

**FOR  
AGENDA**

EBAP/01/16

March 9, 2001

To: Members of the Executive Board  
From: The Secretary  
Subject: **Staff Recruitment and Retention Experience in 2000**

The attached paper on staff recruitment and retention experience in 2000 provides background information for the 2001 review of staff compensation (EBAP/01/15, 3/9/01), which is tentatively scheduled for discussion on Friday, March 23, 2001.

Questions may be referred to Mrs. S. Adams (ext. 36877) and Mrs. F. John (ext. 36014).

Att: (1)

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Department Heads



INTERNATIONAL MONETARY FUND

**Staff Recruitment and Retention Experience in 2000**

Prepared by the Human Resources Department

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March 9, 2001

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## EXECUTIVE SUMMARY

In FY 2000 and FY 2001 the Fund created a total of 236.5 new staff positions. To fill these new positions and meet normal replacement needs, the Fund mounted a major recruitment drive. This resulted in 218 external recruits being appointed in CY 1999 and 229 in CY 2000. Of these 447 new staff, 232 were economists, with 84 entering the Fund through the Economist Program (EP) and 148 joining the staff at mid-career.

To meet these enlarged recruitment needs, the Fund organized a special advertising campaign, increased its presence at conferences, and fielded additional recruitment missions to Asia, Central and Latin America, Europe and the Middle East. Steps were also taken to improve the Fund's mid-career hiring processes (e.g., greater centralization of recruitment and the introduction of mandatory interdepartmental panel interviews). These new measures have not only speeded up the recruitment process but also significantly improved its quality and consistency. They should result in a higher conversion rate to the regular staff when these recruits complete their initial two-year fixed-term appointment than was the case in the last major staff increase in the early 1990s.

Following the Executive Board's approval in July 2000 of the Categories of Employment exercise, the Fund began the process of converting the positions of 217 long-term contractual and vendor employees to staff status. By the end of December 2000, 82 employees had gone through the process and had received a staff appointment. It is expected that the conversion will be completed by the end of April, 2001.

While the Fund continues to be able to attract and retain economists and other professionals of high quality, the institution has also faced some difficulties. In 2000 the rejection rate for the Economist Program (EP) rose from 30 percent to 35 percent. The salary margin between the EP and the upper end of the U.S. academic market, the Fund's main competitor for candidates, contracted significantly and, in some cases, disappeared. There were also some problems attracting mid-career recruits, especially at the more senior levels, with the kind of qualifications and experience needed by Fund departments.

Diversity was given particular attention during the recruitment campaign. The EP recruitment was a success story, with women recruits making up a record 42 percent of the intake and 30 countries being represented among the 48 new participants. Developing and transition countries accounted for 54 percent of the new EP intake. The gender and nationality distribution of the new mid-career economists and the recruits in other career streams was not as good. In particular, it remains difficult to find recruits from Africa and the Middle East, the most underrepresented region on the Fund staff.

In 2000 the separation rate dropped, with professional staff turnover (in Grades A9–B5) falling from 5.9 percent in 1999 to 5.5 percent in 2000. Both resignations and early retirements fell slightly. About one third (10) of the economists resigning joined private financial sector institutions, which have attracted some 60 Fund economists in recent years. The turnover of staff in Grades A1–A8 rose to 5.9 percent in 2000, somewhat above the medium-term average. For the staff as a whole, performance was a factor in more than 20 separations in 2000.

## I. INTRODUCTION

1. This paper reviews staff inflows and outflows during 2000, as background for the Executive Board discussion on the 2001 Staff Compensation Review. Section II surveys developments in staff recruitment during 2000, providing a detailed discussion of recruitment by staff category, and a review of the conversion of contractual employees and vendors to staff appointments under the Categories of Employment (CoE) exercise. Developments in staff retention and separations are reviewed in Section III. A detailed nationality distribution of all staff in 1990, 1995, and 2000 is presented in Table 15 of Annex 1 (at the end of the paper).

## II. RECRUITMENT IN 2000<sup>1</sup>

2. **There were 2,455 Fund staff as of December 31, 2000<sup>2</sup>, excluding those in the offices of Executive Directors, with 342 in the managerial grades (B1–B5), 1,385 in the professional levels (A9–A15), and 728 in the support grades (A1–A8).** The number of staff grew by 182 in 2000: 100 occupied newly-budgeted staff positions and 82 were Fund contractual and vendor employees whose appointments were redesignated to staff status as part of the regularization of employment relationships under the revised Categories of Employment (CoE) exercise.<sup>3</sup> Partly due to these conversions, the number of contractual employees fell from 395 to 380 during the course of 2000. The number of technical assistance experts based at Headquarters, who are also on contract, rose from 43 to 47.

3. **In terms of recruitment flows, 311 new staff appointments were made in 2000; this figure can be broken down into 229 external hires<sup>4</sup> and 82 conversions from contractual and vendor to staff status (see Table 1).** The number of external recruits

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<sup>1</sup> For a more detailed description of the Fund's recruitment policies and practices, see "Staff Recruitment and Retention," EBAP/97/30, March 28, 1997.

<sup>2</sup> The staff total of 2,297 for December 31, 1999 in last year's Recruitment and Retention paper included 24 staff on separation leave, i.e., who were no longer in work status. Staff on separation leave are excluded from the end-2000 total.

<sup>3</sup> The paper "Categories of Employment—Proposed Redesignation of Positions" (EBAP/00/82, July 7, 2000) was discussed and approved by the Executive Board on July 27, 2000.

<sup>4</sup> This figure includes some contractual Fund employees who were offered a staff appointment during the year as a result of a staff vacancy, as opposed to those converted in the CoE exercise.

Table 1. Recruitment and Retention in Grades A1 to B5 1/

	1995	1996	1997	1998	1999	2000
External Recruitment	131	135	149	170	218	229
Grade B1–B5	4	4	4	4	8	9
Economists	4	3	4	4	5	7
Other Career Streams	0	1	0	0	3	2
Grades A9–A15	84	89	106	128	137	161
Economists	66	66	80	100	99	133
EPs	30	35	31	41	37	47 2/
Mid-career	36	31	49	59	62	86
Other Career Streams	18	23	26	28	38	28
Grades A1–A8	43	42	39	38	73 3/	59 4/
Separations	149	115	137	160	128	129
Retirement	32	33	30	56	43	61
Other	117	82	107	104	85	68
Grades A9–B5	99	82	104	122	92	88
of which: Economists	65	53	71	86	68	63
Grades A1–A8	50	33	33	38	36	41

Source: Recruitment Division, Human Resources Department

1/ Excluding Office of Executive Directors

2/ One of the 48 entrants into the Economist Program was internally recruited.

3/ Includes 16 research assistants recruited under new Research Assistants Program who filled economist positions.

4/ Includes 7 research assistants recruited under the Research Assistants Program.

represents an increase over the 218 staff hires in 1999 and is considerably above the average of 148 for the previous five years. These developments were the result of the growth in the authorized staff positions of 128.5 in FY 2000<sup>5</sup> and of 108 in FY 2001 in addition to normal staff turnover. It is expected that all of the new positions created in FY 2000 and FY 2001 will be filled by mid-2001, with the vacancy rate returning to its normal level of 2.5–3 percent. To fill the large number of new positions, the Human Resources Department (HRD) organized a special advertising campaign, stepped up its presence at conferences, and fielded a larger number of recruitment missions. HRD also introduced a new web-based application form for all Fund positions. At the same time, HRD made improvements to the quality-control mechanisms for the recruitment of mid-career economists and paid special attention to diversity in the selection of new staff.

4. **In addition to regular staff appointments, 465 contracts were issued to non-staff employees working at Headquarters in 2000.** These contracts were given to 402 employees (i.e., some received more than one contract due to renewals), comprising 295 professional-level and 107 support-level contractual appointees

5. **Fund recruitment can be divided into six general categories:** the Economist Program (at Grade A11, the entry-level program for the economist career stream); experienced economists at Grade A11–A15 and managerial staff at Grades B1–B5; professional-level staff in other career streams; Research Assistants at Grades A6–A8; all other staff in Grades A1–A8; and contractual employees. The recruitment experience in these areas is described below.

#### A. Economist Program

6. **The Economist Program (EP) is the “gate of entry” into the Fund staff for economists who have recently completed their graduate education.** On average, EP participants are 29 years old when they enter the Program (and must normally be under age 33 to be eligible). They come directly from university or in some cases have some work experience. The Program itself lasts two years and involves two 12-month assignments, typically in an area and in a functional department, with the purpose of familiarizing these new staff with the spectrum of the Fund’s activities. The program has now been running for 30 years and is an important source of new career staff for the institution.<sup>6</sup>

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<sup>5</sup> This comprises the initial authorization of 98.5 staff positions in the FY 2000 budget and the authorization of 30 additional positions approved in the supplementary budget on January 12, 2000.

<sup>6</sup> Additional information on the Economist Program can be found in recent Recruitment and Retention papers, EBAP/97/30 (3/28/97) and EBAP/98/32 (3/25/98) and in the Annex to this latter paper.

