table 7. Distribution of A9–B5 Staff by Region by Department
(In percent)
(As of 12/31/2009)

Departments	A9–A15 Staff								B1–B5 Staff								Total A9–B5 Staff							
	Africa	Asia	East Asia	Europe	Middle East	U.S. and Canada	Other W. H.	Developing Transition	Africa	Asia	East Asia	Europe	Middle East	U.S. and Canada	Other W. H.	Developing Transition	Africa	Asia	East Asia	Europe	Middle East	U.S. and Canada	Other W. H.	Developing Transition
Area																								
Departments																								
AFR	24.0	9.6	6.8	35.6	2.1	16.4	12.3	4.1	12.9	6.5	0.0	45.2	0.0	25.8	9.7	3.2	22.0	9.0	5.6	37.3	1.7	18.1	11.9	4.0
APD 1/	1.5	32.4	22.1	33.8	4.4	17.6	10.3	4.4	0.0	58.3	29.2	25.0	0.0	16.7	0.0	4.2	1.1	39.1	23.9	31.5	3.3	17.4	7.6	4.3
EUR 2/	1.6	16.1	11.3	59.7	2.4	13.7	6.5	17.7	0.0	11.1	0.0	81.5	0.0	7.4	0.0	7.4	1.3	15.2	9.3	63.6	2.0	12.6	5.3	15.9
MCD	5.7	10.2	8.0	47.7	21.6	6.8	8.0	17.0	0.0	10.0	0.0	30.0	15.0	30.0	15.0	0.0	4.6	10.2	6.5	44.4	20.4	11.1	9.3	13.9
WHD	2.3	9.2	8.0	27.6	3.4	14.9	42.5	4.6	0.0	4.3	0.0	21.7	0.0	21.7	52.2	4.3	1.8	8.2	6.4	26.4	2.7	16.4	44.5	4.5
Functional																								
Departments																								
FAD	8.8	18.6	5.9	49.0	3.9	6.9	12.7	7.8	0.0	16.7	11.1	55.6	0.0	22.2	5.6	0.0	7.5	18.3	6.7	50.0	3.3	9.2	11.7	6.7
FIN	7.7	17.9	10.3	33.3	1.3	30.8	9.0	9.0	9.1	27.3	9.1	36.4	0.0	27.3	0.0	0.0	7.9	19.1	10.1	33.7	1.1	30.3	7.9	7.9
INS 3/	4.3	8.5	6.4	36.2	12.8	19.1	19.1	4.3	18.2	9.1	0.0	45.5	9.1	9.1	9.1	0.0	6.9	8.6	5.2	37.9	12.1	17.2	17.2	3.4
LEG	2.4	14.6	7.3	41.5	0.0	29.3	12.2	2.4	25.0	0.0	0.0	25.0	0.0	37.5	12.5	0.0	6.1	12.2	6.1	38.8	0.0	30.6	12.2	2.0
MCM	6.5	17.6	9.8	44.4	3.9	17.6	9.8	12.4	0.0	18.5	11.1	37.0	3.7	33.3	7.4	0.0	5.6	17.8	10.0	43.3	3.9	20.0	9.4	10.6
RES	0.0	26.5	22.1	42.6	4.4	13.2	13.2	10.3	0.0	20.0	0.0	46.7	0.0	33.3	0.0	0.0	0.0	25.3	18.1	43.4	3.6	16.9	10.8	8.4
SPR 4/	4.3	20.0	8.7	47.8	5.2	13.0	9.6	9.6	9.5	9.5	0.0	52.4	4.8	14.3	9.5	0.0	5.1	18.4	7.4	48.5	5.1	13.2	9.6	8.1
STA	5.6	24.4	14.4	30.0	0.0	22.2	17.8	13.3	15.4	7.7	7.7	30.8	7.7	30.8	7.7	0.0	6.8	22.3	13.6	30.1	1.0	23.3	16.5	11.7
Support																								
Departments																								
EXR	11.8	13.7	7.8	27.5	3.9	33.3	9.8	2.0	0.0	20.0	0.0	50.0	0.0	30.0	0.0	0.0	9.8	14.8	6.6	31.1	3.3	32.8	8.2	1.6
HRD	15.2	19.6	10.9	26.1	4.3	26.1	8.7	0.0	12.5	12.5	0.0	50.0	0.0	25.0	0.0	0.0	14.8	18.5	9.3	29.6	3.7	25.9	7.4	0.0
OMD 5/	0.0	27.3	6.1	33.3	3.0	36.4	0.0	3.0	0.0	0.0	0.0	40.0	0.0	40.0	20.0	0.0	0.0	18.8	4.2	35.4	2.1	37.5	6.3	2.1
SEC	5.0	30.0	15.0	15.0	0.0	40.0	10.0	5.0	0.0	33.3	0.0	33.3	0.0	33.3	0.0	0.0	3.8	30.8	11.5	19.2	0.0	38.5	7.7	3.8
TGS	5.3	15.0	7.7	15.0	5.3	52.7	6.8	6.3	0.0	16.7	5.6	27.8	0.0	50.0	5.6	0.0	4.9	15.1	7.6	16.0	4.9	52.4	6.7	5.8
Fund All	6.9	17.1	10.0	36.8	4.7	22.6	12.0	8.5	4.6	15.7	4.9	41.8	2.3	25.8	9.8	1.6	6.5	16.9	9.1	37.6	4.3	23.1	11.6	7.4
Quota	4.2	19.1	14.6	40.6	8.7	20.1	7.4	7.4	4.2	19.1	14.6	40.6	8.7	20.1	7.4	7.4	4.2	19.1	14.6	40.6	8.7	20.1	7.4	7.4

Source: PeopleSoft HRMS, DAR_004.

1/ APD includes OAP.

2/ EUR includes EUO.

3/ INS includes JAI, JVI and STI.

4/ SPR includes UNO.

5/ OMD includes DMD, INV, OBP, OIA and OTM.

Table 8. Share of Women by Department and Grade Grouping—Staff and Contractuals
(As of 12/31/2009)

Department	Staff								Contractual				Fund All		
	A1–A8		A09–A15		B01–B05		A09–B05		Professional		Support		Total	Women	
	#	%	#	%	#	%	#	%	#	%	#	%	#	#	%
Total Fund	417	85.6	571	36.5	56	18.3	627	33.5	106	39.7	169	65.8	2,881	1,319	45.8
Area Departments	106	85.5	157	30.6	19	15.2	176	27.6	14	60.9	27	57.4	832	323	38.8
AFR	28	90.3	30	20.5	8	25.8	38	21.5	4	66.7	6	54.5	225	76	33.8
APD 1/	16	94.1	18	26.5	3	12.5	21	22.8	5	62.5	11	68.8	133	53	39.8
EUR 2/	22	68.8	46	37.1	5	18.5	51	33.8	0	0.0	1	100.0	186	74	39.8
MCD	21	87.5	31	35.2	2	10.0	33	30.6	2	100.0	6	75.0	142	62	43.7
WHD	19	95.0	32	36.8	1	4.3	33	30.0	3	60.0	3	27.3	146	58	39.7
Functional Departments	177	89.4	242	34.9	19	15.3	261	31.9	31	27.7	80	68.4	1,245	549	44.1
FAD	21	100.0	27	26.5	2	11.1	29	24.2	5	19.2	12	80.0	182	67	36.8
FIN	29	93.5	40	51.3	2	18.2	42	47.2	3	100.0	13	76.5	140	87	62.1
INS 3/	28	90.3	20	42.6	1	9.1	21	36.2	2	33.3	12	80.0	110	63	57.3
LEG	11	91.7	17	41.5	2	25.0	19	38.8	7	46.7	9	81.8	87	46	52.9
MCM	33	94.3	50	32.7	3	11.1	53	29.4	5	17.9	10	58.8	260	101	38.8
RES	14	93.3	13	19.1	0	0.0	13	15.7	6	24.0	10	50.0	143	43	30.1
SPR 4/	22	91.7	38	33.0	4	19.0	42	30.9	0	0.0	8	80.0	174	72	41.4
STA	19	65.5	37	41.1	5	38.5	42	40.8	3	60.0	6	50.0	149	70	47.0
Support Departments	134	81.2	172	48.2	18	31.6	190	45.9	61	46.2	62	66.7	804	447	55.6
EXR	19	95.0	34	66.7	3	30.0	37	60.7	4	50.0	2	100.0	91	62	68.1
HRD	33	89.2	28	60.9	5	62.5	33	61.1	11	64.7	33	68.8	156	110	70.5
OMD 5/	16	84.2	10	30.3	2	13.3	12	25.0	3	60.0	6	60.0	82	37	45.1
SEC	12	66.7	8	40.0	2	33.3	10	38.5	2	28.6	3	100.0	54	27	50.0
TGS	53	75.7	92	44.4	6	33.3	98	43.6	40	44.0	16	57.1	414	207	50.0