7. **In response to the need for additional economist staff, the EP was expanded from 77 to 85 participants in 2000.** <sup>7</sup> In 2000 48 recruits joined the EP, including one Research Assistant already employed in the Fund who passed the selection process and transferred into the Program (for this reason, the tables on external recruitment show only 47 new EPs entering on duty).

8. **As noted in previous years, the Economist Program is a much richer source of diversity across all dimensions than mid-career recruitment.** The nationality distribution of the EP intake during 2000 was very broad, with 30 countries being represented (Box 1). Nationals from developing and transition countries comprised 54 percent of the EP intake in 2000, the largest share in recent years. Moreover, many of the major underrepresented countries on the staff had nationals among the new EPs: France (4), Germany (6), Italy (1), Japan (1), Russia (3), Spain (2), and Ukraine (1). Unfortunately, only one new EP came from Africa and only four from the Middle East—although the latter result is an improvement over most previous years. With respect to the universities from which EPs were appointed, 21 (44 percent) came from Europe (Box 2). The remainder graduated from a broad range of North American universities. Of the 48 new EPs, no less than 20 were women (42 percent) (Table 6 in Annex 1). This share of women in the EP is a record high and was again well above the percentage of women attending graduate programs in economics in the United States and Europe (around 23 percent, on average). Thirty-five percent of all the EP offers were made to women candidates and the rejection rate was low: six out of 26 offers made (Table 7 in Annex 1).

9. The **rejection rate**, which in 1999 had fallen below the medium-term average of about 30 percent, climbed back to 35 percent in 2000. As Table 7 indicates, there were 26 rejections out of a total of 74 offers made, with 16 of the rejections (62 percent) by candidates from U.S. “top ten” schools and 21 (81 percent) from U.S. universities as a whole. The rejection rate of candidates from Europe was much lower, but not as low as in previous years. Candidates for the Economist Program rejected job offers with the Fund in 2000 for a variety of reasons: some found the Fund salaries uncompetitive, as shown below, compared with alternative offers by top academic and financial institutions; some have partners who could not obtain jobs in Washington in their chosen professions (especially in financial services); and some simply preferred to locate elsewhere geographically. Few rejected the EP offer because of the job content or the Fund’s reputation for heavy work and travel demands. However, candidates’ questions about the Fund during the recruitment and selection process revealed their growing awareness of the stress and work/life balance issues in the organization.

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<sup>7</sup> There are only 82 positions in the EP budget. The temporary excess of three participants was financed by “borrowing” these vacancies from departments.

Box 1. Economist Program Diversity Profile of 2000 Entrants 1/ 2/ .					
Region	Nationality	Region Total	Percentage	Nationality Total	Of Which Women
Africa		1	2		0
	Zimbabwe			1	0
Asia		7	15		4
	China			3	2
	India			1	1
	Japan *			1	0
	Philippines			1	0
	Sri Lanka			1	1
Europe		25	52		12
	Austria			1	0
	Belgium *			2	1
	Bulgaria			1	1
	Czech Republic			1	0
	France			4	2
	Germany *			6	3
	Italy			1	1
	Netherlands *			1	0
	Romania *			1	1
	Russia *			3	1
	Spain			2	0
	Turkey			1	1
	Ukraine *			1	1
Middle East		4	8		1
	Egypt			1	1
	Lebanon			1	0
	Pakistan			1	0
	Syria			1	0
Western Hemisphere		11	23		3
	Argentina			1	0
	Bolivia			1	0
	Brazil			2	2
	Canada			1	0
	Mexico *			2	1
	Trinidad & Tobago			1	0
	United States			3	0
Total		48	100	48	20

1/ The country composition of the regions shown in this table follows that of the Fund area departments.  
2/ Includes one EP who was already a staff member at the time of entering the Economist Program.

\* One of the 20 most underrepresented nationalities on the Fund staff (those countries with the greatest difference between the percentage share of the financial quota and percentage share of A9-B5 staff); 17 EPs (35 percent of the 2000 intake) are in this category.

Source: Recruitment Division, Human Resources Department

Box 2. Economist Program			
2000 Entrants: University Where Participant Obtained Final Degree			
Region	Country	University	Country Total
<b>North America</b>	Canada	University of Toronto (2)	2
	United States	Brown (2)	25
		Chicago (3)	
		Columbia (2)	
		George Washington University (2)	
		Harvard (3)	
		Indiana University	
		MIT	
		Northwestern	
		NYU	
		Princeton	
		Stanford	
		UC Berkeley	
		UC Santa Cruz	
		University of Maryland (2)	
		University of Michigan	
	University of Minnesota		
University of Pennsylvania			
	<b>Total for North America</b>	<b>27</b>	
<b>Europe</b>	Czech Republic	CERGE, Prague	1
	France	Aix-Marseilles	4
		Bordeaux	
		I.E.P. Paris ("Sciences Po")	
		Sorbonne, Paris I	
	Germany	Berlin	5
		Cologne	
		Freiburg	
		Kiel	
		Koblenz	
	The Netherlands	University of Amsterdam	1
	Sweden	Stockholm School of Economics	1
	Switzerland	GIIS, Geneva	1
	Turkey	Bilkent	1
	United Kingdom	Cambridge	7
London School of Economics (2)			
Oxford (3)			
Warwick			
	<b>Total for Europe</b>	<b>21</b>	

Source: Recruitment Division, Human Resources Department

10. The margin of the **EP starting salaries** (currently about \$71,000 net or roughly \$100,000 gross for a candidate with a Ph.D. but no work experience) over salaries offered by leading research universities (including funds for summer activities) is narrowing or disappearing, particularly if differences in cost of living (e.g., housing) between Washington D.C. and most university campuses are taken into account. Leading universities in the United States pay new assistant professors \$70,000–\$80,000 for an academic year of nine months, plus about \$15,000 in summer pay. Pay for entry–level economics professors has reportedly risen by about 15 percent since 1999. It is particularly difficult for the Fund to compete with assistant professorships at business schools: top schools in the United States pay \$110,000–120,000 gross plus the possibility of summer teaching and consulting fees. Likewise, as in previous years, EP starting salaries were no match for the better private sector employers: offers of \$90,000–110,000 gross with a minimum guaranteed bonus of \$25,000–35,000 were not exceptional. However, Fund starting salaries are more competitive in Europe, owing mainly to the strength of the U.S. dollar.

### **B. Experienced Economists and Managerial Staff**

11. **In 2000, the recruitment focus was on finding mid-career economists to fill the numerous newly authorized positions, the bulk of which were for economists.** When hiring experienced economists, the Fund seeks candidates with 5–15 years' experience in macroeconomic analysis and policy-making at the national and international level, combined with some core specialty. There is particular demand at present for multilingual macroeconomists with experience in the areas of international capital markets, banking regulation and supervision, fiscal policy or poverty analysis. However, it is not easy to find candidates with these particular combinations of skills. The Fund is competing for many of these talents with other international organizations, notably the European Central Bank and the Bank for International Settlements, as well as the private sector.

12. **As a result of a concentrated recruitment effort, supported by a large number of recruitment missions during FY 2000 and FY 2001 (Table 8 in Annex 1), the number of A11–A15 economist recruits (excluding the EP) rose from 62 in 1999 to 86 in CY 2000. The total for the current fiscal year is likely to reach about 95.** Generally, the departments with the greatest increase in authorized positions absorbed the largest numbers of mid-career economists, notably African Department (17) and Policy Development and Review Department (11). Several other departments which lost staff as a result of internal transfers or turnover made up their numbers through external recruitment, e.g., the IMF Institute (8), Statistics Department (7) and European Department II (6).

13. **With mid-career recruitment, it is more difficult to achieve as good a gender and nationality distribution as in the Economist Program.**<sup>8</sup> Of the 86 experienced economist

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<sup>8</sup> Details of the diversity profile of new staff appear in the Diversity Advisor's Annual Report, forthcoming.

hires, 18 (21 percent) were women and 29 (34 percent) came from developing and transition countries (Table 2). The English-speaking industrial countries (Australia, Canada, New Zealand, United Kingdom and United States) accounted for 19 new recruits (22 percent). However, the underrepresented European countries also had sizeable contingents: France (6), Germany (5), Italy (8) and Spain (3). Among the developing nations, countries in Africa (6), Asia (8) and the Western Hemisphere (11) were well represented. There were only two recruits from the Middle East, the most underrepresented region on the Fund staff. (Details on the nationality distribution of the mid-career economist recruitment in 2000 are provided in Table 9 in Annex 1.)

Table 2. Mid-Career Economist External Hires, CY 2000 1/

Region	Africa	Asia and Pacific	Europe	Middle East	United States	Western Hemisphere	Totals	Of Which Women
Hires from Region	6	15	40	2	8	15	86	18
<b>Percent of Total</b>	<b>7</b>	<b>17</b>	<b>47</b>	<b>2</b>	<b>9</b>	<b>17</b>	<b>100</b>	<b>21</b>
Of Which from Developing/ Transition Countries	6	8	2	2	0	11	29	5
<b>Percent</b>	<b>100</b>	<b>53</b>	<b>5</b>	<b>100</b>	<b>0</b>	<b>73</b>	<b>34</b>	<b>28</b>

1/ The country composition of the regions shown in this table follows that of the Fund area departments.  
Source: Recruitment Division, Human Resources Department

14. In 2000, **nine external appointments to the B-level staff were made**, as well as one conversion under the Categories of Employment exercise—an improvement over the medium-term average of four B-level appointments. Two of the external recruits were women, four were developing country nationals (from Argentina, Chile, Lebanon and Pakistan) and three were from Japan. However, the two women candidates were recruits only in the technical sense: one was returning to the staff after a short period on the Executive Board and the other was a conversion from a contractual appointment in a specialized career stream. Despite determined efforts to identify and attract managerial-level staff, it remains difficult to find suitable candidates who are prepared to leave their present employment and relocate to Washington.

### C. Staff in Grades A9–A15 in Other Careers

15. In 2000, **only 28 staff were recruited into non-managerial professional positions in the specialized career streams**. This is a return to the hiring levels of the mid-1990s but is somewhat unexpected after the increase to 38 in 1999. Both departments and the Recruitment Division have been preoccupied with the conversion of the 217 contractual employees under the Categories of Employment exercise, the bulk of whom are in these other career streams. It is expected that recruitment into these positions will pick up after

April 30, 2001, when the conversion exercise is expected to be completed. Of the 28 new hires, seven joined the Technology and General Services Department (TGS), five joined the Legal Department (LEG) and three joined the External Relations Department (EXR) and the Office of the Internal Auditor (OIA). Six were recruited by economist departments, almost all into Research Officer positions. Sixteen are women (57 percent) and the regional distribution is reasonable, with 10 coming from Europe, 5 from Asia, 1 from Africa, 3 from the Western Hemisphere, and 9 from the United States. Strenuous efforts have been made in the last two years to find more professional staff in other career streams from outside North America. The Fund has placed composite advertisements for both economist and other professional streams in international publications; recruitment missions now interview candidates for all career streams rather than focus on finding only economists, and better use is made of web-based recruitment tools to learn about, and draw on the resources of, international professional associations. Details of the nationality distribution of new A9–A15 staff in other career streams are to be found in Table 10 in the Annex 1.

#### **D. Research Assistants at Grades A6–A8**

16. **The Fund recruited 16 Research Assistants externally in 2000, plus one converting from contractual status.** Of these 17, seven were hired into the new Research Assistant Program (RAP), bringing the total in the Program to 22<sup>9</sup> (Table 11 in the Annex 1). The RAP was started in 1999 as a complement to the Fund's traditional approach to Research Assistant employment, which had been targeting local candidates with a Master's Degree. The purpose of the new program is that these younger staff would be hired on completion of their Bachelors degree and would remain for two years and then leave to pursue graduate studies or take up a professional career elsewhere. The RAP participants are therefore offered a non-convertible, two-year fixed-term appointment, with a possible extension for a third year. The arrangement appears to have worked out well and the intention is to replace the first group of RAP participants in the course of 2001.

#### **E. Other Staff in Grades A1–A8**

17. **In 2000 the Fund hired 52 staff into Grades A1–A8 (the support-level positions), excluding seven candidates who entered under the RAP.** This number is slightly lower than the 57 such staff hired in 1999 (excluding 16 RAP entrants). However, when the 38 staff conversions from contractual appointments under the CoE exercise are added, the total A1–A8 hires outside the RAP increased to 90 in 2000. This trend is expected to carry forward into 2001 as the CoE exercise continues through April 30, 2001.

18. **A1–A8 staff are recruited from the Washington, D.C. local market with the exception of the RAP participants and a small number of assistant-level staff with skills**

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<sup>9</sup> One of the 16 entrants to the RAP in 1999 separated in 2000.

**in short supply.** If there is a shortage of particular skills, such as language or specialized Information Technology (IT) skills, the Fund can recruit outside the local area, or internationally. In practice, this occurs rarely, as the Fund is normally able to find staff within the Washington area with a wide range of skills and nationalities. Recruiters noted in late CY 2000 that tighter local labor market conditions have shrunk the supply of bilingual assistants, and there has been a special effort to seek, in particular, French-speaking assistants from a wider market.

19. **With the exception of staff recruited into the RAP, the A1–A8 recruits filled assistant positions throughout the Fund, mainly at the A5 level.** The assistant entry level is at Grade A4 but most of those joining the staff have the five years' experience needed to be hired at A5. In practice, most of these staff have considerably more years of experience and typically join the Fund staff in their 30s or later. Assistants with general office skills are often appointed to the staff after spending a year or more in a pool of about 25 employees, the Secretarial Support Group (SSG). During this period, they fill temporary staffing gaps and if they perform well, they are offered a staff position in a department. Several SSG participants were offered staff positions during 2000. The Fund attracts assistant-level staff by means of an annual Open House (attended by over 800 participants in November 2000), through contacts developed with colleges and associations in the area, and by occasional advertisements in the local press. However, the majority of applications come unsolicited as a result of personal contacts or the Fund's reputation as an employer of international staff. While there is no great difficulty in finding office and accounting assistants in the Washington area, it has proved a challenge to attract staff with good IT and language skills.

#### **F. Contractual Employees and the CoE Conversions**

20. **In CY 2000, 465 contracts were issued to 402 individuals to carry out a very wide variety of tasks.** Many contracts are of relatively short duration and thus some employees received more than one contract during the year. As Table 12 in Annex 1 shows, the largest category are the Visiting Scholars, typically university professors who visit Research Department or other Fund departments, to carry out a research project, often in collaboration with Fund staff. In this way, the Fund can tap into the best that academia has to offer and encourage a dialogue between staff and leaders in fields in which the Fund has an interest. The Fund also employs on a contractual basis a relatively large number of translators and interpreters who are needed only during peak work periods, typically in preparation for the Spring and Annual Meetings. Those providing various short-term or temporary IT and administrative services also make up a significant part of the total.

21. **Following Executive Board approval of the “Categories of Employment” paper in July 2000, HRD began the task of converting 217 positions from long-term contractual and vendor to staff status.** Over the years the incumbents, hired originally to carry out short- and medium-term assignments, had gradually assumed responsibilities indistinguishable from their colleagues on the staff. Under the agreed conversion process, their positions were first advertised internally and the incumbents were expected to apply for their own jobs in competition with any other contractual employees or staff who might be

interested in these positions. The departments then made their selection—in most but not all cases the position incumbent was chosen—and HRD handled the determination of grade and salary in consultation with the employee’s department, a process that could often be contentious when contractual salaries had to be reduced to fit into the Fund’s pay scale. By the end of 2000, 82 staff appointments were made. It is expected that the remainder will be processed before the end of April, 2001.

Table 3. Categories of Employment Conversions  
As of December 31, 2000

	Positions Approved for Conversion	Positions Advertised	Candidates Selected	Of Which Incumbents	Staff Appointed
Support	120	95	73	56	39
Professional	97	84	63	62	43
Total	217	179	136	118	82

Source: Recruitment Division, Human Resources Department

### III. STAFF RETENTION EXPERIENCE IN 2000

This section reviews staff turnover in 2000 against the background of the separation experience in recent years.<sup>10</sup>

#### A. Separations in Grades A9–B5

22. **With 129 separations, the turnover rate of staff in Grades A9–B5 declined again in 2000, falling to 5.5 percent (Table 4).** This was due to a decline in both resignations (34 in 2000 versus 37 in 1999) and retirements (38 in 2000 as against 43 in 1999). The number of economists resigning (29) was slightly below the preceding five-year average of 32. The reasons for separation were almost identical to those cited in 1999, i.e., poor managerial practices and accountability of supervisors, heavy workload, difficulties in maintaining an appropriate balance between work and personal life, and higher remuneration

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<sup>10</sup> Turnover includes separations owing to retirement (early, normal, or disability); expiration of secondment; resignation; death; and non-conversion to regular status of a new staff member’s initial two- or three-year fixed-term appointment.

Table 4. Separation of Staff, 1995–2000  
Grades A9–B5

	1995	1996	1997	1998	1999	2000
<b>Total Separations</b>	<b>99</b>	<b>82</b>	<b>104</b>	<b>122</b>	<b>92</b>	<b>88</b>
Retirements	32	33	30	56	43	38
Early	20	24	22	41	35	29
Normal	9	9	7	13	8	9
Disability	3	0	1	2	0	0
Non-conversion to regular Appointment	17	5	9	6	2	4
Death	3	3	2	0	2	1
Expiration of Secondments	14	11	10	10	8	11
Resignations	33	30	53	50	37	34
<b>Turnover Rate</b> (in percent of all staff at A9 and above)	<b>6.8</b>	<b>5.6</b>	<b>7.0</b>	<b>8.1</b>	<b>5.9</b>	<b>5.5</b>
Economists	65	53	71	86	68	63
Specialized career streams	34	29	33	36	24	25

Source: Staff Development Division, Human Resources Department.

in the private sector. Of those retiring, ten had plateaued in their career and were provided with incentives under the Expanded Separation Benefit Fund (SBF) to retire early and create promotion opportunities for others. Nine left as a result of their positions being abolished or redesignated. Four fixed-term economists were not converted to regular staff status on completion of their initial two-year fixed-term appointment, as against the two non-conversions recorded in 1999. Performance was a factor in the separation of close to 20 staff members in Grades A9–B5.