Source: PeopleSoft HRMS, Report ID: DAR_005.

1/ APD includes OAP.

2/ EUR includes EUO.

3/ INS includes JAI, JVI, and STI.

4/ SPR Includes UNO.

5/ OMD Includes DMD, INV, OBP, OIA, and OTM.

Table 9. Separations/Recruitments by Diversity Category—Staff 1/
(January - December 2009)

Category	Grade	Separations 2/		Resignations		Recruitments 3/	
		#	%	#	%	#	%
Women	A9–A15	41	40.2	16	39.0	70	34.8
	B1–B5	6	11.8	0	0.0	2	22.2
Developing Countries	A9–A15	37	36.3	14	34.1	103	51.2
	B1–B5	17	33.3	0	0.0	1	11.1
African Region	A9–A15	9	8.8	3	7.3	20	10.0
	B1–B5	3	5.9	0	0.0	0	0.0
Middle Eastern Region	A9–A15	4	3.9	2	4.9	11	5.5
	B1–B5	3	5.9	0	0.0	0	0.0
Transitional Countries	A9–A15	5	4.9	4	0.0	23	11.4
	B1–B5	1	2.0	0	0.0	0	0.0
East Asian Countries 4/	A9–A15	10	9.8	4	9.8	29	14.4
	B1–B5	2	3.9	0	0.0	2	22.2

Source: PeopleSoft HRMS; Report ID: DAR_017a.

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

2/ Includes transfers to Separation Benefits Fund (SBF), transfers from staff to OED 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, Philippines, Singapore, Thailand, Vietnam plus China, Japan, and Korea.

Table 10. Recruitment of Women by Career Stream and Grade Grouping—Staff
(As of 12/31/2009)

	A1–A8			A9–A15			B1–B5		
	#	Total	%	#	Total	%	#	Total	%
EPs									
2009	n.a.	n.a.	n.a.	22	43	51.2	0	0	0.0
2008	n.a.	n.a.	n.a.	5	20	25.0	0	0	0.0
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
Total 2005–09	n.a.	n.a.	n.a.	56	146	38.4	0	0	0.0
Economists									
2009	n.a.	n.a.	n.a.	25	106	23.6	1	5	20.0
2008	n.a.	n.a.	n.a.	7	20	35.0	2	9	22.2
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
Total 2005–09	n.a.	n.a.	n.a.	52	260	20.0	4	28	14.3
Specialized Career Streams									
2009	50	67	74.6	22	54	40.7	1	4	25.0
2008	16	22	72.7	6	12	50.0	1	2	50.0
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
Total 2005–09	156	201	77.6	67	153	43.8	5	16	31.3
All									
2009	50	67	74.6	69	203	34.0	2	9	22.2
2008	16	22	72.7	18	52	34.6	3	11	27.3
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
Total 2005–09	156	201	77.6	175	559	31.3	9	44	20.5

Source: PeopleSoft HRMS; Report ID: DAR_1213.