23. However, given the demographic composition of the Fund's staff, the number of retirements is expected to increase significantly over the coming years. For details see the forthcoming paper on the review of the Staff Retirement Plan (SRP).

24. **In 2000, the number of resignations in Grades A9–B5 (34) was the lowest since 1996 (30).** Twenty-nine (85 percent) of those who resigned were economists, and the remaining five (15 percent) were from the other professional career streams, an increase of one from 1999 (Table 13 in Annex 1). The number of economists who left for private financial institutions increased from 9 in 1999 to 10 in 2000, but was still below the levels of 20 and 15 registered in 1997 and 1998, respectively (Box 3). The private financial sector has been the most important sector by far in attracting Fund economists. The number of economists transferring to the public sector increased from seven in 1999 to nine in 2000. In addition, three took up academic posts and three gave no clear indication of their future employment. Fourteen (48 percent) of the 29 economists resigning had five years or less of Fund experience. In contrast to the economist group, only five staff at Grades A9 and above in the other professional career streams resigned in 2000, similar to the level of resignations

recorded in the period 1992–1999. Of these, two went to the private sector, one to academia, and the other two gave no clear indication of their future employment.

Box 3. Resigning Economists, 1996–2000						
	Public Sector	Academic Posts	Private Financial Sector	International Organizations	Other and Unknown	Total
1996	6	6	7	3	4	26
1997	6	6	20	2	6	40
1998	8	7	15	4	4	38
1999	7	5	9	7 1/	6	34
2000	9	3	10	4 2/	3	29
<b>Total</b>	<b>36</b>	<b>27</b>	<b>61</b>	<b>20</b>	<b>23</b>	<b>167</b>

1/ Includes 2 to the Executive Board.  
 2/ Includes 3 to the Executive Board.  
 Source: Staff Development Division, Human Resources Department

### B. Separations in Grades A1–A8

25. **The turnover rate for staff in Grades A1–A8 rose to 5.9 percent in 2000 from 5.3 percent in 1999, the highest level since 1996 (Table 5).** Fifty-six percent (23) of the separations were retirements and 42 percent (17) were resignations. The increase in turnover was attributable mainly to an increase in resignations. Of those who resigned, 35 percent (6) left for career reasons. The nationality, gender, and grade distribution of these separating staff is given in Table 14 in Annex 1. Three A1–A8 employees separated in 2000 owing to performance reasons.

Table 5. Separation of Staff, 1995–2000  
Grades A1–A8

	1995	1996	1997	1998	1999	2000
<b>Total Separations</b>	<b>50</b>	<b>33</b>	<b>33</b>	<b>38</b>	<b>36</b>	<b>41</b>
Retirements	21	20	17	18	22	23
Early	16	15	10	13	15	14
Normal	3	5	7	2	5	8
Disability	2	0	0	3	2	1
Death	0	1	0	0	1	1
Non-conversion to regular appointments	0	1	1	2	0	0
Resignations	29	11	15	18	13	17
<b>Turnover Rate</b> (in percent of all staff at A1–A8)	<b>6.8</b>	<b>4.6</b>	<b>4.7</b>	<b>5.6</b>	<b>5.3</b>	<b>5.9</b>

Source: Staff Development Division, Human Resources Department.

Table 6. Appointments to the Economist Program 1/

	1995-2000 (Annual Average)	1995	1996	1997	1998	1999	2000
<b>Offers made</b>	53	44	43	46	61	50	74
Offers rejected	16	14	8	15	20	13	26
Offers accepted	37	30	35	31	41	37	48 2/
<i>Percentage of offers rejected</i>	30	32	19	33	33	26	35
<b>Gender</b> Men	25	20	28	26	25	24	28
Women	12	10	7	5	16	13	20
<i>Percentage of women</i>	32	33	20	16	39	35	42
<b>Nationality</b>							
<u>Industrial Countries</u>	21	19	19	18	25	24	22
<i>Percentage from industrial countries</i>	57	63	54	58	61	65	46
United States	3	1	7	1	2	4	3
United Kingdom	1	2	0	1	2	0	0
Germany	5	4	2	1	7	8	6
France	1	0	0	0	0	3	4
Japan	1	1	0	1	0	0	1
Other Europe	10	10	10	13	12	7	7
Australia, Canada, New Zealand	1	1	0	1	2	2	1
<u>Total developing/transition countries</u>	16	11	16	13	16	13	26
<i>Percentage from developing/transition Countries</i>	43	37	46	42	39	35	54
<u>Transition countries</u>	4	4	4	2	4	3	7
<i>Percentage from transition countries</i>	11	13	11	6	10	8	14
<u>Developing countries</u>	12	7	12	11	12	10	19
<i>Percentage from developing countries</i>	32	23	34	35	29	27	40
Africa	2	2	0	3	3	1	1
Asia	5	2	5	3	6	7	6
Middle East	2	1	1	1	1	1	4
Other Europe	0	0	0	1	0	0	1
Western Hemisphere	4	2	6	3	2	1	7
<b>Education</b> Ph.D. (Completed)	20	12	18	18	28	12	34
Less than a Ph.D. 3/	17	18	17	13	13	25	14
<b>Age</b> Oldest	34	34	40	33	33	33	33
Average	30	30	30	30	29	29	29
Youngest	26	26	26	27	26	26	25

1/ Percentages and figures may not add to 100 percent of the total due to rounding.

2/ Includes one EP who was already a staff member at the time of entering the Economist Program.

3/ At time of entry on duty

Source: Recruitment Division, Human Resources Department

Table 7. Rejection of EP Offers, 2000  
(with totals for years 1994-1999)

	1994-1999			2000		
	Offers	Rejections	Rejection Rate (in percent of offers)	Offers	Rejections	Rejection Rate (in percent of offers)
<b>By gender</b>						
Women	81	19	23	26	6	23
Men	220	67	30	48	20	42
Total	301	86	29	74	26	35
<b>By geographical area</b>						
English speaking industrial countries	54	21	39	9	5	56
Australia, Ireland, New Zealand	10	2	20	0	0	0
Canada	5	2	40	2	1	50
United Kingdom	6	1	17	1	1	100
United States	33	16	48	6	3	50
Other Industrial Countries	133	38	29	33	15	45
France	8	4	50	4	0	0
Germany	40	14	35	10	4	40
Italy	25	6	24	4	3	75
Japan	5	3	60	2	1	50
Other	55	11	20	13	7	54
Transition Countries 1/	21	4	19	7	0	0
Developing Countries	93	23	25	25	6	24
Africa	10	0	0	1	0	0
Asia and Pacific	42	6	14	10	4	40
Europe	1	0	0	1	0	0
Middle East	6	1	17	4	0	0
Western Hemisphere	34	16	47	9	2	22
<b>Total</b>	<b>301</b>	<b>86</b>	<b>29</b>	<b>74</b>	<b>26</b>	<b>35</b>

1/ In the period 1994-2000, offers have been made to nationals of the following transition countries: Albania, Azerbaijan, Belarus, Bulgaria (5), Czech Republic (2), Hungary, Moldova, Poland (2), Romania, Russia (9), Slovak Republic, Slovenia, and Ukraine (2)

Source: Recruitment Division, Human Resources Department

Table 8. Recruitment Missions, FY 1997-2001

Destinations	FY 1997	FY 1998	FY 1999	FY 2000	FY 2001
USA/Canada	X	X	X	X	X
Europe					
Austria	X		X	X	
Belgium	X	X		X	X
Denmark		X	X	X	
Fin/Nor/Swe		X	X	X	
France	X	X	X	X	X
Germany	X	X	X	X	X
Italy	X	X	X	X	X
Netherlands	X		X		X
Russia	X		X	X	X
Spain		X	X		X
Switzerland	X	X	X	X	X
U.K.	X	X	X	X	X
Other Europe	Greece, Ireland, Turkey	Portugal	Czech Republic, Hungary, Portugal		Czech Republic, Portugal
Africa	Ghana, Nigeria		Kenya, South Africa, Zimbabwe	Cameroon, Cote d'Ivoire, Ghana, Nigeria, Senegal	
Asia	Japan	Indonesia, Japan, Singapore	Indonesia, Japan	Japan	China, Indonesia, Japan, Philippines, Singapore
Middle East	Lebanon	Bahrain, Egypt, Jordan, Kuwait, Lebanon, Syria	Algeria, Morocco, Saudi Arabia, Tunisia	Egypt, Lebanon, Kuwait, Morocco, Saudi Arabia, Tunisia, United Arab Emirates	Algeria, Jordan, Lebanon, Saudi Arabia
Latin America	Argentina, Mexico			Argentina, Brazil, Mexico	Barbados, Brazil, Venezuela

Table 9. Diversity Profile of Mid-Career Economist External Hires, CY 2000 1/

Region	Country	Number of Hires	Region Total	Percent of Total Hires	Of Which from Developing/ Transition	Percent
Africa	Cameroon	1	6	7	6	100
	Cote D'Ivoire	1				
	Ghana	1				
	Rwanda	1				
	South Africa	2				
Asia	Australia	2	15	17	8	53
	China	1				
	India	5				
	Japan	4				
	Korea	2				
	New Zealand	1				
Europe	Austria	1	40	47	2	5
	Belgium	1				
	Denmark	1				
	Finland	1				
	France	6				
	Germany	5				
	Iceland	2				
	Italy	8				
	Netherlands	1				
	Romania	1				
	Spain	3				
	Sweden	3				
	Switzerland	2				
	United Kingdom	4				
	Ukraine	1				
Middle East	Pakistan	2	2	2	2	100

Table 9. Diversity Profile of Mid-Career Economist External Hires, CY 2000 1/ (concluded)

Region	Country	Number of Hires	Region Total	Percent of Total Hires	Of Which from Developing/ Transition	Percent
Western Hemisphere	Argentina	2	23	27	11	48
	Bahamas	1				
	Brazil	1				
	Canada	4				
	Chile	1				
	Colombia	1				
	El Salvador	1				
	Guyana	1				
	Jamaica	1				
	Paraguay	1				
	St. Kitts	1				
	United States	8				
Totals			86	100	29	34
Of Which Women			18	21	5	28

1/ The country composition of the regions shown in this table follows that of the Fund area departments.

Source: Recruitment Division, Human Resources Department

Table 10. Diversity Profile of Professional External Hires in Specialized Career Streams, CY 2000 1/

Region	Country	Number of Hires	Region Total	Percent of Total Hires	Of Which from Developing/ Transition	Percent
Africa	Ethiopia	1	1	4	1	100
Asia	China	1	6	21	6	100
	India	3				
	Malaysia	2				
Europe	Belgium	2	10	36	2	20
	France	2				
	Germany	2				
	Lithuania	1				
	Russia	1				
	Sweden	1				
	United Kingdom	1				
Western Hemisphere	Canada	1	11	39	1	9
	Peru	1				
	United States	9				
Totals			28	100	10	36
Of Which Women			16	57	4	25

1/ The country composition of the regions shown in this table follows that of the Fund area departments.

Source: Recruitment Division, Human Resources Department

Table 11. Limited-Term Research Assistants  
Participants as of 12/31/2000 1/

<b>1. Regional and National Distribution</b>						
Region	Entrants in 2000	Percentage	Nationality	Total Participants	Percentage	Nationality
Africa	0	0		3	14	Cameroon Cote d'Ivoire South Africa
Asia	2	29	India Japan	3	14	China India Japan
Europe	1	14	Germany	5	23	Bulgaria Croatia Germany Italy Latvia
Middle East	0	0		3	14	Morocco Pakistan (2)
Western Hemisphere	4	57	Canada Mexico USA (2)	8	36	Bolivia Canada (2) Mexico USA (4)
Total	7	100		22	100	
<b>2. Distribution among Industrial, Developing, and Transition Countries</b>						
Industrial Countries	5	71		9	41	
Developing Countries	2	29		10	45	
Transition Countries	0	0		3	14	
<b>3. Gender Distribution</b>						
Women	5	71		13	59	
Men	2	29		9	41	

1/ Percentages may not add to 100% due to rounding.

Source: Recruitment Division, Human Resources Department

Table 12. Contractual Employees by Category of Employee  
Totals for CY 2000

Category of Employee	No. of Contracts	No. of People
Economists on Contractual Appointments	40	36
Technical Assistance Advisors	16	15
Research Officers	4	4
Research Assistants	21	21
Translators	63	43
Visiting Scholars	122	98
Special Appointees	5	5
Summer Intern Program	43	43
Other Professional-Level	68	54
Other Support-Level	83	83
Assistants	107	107
Professionals	358	295
<b>Total</b>	<b>465</b>	<b>402</b>

Source: Recruitment Division, Human Resources Department

Table 13. Resignations, 1995–2000 1/  
Grades A9–B5

	1995	1996	1997	1998	1999	2000	1995	1996	1997	1998	1999	2000
	( in percent of relevant total)											
Resignations	33	30	53	50	37	34	100	100	100	100	100	100
Gender												
Male	28	23	37	36	30	27	85	77	70	72	81	79
Female	5	7	16	14	7	7	15	23	30	28	19	21
Career streams												
EPs	1	2	2	3	3	1	3	7	4	6	8	3
Economists	27	20	38	35	30	28	82	67	72	70	81	82
Others	5	8	13	12	4	5	15	27	25	24	11	15
Nationality												
Africa	2	2	4	4	1	2	6	7	8	8	3	6
Asia	7	4	8	6	7	4	21	13	15	12	19	12
Australia/New Zealand	2	1	3	3	1	1	6	3	6	6	3	3
Japan	0	0	0	1	0	0	0	0	0	2	0	0
Other	5	3	5	2	6	3	15	10	9	4	16	9
Europe	14	14	14	15	13	9	42	47	26	30	35	26
France	4	1	3	4	2	2	12	3	6	8	5	6
Germany	0	3	3	0	3	2	0	0	6	0	8	6
United Kingdom	3	1	1	2	1	0	9	3	2	4	3	0
Other	7	9	7	9	7	5	21	30	13	18	19	15
Middle East	2	1	0	5	2	2	6	3	0	10	5	6
Western Hemisphere	8	9	27	20	14	17	24	30	51	40	38	50
Canada	2	3	4	1	1	1	6	10	8	2	3	3
United States	5	0	13	14	6	9	15	0	0	28	16	26
Other	1	6	10	5	7	7	3	20	19	10	19	21

Table 13. Resignations, 1995–2000 1/ (concluded)

## Grades A9–B5

	1995	1996	1997	1998	1999	2000	1995	1996	1997	1998	1999	2000
	(in percent of relevant total)											
Grade level												
A9–A10	1	3	4	2	2	1	3	10	8	4	5	3
A11	3	3	4	6	3	1	9	10	8	12	8	3
A12	7	9	14	12	7	9	21	30	26	24	19	26
A13	13	8	19	13	9	14	39	27	36	26	24	41
A14–A15	6	7	9	14	15	7	18	23	17	28	41	21
B1–B5	3	0	3	3	1	2	9	0	0	6	3	6
Years of service												
5 years or less	26	23	30	25	13	15	79	77	57	50	35	44
5 to 7 years	4	0	8	10	6	10	12	0	0	20	16	29
More than 7 years	3	7	15	15	18	9	9	23	28	30	49	26

Source: Staff Development Division, Human Resources Department.

1/ Excludes secondments.

Table 14. Resignations, 1995–2000  
Grades A1–A8

	1995	1996	1997	1998	1999	2000	1995	1996	1997	1998	1999	2000
	(in percent of relevant total)											
Resignations	29	11	15	18	13	17	100	100	100	100	100	100
Gender												
Male	8	4	4	3	5	4	28	36	27	17	38	24
Female	21	7	11	15	8	13	72	64	73	83	62	76
Career streams												
Secretarial	11	4	7	14	8	12	38	36	47	78	62	71
Non-secretarial	18	7	8	4	5	5	62	64	53	22	38	29
Nationality												
Africa	2	0	0	1	0	2	7	0	0	6	0	12
Asia	3	0	3	4	0	3	10	0	20	22	0	18
Europe	4	2	1	3	0	3	14	18	7	17	0	18
Middle East	2	0	0	0	0	0	7	0	0	0	0	0
Western Hemisphere	18	9	11	10	13	9	62	82	73	56	100	53
United States	15	7	9	9	9	6	52	64	60	50	69	35
Grade level												
A3/A4/A5	14	5	7	10	3	9	48	45	47	56	23	53
A6/A7	11	5	5	6	6	6	38	45	33	33	46	35
A8	4	1	3	2	4	2	14	9	20	11	31	12
Years of service												
5 years or less	13	5	10	4	7	8	45	45	67	22	54	47
5 to 7 years	9	3	1	10	2	2	31	27	7	56	15	12
More than 7 years	7	3	4	4	4	7	24	27	27	22	31	41

Source: Staff Development Division, Human Resources Department.