Table 11. Staff Promoted by Region, Career Stream, and Grade Grouping, 2009
(2008 in parentheses)

Region	A1–A8				A9–A12				A13–A15				B1–B5			
	#	Total	%	2008	#	Total	%	2008	#	Total	%	2008	#	Total	%	2008
Economists																
Africa	n.a	n.a	n.a	n.a	2	14	14.3	(8.3)	6	57	10.5	(10.9)	2	9	22.2	(30.0)
Asia	n.a	n.a	n.a	n.a	1	42	2.4	(18.2)	20	121	16.5	(14.2)	9	40	22.5	(22.5)
East Asia	n.a	n.a	n.a	n.a	0	37	0	(20.0)	10	66	15.2	(19.6)	2	14	14.3	(7.7)
Europe	n.a	n.a	n.a	n.a	1	71	1.4	(14.5)	85	379	22.4	(16.7)	26	107	24.3	(30.8)
U.K	n.a	n.a	n.a	n.a	0	2	0	(0.0)	5	40	12.5	(18.2)	4	28	14.3	(30.3)
Middle East	n.a	n.a	n.a	n.a	0	13	0	(35.7)	7	33	21.2	(20.0)	2	7	28.6	(30.0)
Arab Countries	n.a	n.a	n.a	n.a	0	8	0	(27.3)	5	27	18.5	(23.1)	1	5	20	(50.0)
U.S. and Canada	n.a	n.a	n.a	n.a	1	9	11.1	(18.2)	22	128	17.2	(12.5)	16	58	27.6	(18.3)
Other Western Hemisphere	n.a	n.a	n.a	n.a	0	19	0	(20.0)	21	120	17.5	(12.3)	12	27	44.4	(20.0)
Total	n.a	n.a	n.a	n.a	5	168	3	(17.7)	161	838	19.2	(14.8)	67	248	27	(25.5)
Developing Countries	n.a	n.a	n.a	n.a	4	106	3.8	(21.8)	62	384	16.1	(16.1)	26	74	35.1	(23.5)
Developing Transition Countries	n.a	n.a	n.a	n.a	1	29	3.4	(13.6)	16	73	21.9	(22.2)	1	5	20	(20.0)
Industrial Countries	n.a	n.a	n.a	n.a	1	62	1.6	(11.7)	99	454	21.8	(13.7)	41	174	23.6	(26.3)
Women	n.a	n.a	n.a	n.a	4	66	6.1	(22.0)	48	211	22.7	(19.0)	14	38	36.8	(27.8)
Men	n.a	n.a	n.a	n.a	1	102	1	(15.5)	113	627	18	(13.3)	53	210	25.2	(25.1)
Specialized Career Streams																
Africa	9	54	16.7	(10.1)	2	24	8.3	(20.0)	1	13	7.7	(0.0)	3	5	60	(25.0)
Asia	19	100	19	(13.9)	10	74	13.5	(17.1)	8	31	25.8	(17.9)	1	8	12.5	(0.0)
East Asia	12	68	17.6	(17.1)	7	39	17.9	(16.7)	4	14	28.6	(18.2)	0	1	0	(0.0)
Europe	12	87	13.8	(11.5)	13	69	18.8	(23.4)	13	56	23.2	(9.6)	2	21	9.5	(21.1)
U.K	3	32	9.4	(7.7)	2	16	12.5	(40.0)	1	6	16.7	(0.0)	1	11	9.1	(27.3)
Middle East	3	13	23.1	(0.0)	5	18	27.8	(20.0)	2	8	25	(20.0)	0	0	0	(0.0)
Arab Countries	2	8	25	(0.0)	4	10	40	(28.6)	1	6	16.7	(0.0)	0	0	0	(0.0)