Table 15. Nationality Distribution List  
As a Percentage of Fund Staff  
(Excluding The Office of Executive Directors)

Country	Quota %	As of 12/31/1990				As of 12/31/1995				As of 12/31/2000			
		A01-A08 %	A09-A15 %	B01-B05 %	Total %	A01-A08 %	A09-A15 %	B01-B05 %	Total %	A01-A08 %	A09-A15 %	B01-B05 %	Total %
AFR	4.202	5.11	5.33	4.68	5.16	5.42	5.57	4.07	5.32	8.15	6.08	3.77	6.37
Angola	0.136	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Benin	0.029	0.00	0.33	0.43	0.22	0.00	0.17	0.68	0.18	0.27	0.21	0.29	0.24
Botswana	0.03	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Burkina Faso	0.029	0.00	0.00	0.00	0.00	0.00	0.09	0.00	0.05	0.14	0.14	0.00	0.12
Burundi	0.037	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.14	0.00	0.00	0.04
Cameroon	0.088	0.15	0.22	0.00	0.17	0.14	0.09	0.00	0.09	0.27	0.36	0.00	0.28
Cape Verde	0.005	0.00	0.00	0.00	0.00	0.14	0.00	0.00	0.05	0.14	0.00	0.29	0.08
Cen Afr Rep	0.027	0.00	0.00	0.00	0.00	0.00	0.00	0.34	0.05	0.00	0.00	0.29	0.04
Chad	0.027	0.00	0.00	0.00	0.00	0.00	0.09	0.00	0.05	0.00	0.00	0.00	0.00
Comoros	0.004	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.14	0.00	0.00	0.04
Congo, D. R.	0.138	0.00	0.11	0.00	0.06	0.28	0.17	0.00	0.18	0.14	0.14	0.00	0.12
Congo, Rep.	0.04	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.07	0.00	0.04
Cote D'Ivoire	0.155	0.00	0.22	0.00	0.11	0.00	0.09	0.00	0.05	0.27	0.07	0.00	0.12
Equa Guinea	0.016	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Eritrea	0.008	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.14	0.00	0.00	0.04
Ethiopia	0.064	0.31	0.33	0.00	0.28	0.00	0.34	0.00	0.18	0.14	0.43	0.00	0.28
Gabon	0.073	0.00	0.11	0.00	0.06	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Gambia, The	0.015	0.00	0.00	0.00	0.00	0.00	0.26	0.00	0.14	0.00	0.21	0.00	0.12
Ghana	0.176	0.62	0.55	0.43	0.56	0.69	0.43	0.34	0.50	0.82	0.43	0.29	0.52
Guinea	0.051	0.15	0.00	0.00	0.06	0.14	0.09	0.00	0.09	0.14	0.07	0.00	0.08
Guinea-Bissa	0.007	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Kenya	0.129	0.31	0.44	0.00	0.34	0.28	0.43	0.00	0.32	0.41	0.43	0.00	0.36
Lesotho	0.017	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Liberia	0.034	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.14	0.07	0.00	0.08
Madagascar	0.058	0.46	0.00	0.00	0.17	0.56	0.09	0.00	0.23	0.54	0.07	0.00	0.20
Malawi	0.033	0.00	0.11	0.43	0.11	0.00	0.09	0.34	0.09	0.00	0.07	0.58	0.12
Mali	0.044	0.31	0.00	0.00	0.11	0.28	0.00	0.00	0.09	0.14	0.00	0.00	0.04
Mauritius	0.048	0.62	0.22	0.43	0.39	0.42	0.43	0.00	0.37	0.68	0.21	0.29	0.36
Mozambique	0.054	0.00	0.22	0.00	0.11	0.00	0.17	0.00	0.09	0.00	0.14	0.00	0.08
Namibia	0.065	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.07	0.00	0.04
Niger	0.031	0.00	0.00	0.00	0.00	0.00	0.09	0.00	0.05	0.00	0.00	0.00	0.00
Nigeria	0.834	0.15	0.11	1.28	0.28	0.14	0.09	1.02	0.23	0.41	0.29	0.29	0.32
Rwanda	0.038	0.00	0.00	0.00	0.00	0.00	0.09	0.00	0.05	0.14	0.14	0.00	0.12
Sao Tome	0.004	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

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 Table 15. Nationality Distribution List  
 As a Percentage of Fund Staff  
 (Excluding The Office of Executive Directors)

Country	Quota %	As of 12/31/1990				As of 12/31/1995				As of 12/31/2000			
		A01-A08 %	A09-A15 %	B01-B05 %	Total %	A01-A08 %	A09-A15 %	B01-B05 %	Total %	A01-A08 %	A09-A15 %	B01-B05 %	Total %
Senegal	0.077	0.15	0.33	0.00	0.22	0.14	0.34	0.00	0.23	0.27	0.36	0.29	0.32
Seychelles	0.004	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Sierra Leone	0.049	1.08	0.33	0.43	0.62	1.25	0.26	0.34	0.60	1.63	0.14	0.58	0.65
South Africa	0.889	0.31	0.11	0.85	0.28	0.28	0.26	0.68	0.32	0.41	0.64	0.29	0.52
Swaziland	0.024	0.00	0.11	0.00	0.06	0.00	0.09	0.00	0.05	0.00	0.07	0.00	0.04
Tanzania	0.095	0.15	0.55	0.00	0.34	0.28	0.43	0.00	0.32	0.14	0.14	0.00	0.12
Togo	0.035	0.00	0.11	0.00	0.06	0.14	0.17	0.00	0.14	0.41	0.21	0.00	0.24
Uganda	0.086	0.15	0.44	0.00	0.28	0.14	0.34	0.00	0.23	0.00	0.36	0.00	0.20
Zambia	0.233	0.15	0.00	0.43	0.11	0.00	0.17	0.34	0.14	0.14	0.21	0.00	0.16
Zimbabwe	0.168	0.00	0.33	0.00	0.17	0.14	0.26	0.00	0.18	0.00	0.29	0.29	0.20

Report ID: NAT\_001 - PeopleSoft HRMS  
 Table 15. Nationality Distribution List  
 As a Percentage of Fund Staff  
 (Excluding The Office of Executive Directors)

Country	Quota %	As of 12/31/1990				As of 12/31/1995				As of 12/31/2000			
		A01-A08 %	A09-A15 %	B01-B05 %	Total %	A01-A08 %	A09-A15 %	B01-B05 %	Total %	A01-A08 %	A09-A15 %	B01-B05 %	Total %
ASD	17.377	21.05	15.54	15.74	17.56	19.17	15.51	13.90	16.50	18.48	14.95	14.49	15.93
Australia	1.54	2.17	2.00	2.98	2.19	1.39	2.23	2.71	2.02	1.22	1.72	2.90	1.73
Bangladesh	0.254	0.00	0.67	0.43	0.39	0.00	0.51	0.00	0.27	0.14	0.36	0.29	0.28
Bhutan	0.003	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Brunei	0.071	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Cambodia	0.042	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.07	0.00	0.04
China	2.23	0.77	1.55	0.43	1.12	1.25	1.71	0.68	1.42	1.09	2.72	0.87	1.98
Fiji	0.033	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
India	1.978	5.11	3.33	4.26	4.10	4.58	3.94	3.39	4.08	4.48	3.86	4.64	4.15
Indonesia	0.989	0.00	0.00	0.00	0.00	0.14	0.00	0.00	0.05	0.00	0.00	0.00	0.00
Japan	6.334	0.31	1.55	3.40	1.35	0.28	1.29	3.39	1.24	0.27	1.14	2.61	1.09
Kiribati	0.003	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Korea	0.777	0.93	1.66	0.85	1.29	0.56	1.20	0.68	0.92	0.41	0.64	0.87	0.61
Lao Peo Dm R	0.019	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Malaysia	0.707	0.93	0.55	0.43	0.67	0.56	0.43	1.02	0.55	0.27	0.72	0.58	0.56
Maldives	0.004	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Marshall Is.	0.001	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Micronesia	0.002	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Mongolia	0.024	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Myanmar	0.123	0.31	0.44	0.00	0.34	0.42	0.34	0.00	0.32	0.41	0.29	0.00	0.28
Nepal	0.034	0.00	0.11	0.00	0.06	0.00	0.17	0.00	0.09	0.00	0.21	0.00	0.12
New Zealand	0.426	0.93	0.55	1.70	0.84	0.97	1.03	0.68	0.96	1.36	0.57	0.58	0.81
P New Guinea	0.063	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Palau	0.001	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Philippines	0.419	7.74	1.33	0.43	3.54	7.50	1.29	0.68	3.25	6.93	1.22	0.29	2.78
Samoa	0.006	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Singapore	0.41	0.31	0.11	0.00	0.17	0.00	0.26	0.00	0.14	0.00	0.43	0.00	0.24
Solomon Is	0.005	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Sri Lanka	0.197	0.46	0.67	0.43	0.56	0.69	0.60	0.00	0.55	0.68	0.36	0.29	0.44
Thailand	0.515	0.62	0.78	0.43	0.67	0.42	0.34	0.68	0.41	0.95	0.43	0.58	0.61
Tonga	0.003	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Vanuatu	0.008	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Vietnam	0.157	0.46	0.22	0.00	0.28	0.42	0.17	0.00	0.23	0.27	0.21	0.00	0.20

Report ID: NAT\_001 - PeopleSoft HRMS  
 Table 15. Nationality Distribution List  
 As a Percentage of Fund Staff  
 (Excluding The Office of Executive Directors)

Country	Quota %	As of 12/31/1990				As of 12/31/1995				As of 12/31/2000			
		A01-A08 %	A09-A15 %	B01-B05 %	Total %	A01-A08 %	A09-A15 %	B01-B05 %	Total %	A01-A08 %	A09-A15 %	B01-B05 %	Total %
EUR	41.54	17.34	30.41	39.15	26.82	17.92	31.36	41.02	28.23	17.66	34.62	37.39	29.97
Albania	0.023	0.00	0.00	0.00	0.00	0.00	0.09	0.00	0.05	0.00	0.07	0.00	0.04
Armenia	0.044	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Austria	0.891	0.15	0.33	1.70	0.45	0.28	0.34	1.69	0.50	0.27	0.43	0.87	0.44
Azerbaijan	0.077	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.14	0.07	0.00	0.08
Belarus	0.184	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.14	0.14	0.00	0.12
Belgium	2.191	0.31	1.89	1.70	1.29	0.69	1.89	2.71	1.60	0.82	1.50	2.03	1.37
Bosnia-Herze	0.08	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Bulgaria	0.305	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.27	0.21	0.00	0.20
Croatia	0.174	0.00	0.11	0.00	0.06	0.00	0.17	0.00	0.09	0.14	0.14	0.00	0.12
Cyprus	0.066	0.15	0.11	0.00	0.11	0.00	0.26	0.34	0.18	0.00	0.21	0.29	0.16
Czech Rep.	0.39	0.00	0.00	0.00	0.00	0.14	0.17	0.00	0.14	0.27	0.29	0.00	0.24
Denmark	0.782	0.00	1.11	1.28	0.73	0.00	0.77	2.03	0.69	0.00	0.93	1.45	0.73
Estonia	0.031	0.00	0.00	0.00	0.00	0.14	0.00	0.00	0.05	0.14	0.00	0.00	0.04
Finland	0.601	0.00	0.67	0.85	0.45	0.28	0.69	1.02	0.60	0.00	0.50	1.16	0.44
France	5.109	3.56	5.44	6.38	4.88	3.06	5.14	5.08	4.45	2.31	4.86	4.35	4.03
Georgia	0.072	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Germany	6.189	1.08	4.22	5.11	3.20	0.83	3.94	4.75	3.02	0.54	5.72	3.48	3.87
Greece	0.392	0.46	0.78	0.85	0.67	0.28	1.20	1.02	0.87	0.14	1.07	0.87	0.77
Hungary	0.494	0.00	0.33	0.43	0.22	0.00	0.34	0.00	0.18	0.00	0.36	0.00	0.20
Iceland	0.056	0.00	0.00	0.00	0.00	0.00	0.09	0.00	0.05	0.14	0.29	0.00	0.20
Ireland	0.399	0.15	0.67	1.70	0.62	0.14	0.60	2.03	0.64	0.27	0.57	2.03	0.69
Israel	0.442	0.00	0.33	0.43	0.22	0.14	0.17	0.68	0.23	0.14	0.00	0.29	0.08
Italy	3.357	0.93	1.33	2.13	1.29	0.97	2.31	2.37	1.88	0.68	3.22	2.32	2.34
Kazakhstan	0.174	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Kyrgyz Rep.	0.042	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.14	0.00	0.00	0.04
Latvia	0.06	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.14	0.00	0.00	0.04
Lithuania	0.069	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.07	0.00	0.04
Luxembourg	0.133	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Macedonia	0.033	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Malta	0.049	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.14	0.07	0.00	0.08
Moldova	0.059	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.14	0.07	0.00	0.08
Netherlands	2.456	0.31	1.89	2.13	1.35	0.69	2.06	2.03	1.60	0.54	2.07	2.03	1.61
Norway	0.795	0.00	0.78	0.43	0.45	0.00	0.77	0.68	0.50	0.00	0.57	0.87	0.44
Poland	0.651	0.31	0.22	0.00	0.22	0.42	0.34	0.00	0.32	0.41	0.50	0.00	0.40

Report ID: NAT\_001 - PeopleSoft HRMS  
 Table 15. Nationality Distribution List  
 As a Percentage of Fund Staff  
 (Excluding The Office of Executive Directors)

Country	Quota %	As of 12/31/1990				As of 12/31/1995				As of 12/31/2000			
		A01-A08 %	A09-A15 %	B01-B05 %	Total %	A01-A08 %	A09-A15 %	B01-B05 %	Total %	A01-A08 %	A09-A15 %	B01-B05 %	Total %
Portugal	0.413	0.15	0.55	0.00	0.34	0.14	0.17	0.00	0.14	0.14	0.36	0.00	0.24
Romania	0.49	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.21	0.00	0.12
Russia	2.829	0.00	0.00	0.00	0.00	0.56	0.77	0.00	0.60	0.82	1.57	0.00	1.13
San Marino	0.008	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Slovak Rep.	0.17	0.00	0.00	0.00	0.00	0.00	0.09	0.00	0.05	0.00	0.07	0.00	0.04
Slovenia	0.11	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Spain	1.451	0.31	0.78	1.70	0.73	0.56	0.86	1.02	0.78	0.54	1.36	0.58	1.01
Sweden	1.14	0.15	0.67	1.28	0.56	0.00	0.77	0.34	0.46	0.00	0.86	0.58	0.56
Switzerland	1.645	0.00	0.22	0.00	0.11	0.14	0.34	0.00	0.23	0.41	0.57	0.00	0.44
Tajikistan	0.041	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Turkey	0.459	0.15	0.89	0.00	0.51	0.14	0.77	0.34	0.50	0.14	0.72	0.29	0.48
Turkmenistan	0.023	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
U.K.	5.109	9.13	6.77	11.06	8.19	8.19	5.83	12.88	7.56	7.34	4.43	13.62	6.58
Ukraine	0.653	0.00	0.00	0.00	0.00	0.00	0.17	0.00	0.09	0.14	0.29	0.00	0.20
Uzbekistan	0.131	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Yugoslavia	0	0.00	0.33	0.00	0.17	0.14	0.26	0.00	0.18	0.27	0.21	0.29	0.24

Report ID: NAT\_001 - PeopleSoft HRMS  
Table 15. Nationality Distribution List  
As a Percentage of Fund Staff  
(Excluding The Office of Executive Directors)

Country	Quota %	As of 12/31/1990				As of 12/31/1995				As of 12/31/2000			
		A01-A08 %	A09-A15 %	B01-B05 %	Total %	A01-A08 %	A09-A15 %	B01-B05 %	Total %	A01-A08 %	A09-A15 %	B01-B05 %	Total %
MED	8.625	4.18	6.10	5.96	5.39	3.61	5.57	5.76	4.95	4.35	5.29	5.80	5.08
Afghanistan	0.057	0.77	0.11	0.00	0.34	0.69	0.00	0.00	0.23	0.82	0.00	0.00	0.24
Algeria	0.597	0.15	0.22	0.00	0.17	0.00	0.26	0.00	0.14	0.14	0.29	0.00	0.20
Bahrain	0.064	0.00	0.11	0.00	0.06	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Djibouti	0.008	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Egypt	0.449	0.77	1.22	1.28	1.07	0.56	0.94	0.34	0.73	0.54	0.64	0.00	0.52
Iran	0.712	0.00	1.33	0.43	0.73	0.42	1.03	1.36	0.87	0.27	0.86	1.16	0.73
Iraq	0.24	0.15	0.00	0.43	0.11	0.00	0.00	0.34	0.05	0.00	0.00	0.00	0.00
Jordan	0.081	0.31	0.22	1.28	0.39	0.14	0.60	0.68	0.46	0.27	0.43	0.87	0.44
Kuwait	0.657	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.07	0.00	0.04
Lebanon	0.097	0.62	0.89	0.43	0.73	0.56	0.60	0.34	0.55	0.27	0.86	0.58	0.65
Libya	0.535	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Mauritania	0.031	0.00	0.11	0.43	0.11	0.00	0.17	0.00	0.09	0.00	0.07	0.00	0.04
Morocco	0.28	0.15	0.22	0.00	0.17	0.14	0.17	0.34	0.18	0.54	0.21	0.29	0.32
Oman	0.092	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Pakistan	0.492	0.62	0.89	1.28	0.84	0.42	0.77	1.69	0.78	0.95	1.00	2.03	1.13
Qatar	0.126	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Saudi Arabia	3.324	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Somalia	0.021	0.00	0.11	0.00	0.06	0.00	0.09	0.00	0.05	0.00	0.00	0.29	0.04
Sudan	0.081	0.15	0.22	0.00	0.17	0.14	0.26	0.00	0.18	0.14	0.14	0.00	0.12
Syr Arab Rep	0.14	0.31	0.11	0.00	0.17	0.28	0.17	0.00	0.18	0.27	0.21	0.00	0.20
Tunisia	0.136	0.00	0.22	0.43	0.17	0.00	0.51	0.68	0.37	0.14	0.29	0.58	0.28
UAE	0.291	0.00	0.11	0.00	0.06	0.00	0.00	0.00	0.00	0.00	0.07	0.00	0.04
Yemen	0.116	0.15	0.00	0.00	0.06	0.28	0.00	0.00	0.09	0.00	0.14	0.00	0.08