U.S. and Canada	16	136	11.8	(11.0)	16	143	11.2	(14.7)	9	73	12.3	(14.1)	3	21	14.3	(17.4)
Other Western Hemisphere	16	97	16.5	(11.6)	8	34	23.5	(24.3)	0	14	0	(6.7)	1	3	33.3	(0.0)
Total	75	487	15.4	(11.4)	54	362	14.9	(18.2)	33	195	16.9	(12.2)	10	58	17.2	(15.0)
Developing Countries	49	281	17.4	(11.3)	30	164	18.3	(19.0)	8	73	11	(13.0)	5	14	35.7	(6.7)
Developing Transition Countries	2	18	11.1	(22.2)	6	20	30	(19.0)	0	11	0	(18.2)	0	0	0	(0.0)
Industrial Countries	26	206	12.6	(11.4)	24	198	12.1	(17.6)	25	122	20.5	(11.7)	5	44	11.4	(17.8)
Women	71	417	17	(11.5)	38	209	18.2	(19.8)	13	85	15.3	(8.2)	4	18	22.2	(17.6)
Men	4	70	5.7	(10.0)	16	153	10.5	(16.0)	20	110	18.2	(15.4)	6	40	15	(14.0)
Economists and Specialized Career Streams																
Africa	9	54	16.7	(10.1)	4	38	10.5	(15.6)	7	70	10	(9.1)	5	14	35.7	(28.6)
Asia	19	100	19	(13.9)	11	116	9.5	(17.5)	28	152	18.4	(14.9)	10	48	20.8	(17.6)
East Asia	12	68	17.6	(17.1)	7	76	9.2	(18.2)	14	80	17.5	(19.4)	2	15	13.3	(7.1)
Europe	12	87	13.8	(11.5)	14	140	10	(19.0)	98	435	22.5	(15.8)	28	128	21.9	(29.4)
U.K	3	32	9.4	(7.7)	2	18	11.1	(33.3)	6	46	13	(16.2)	5	39	12.8	(29.5)
Middle East	3	13	23.1	(0.0)	5	31	16.1	(27.6)	9	41	22	(20.0)	2	7	28.6	(30.0)
Arab Countries	2	8	25	(0.0)	4	18	22.2	(27.8)	6	33	18.2	(20.0)	1	5	20	(50.0)
U.S. and Canada	16	136	11.8	(11.0)	17	152	11.2	(15.0)	31	201	15.4	(13.1)	19	79	24.1	(18.1)
Other Western Hemisphere	16	97	16.5	(11.6)	8	53	15.1	(23.1)	21	134	15.7	(11.6)	13	30	43.3	(18.2)
Total	75	487	15.4	(11.4)	59	530	11.1	(18.1)	194	1,033	18.8	(14.3)	77	306	25.2	(23.5)
Developing Countries	49	281	17.4	(11.3)	34	270	12.6	(20.0)	70	457	15.3	(15.6)	31	88	35.2	(20.8)
Developing Transition Countries	2	18	11.1	(22.2)	7	49	14.3	(16.3)	16	84	19	(21.6)	1	5	20	(20.0)
Industrial Countries	26	206	12.6	(11.4)	25	260	9.6	(16.3)	124	576	21.5	(13.3)	46	218	21.1	(24.7)
Women	71	417	17	(11.5)	42	275	15.3	(20.2)	61	296	20.6	(15.9)	18	56	32.1	(24.5)
Men	4	70	5.7	(10.0)	17	255	6.7	(15.8)	133	737	18	(13.6)	59	250	23.6	(23.4)

Source: PeopleSoft HRMS, Report ID: DAR_016.

Table 12. Five-Year Review of Pipeline Indicators of Economists—Staff

(As of 12/31/2009)

	Africa	Asia	East Asia	Europe	Middle East	U.S. and Canada	Other Western Hemisphere	Total	Developing Countries	Transition Countries	Industrial Countries	Women
Ratio of A15/A14												
2009	.38	.30	.11	.48	.63	.61	.37	.46	.34	.18	.56	.38
2008	.41	.31	.18	.44	.38	.65	.34	.44	.33	.11	.53	.38
2007	.42	.40	.19	.47	.32	.59	.28	.44	.34	.17	.52	.38
2006	.39	.43	.30	.48	.39	.63	.30	.46	.36	.17	.53	.39
2005	.41	.46	.35	.47	.56	.54	.27	.45	.36	.16	.51	.38
Percent of staff in A15–B5 of all economists/region												
2009	27.5	29.6	15.4	35.9	31.5	50.8	31.3	25.9	25.7	11.2	44.2	25.4
2008	31.2	31.2	18.0	36.9	30.1	51.2	33.3	37.3	27.9	10.0	44.4	26.5
2007	28.0	33.0	17.5	35.4	31.3	51.1	28.2	36.2	27.0	9.1	43.1	23.7
2006	29.3	32.6	19.8	35.2	34.3	49.8	28.9	36.2	28.3	8.8	42.0	23.4
2005	30.1	33.0	22.2	34.3	40.3	49.0	28.7	36.1	28.8	7.9	41.3	22.8
Average time in grade A15												
2009	5.9	2.8	3.1	3.2	3.0	3.2	3.2	3.6	3.4	0.3	3.4	2.6
2008	5.9	3.5	2.9	4.2	4.7	4.3	4.1	4.3	4.2	1.8	4.3	3.5
2007	5.5	3.2	5.0	3.7	4.0	4.0	3.8	3.9	3.8	2.5	3.9	3.5
2006	3.9	1.9	3.7	2.7	3.9	3.2	3.1	2.9	2.9	1.6	2.9	2.0
2005	5.1	2.0	2.3	2.7	3.1	3.7	3.2	3.1	3.0	1.5	3.1	2.2
Average time in grade A14												
2009	4.6	3.2	2.8	3.1	4.3	4.5	4.6	3.8	3.9	3.1	3.7	3.0
2008	5.6	3.4	3.3	3.7	4.4	5.4	5.1	4.4	4.5	3.4	4.4	3.7
2007	4.7	3.4	3.1	3.5	4.4	5.0	4.5	4.1	4.1	3.0	4.0	3.5
2006	4.4	3.1	2.8	3.3	3.6	4.8	4.2	3.8	3.8	2.8	3.8	3.3
2005	3.8	2.7	2.2	3.0	3.6	3.9	3.5	3.3	3.3	2.7	3.3	2.9

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

Table 13. Recruitment by Region, Gender, Career Stream, and Grade Grouping—Staff and Contractuals
(January - December 2009)

Region	Country	Staff											
		Economists				Specialized Career Streams				Total			
	Quota	A9-A15		B1-B5		A9-A15		B1-B5		A9-A15		B1-B5	
	%	#	%	#	%	#	%	#	%	#	%	#	%
Africa	4.2	11	7.8	0	0	8	15.4	0	0	19	9.8	0	0
Asia	19.1	26	18.4	2	40	11	21.2	0	0	37	19.2	2	22.2
East Asia	14.6	20	14.2	2	40	7	13.5	0	0	27	14	2	22.2
Europe	40.6	66	46.8	2	40	16	30.8	2	50	82	42.5	4	44.4
U.K	5	6	4.3	0	0	8	15.4	0	0	14	7.3	0	0
European Transition Countries	7.4	20	14.2	0	0	2	3.8	0	0	22	11.4	0	0
Middle East	8.7	5	3.5	0	0	2	3.8	0	0	7	3.6	0	0
U.S. and Canada	20.1	13	9.2	0	0	14	26.9	2	50	27	14	2	22.2
Other Western Hemisphere	7.4	20	14.2	1	20	1	1.9	0	0	21	10.9	1	11.1
Total	100	141	100	5	100	52	100	4	100	193	100	9	100
Developing Countries	39.8	76	53.9	1	20	22	42.3	0	0	98	50.8	1	11.1
Developing Transition Countries	7.4	21	14.9	0	0	2	3.8	0	0	23	11.9	0	0
Industrial Countries	60.2	65	46.1	4	80	30	57.7	4	100	95	49.2	8	88.9
Women	0	45	31.9	1	20	20	38.5	1	25	65	33.7	2	22.2
Men	0	96	68.1	4	80	32	61.5	3	75	128	66.3	7	77.8

Table 13a. Recruitment by Region, Gender, Career Stream, and Grade Grouping—Staff
(2005-09)

Region	Country	Staff											
		Economists				Specialized Career Streams				Total			
	Quota	A9-A15		B1-B5		A9-A15		B1-B5		A9-A15		B1-B5	
	%	#	%	#	%	#	%	#	%	#	%	#	%
Africa	4.2	23	5.9	2	7.1	14	9.3	0	0	37	6.9	2	4.5
Asia	19.1	76	19.6	8	28.6	32	21.3	3	18.8	108	20.1	11	25
East Asia	14.6	62	16	8	28.6	21	14	1	6.3	83	15.5	9	20.5
Europe	40.6	173	44.7	12	42.9	41	27.3	7	43.8	214	39.9	19	43.2
U.K	5	20	5.2	0	0	14	9.3	0	0	34	6.3	0	0
European Transition Countries	7.4	46	11.9	1	3.6	7	4.7	0	0	53	9.9	1	2.3
Middle East	8.7	27	7	0	0	8	5.3	0	0	35	6.5	0	0
Arab countries	6.9	20	5.2	0	0	7	4.7	0	0	27	5	0	0
U.S. and Canada	20.1	37	9.6	3	10.7	46	30.7	5	31.3	83	15.5	8	18.2
Other Western Hemisphere	7.4	51	13.2	3	10.7	9	6	1	6.3	60	11.2	4	9.1
Total	100	387	100	28	100	150	100	16	100	537	100	44	100
Developing Countries	39.8	197	50.9	7	25	65	43.3	2	12.5	262	48.8	9	20.5
Transition Countries	7.4	47	12.1	1	3.6	7	4.7	0	0	54	10.1	1	2.3
Industrial Countries	60.2	190	49.1	21	75	85	56.7	14	87.5	275	51.2	35	79.5
Women	0	104	26.9	4	14.3	64	42.7	5	31.3	168	31.3	9	20.5
Men	0	283	73.1	24	85.7	86	57.3	11	68.8	369	68.7	35	79.5

Source: PeopleSoft HRMS; Report ID: DAR_011.

Table 14. Recruitment of Developing Country Nationals by Career Stream and Grade
Grouping—Staff

(As of 12/31/2009)

	A1–A8			A9–A15			B1–B5		
	#	Total	%	#	Total	%	#	Total	%
EPs									
2009	n.a.	n.a.	n.a.	22	43	51.2	0	0	0
2008	n.a.	n.a.	n.a.	15	20	75.0	0	0	0
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
Total 2005–09	n.a.	n.a.	n.a.	86	146	58.9	0	0	0
Economists									
2009	n.a.	n.a.	n.a.	25	106	23.6	1	5.0	20
2008	n.a.	n.a.	n.a.	7	20	35.0	4	9	44.4
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
Total 2005–09	n.a.	n.a.	n.a.	107	316	33.9	8	35.0	22.9
Specialized Career Streams									
2009	50	67	74.6	21	53	39.6	1	4	25
2008	17	22	77.3	6	12	50.0	1	2	50
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
Total 2005–09	133	201	66.2	67	152	44.1	3	16	18.8
All									
2009	50	67	74.6	68	202	33.7	2	9	22.2
2008	17	22	77.3	28	52	53.8	5	11	45.5
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
Total 2005–09	133	201	66.2	241	558	43.2	10	44	22.7

Source: PeopleSoft HRMS; Report ID: DAR_1213.

Table 15. Share of Women and Men by Career Stream and Grade Grouping—Staff*(As of 12/31/2009)*

	A1–A8				A9–A15				B1–B5				Total			
	Women		Men		Women		Men		Women		Men		Women		Men	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Economists																
2009	n.a.	n.a.	n.a.	n.a.	277	27.5	729	72.5	38	15.3	210	84.7	315	25.1	939	74.9
2008	n.a.	n.a.	n.a.	n.a.	255	26.8	698	73.2	36	13.5	231	86.5	291	23.9	929	76.1
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
Specialized Career streams																
2009	417	85.6	70	14.4	294	52.8	263	47.2	18	31.0	40	69	729	66.2	373	33.8
2008	485	87.4	70	12.6	297	53.9	254	46.1	17	28.3	43	71.7	799	68.5	367	31.5
2007	562	87.7	79	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
Total																
2009	417	85.6	70	14.4	571	36.5	992	63.5	56	18.3	250	81.7	1,044	44.3	1,312	55.7
2008	485	87.4	70	12.6	552	36.7	952	63.3	53	16.2	274	83.8	1,090	45.7	1,296	54.3
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

Source: PeopleSoft HRMS, Report ID: DAR_8N9.