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 Table 15. Nationality Distribution List  
 As a Percentage of Fund Staff  
 (Excluding The Office of Executive Directors)

Country	Quota %	As of 12/31/1990			As of 12/31/1995			As of 12/31/2000					
		A01-A08 %	A09-A15 %	B01-B05 %	Total %	A01-A08 %	A09-A15 %	B01-B05 %	Total %	A01-A08 %	A09-A15 %	B01-B05 %	Total %
U.S.A.	17.675	26.16	26.64	24.68	26.21	28.19	26.56	23.05	26.63	26.36	24.96	24.35	25.29

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 Table 15. Nationality Distribution List  
 As a Percentage of Fund Staff  
 (Excluding The Office of Executive Directors)

Country	Quota %	As of 12/31/1990				As of 12/31/1995				As of 12/31/2000			
		A01-A08 %	A09-A15 %	B01-B05 %	Total %	A01-A08 %	A09-A15 %	B01-B05 %	Total %	A01-A08 %	A09-A15 %	B01-B05 %	Total %
WHD	10.581	26.01	15.98	9.79	18.80	25.69	15.42	12.20	18.38	25.00	14.09	14.20	17.35
Antigua	0.006	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Argentina	1.007	1.08	1.44	3.83	1.63	1.39	1.29	3.73	1.65	1.09	1.07	3.77	1.45
Bahamas	0.045	0.00	0.00	0.00	0.00	0.00	0.09	0.00	0.05	0.14	0.14	0.00	0.12
Barbados	0.032	0.31	0.00	0.00	0.11	0.14	0.09	0.00	0.09	0.14	0.21	0.00	0.16
Belize	0.009	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Bolivia	0.082	1.86	0.44	0.00	0.90	1.81	0.51	0.00	0.87	1.49	0.50	0.00	0.73
Brazil	1.445	1.24	1.22	0.43	1.12	1.81	1.63	0.68	1.56	2.04	1.65	0.87	1.65
Canada	3.03	2.79	2.77	2.55	2.75	2.08	3.26	4.07	2.98	2.31	3.72	4.35	3.39
Chile	0.407	0.93	2.22	1.28	1.63	1.11	1.29	1.69	1.28	0.54	0.43	1.74	0.65
Colombia	0.368	1.70	0.22	0.00	0.73	2.08	0.34	0.00	0.87	1.63	0.50	0.00	0.77
Costa Rica	0.078	0.31	0.11	0.00	0.17	0.14	0.09	0.34	0.14	0.14	0.14	0.29	0.16
Cuba	0	0.00	0.11	0.00	0.06	0.00	0.09	0.00	0.05	0.00	0.00	0.00	0.00
Dominic Rep	0.104	0.31	0.11	0.00	0.17	0.28	0.09	0.00	0.14	0.14	0.00	0.00	0.04
Dominica	0.003	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Ecuador	0.144	0.62	0.55	0.00	0.51	0.69	0.26	0.00	0.37	0.68	0.43	0.00	0.44
El Salvador	0.082	0.31	0.44	0.00	0.34	0.56	0.43	0.00	0.41	0.54	0.50	0.29	0.48
Grenada	0.004	0.00	0.11	0.00	0.06	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Guatemala	0.1	1.08	0.00	0.00	0.39	0.83	0.09	0.00	0.32	0.68	0.14	0.00	0.28
Guyana	0.043	0.77	0.33	0.00	0.45	0.56	0.34	0.00	0.37	0.27	0.36	0.00	0.28
Haiti	0.029	1.08	0.11	0.00	0.45	1.11	0.17	0.00	0.46	0.95	0.14	0.00	0.36
Honduras	0.062	0.31	0.00	0.00	0.11	0.42	0.00	0.00	0.14	0.41	0.00	0.00	0.12
Jamaica	0.13	2.32	0.22	0.43	1.01	1.67	0.43	0.00	0.78	2.04	0.36	0.29	0.85
Mexico	1.23	0.31	1.11	0.43	0.73	0.42	1.11	0.34	0.78	0.54	0.79	0.58	0.69
Nicaragua	0.062	0.31	0.22	0.43	0.28	0.56	0.09	0.68	0.32	0.54	0.00	0.58	0.24
Panama	0.098	0.31	0.22	0.00	0.22	0.14	0.09	0.00	0.09	0.27	0.07	0.00	0.12
Paraguay	0.048	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.07	0.00	0.04
Peru	0.304	4.64	2.11	0.00	2.75	4.58	2.06	0.34	2.66	5.03	1.65	0.58	2.50
St. Kitts	0.004	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.14	0.07	0.00	0.08
St. Lucia	0.007	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
St. Vincent	0.003	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Suriname	0.044	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.07	0.00	0.04
Trin-Tobago	0.16	2.01	0.55	0.43	1.07	1.67	0.60	0.34	0.92	1.49	0.50	0.58	0.81
Uruguay	0.146	1.24	1.11	0.00	1.01	1.53	0.86	0.00	0.96	1.49	0.36	0.29	0.69
Venezuela	1.265	0.15	0.22	0.00	0.17	0.14	0.17	0.00	0.14	0.27	0.21	0.00	0.20

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Table 15. Nationality Distribution List  
Number of Fund Staff  
(Excluding The Office of Executive Directors)

Country	Quota %	As of 12/31/1990				As of 12/31/1995				As of 12/31/2000			
		A01-A08 No.	A09-A15 No.	B01-B05 No.	Total No.	A01-A08 No.	A09-A15 No.	B01-B05 No.	Total No.	A01-A08 No.	A09-A15 No.	B01-B05 No.	Total No.
<b>AFR</b>	<b>4.202</b>	33	48	11	92	39	65	12	116	60	85	13	158
Angola	0.136	0	0	0	0	0	0	0	0	0	0	0	0
Benin	0.029	0	3	1	4	0	2	2	4	2	3	1	6
Botswana	0.03	0	0	0	0	0	0	0	0	0	0	0	0
Burkina Faso	0.029	0	0	0	0	0	1	0	1	1	2	0	3
Burundi	0.037	0	0	0	0	0	0	0	0	1	0	0	1
Cameroon	0.088	1	2	0	3	1	1	0	2	2	5	0	7
Cape Verde	0.005	0	0	0	0	1	0	0	1	1	0	1	2
Cen Afr Rep	0.027	0	0	0	0	0	0	1	1	0	0	1	1
Chad	0.027	0	0	0	0	0	1	0	1	0	0	0	0
Comoros	0.004	0	0	0	0	0	0	0	0	1	0	0	1
Congo, D. R.	0.138	0	1	0	1	2	2	0	4	1	2	0	3
Congo, Rep.	0.04	0	0	0	0	0	0	0	0	0	1	0	1
Cote D'Ivoire	0.155	0	2	0	2	0	1	0	1	2	1	0	3
Equa Guinea	0.016	0	0	0	0	0	0	0	0	0	0	0	0
Eritrea	0.008	0	0	0	0	0	0	0	0	1	0	0	1
Ethiopia	0.064	2	3	0	5	0	4	0	4	1	6	0	7
Gabon	0.073	0	1	0	1	0	0	0	0	0	0	0	0
Gambia, The	0.015	0	0	0	0	0	3	0	3	0	3	0	3
Ghana	0.176	4	5	1	10	5	5	1	11	6	6	1	13
Guinea	0.051	1	0	0	1	1	1	0	2	1	1	0	2
Guinea-Bissa	0.007	0	0	0	0	0	0	0	0	0	0	0	0
Kenya	0.129	2	4	0	6	2	5	0	7	3	6	0	9
Lesotho	0.017	0	0	0	0	0	0	0	0	0	0	0	0
Liberia	0.034	0	0	0	0	0	0	0	0	1	1	0	2
Madagascar	0.058	3	0	0	3	4	1	0	5	4	1	0	5
Malawi	0.033	0	1	1	2	0	1	1	2	0	1	2	3
Mali	0.044	2	0	0	2	2	0	0	2	1	0	0	1
Mauritius	0.048	4	2	1	7	3	5	0	8	5	3	1	9
Mozambique	0.054	0	2	0	2	0	2	0	2	0	2	0	2
Namibia	0.065	0	0	0	0	0	0	0	0	0	1	0	1
Niger	0.031	0	0	0	0	0	1	0	1	0	0	0	0
Nigeria	0.834	1	1	3	5	1	1	3	5	3	4	1	8
Rwanda	0.038	0	0	0	0	0	1	0	1	1	2	0	3
Sao Tome	0.004	0	0	0	0	0	0	0	0	0	0	0	0

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Table 15. Nationality Distribution List  
Number of Fund Staff  
(Excluding The Office of Executive Directors)

Country	Quota %	As of 12/31/1990				As of 12/31/1995				As of 12/31/2000			
		A01-A08 No.	A09-A15 No.	B01-B05 No.	Total No.	A01-A08 No.	A09-A15 No.	B01-B05 No.	Total No.	A01-A08 No.	A09-A15 No.	B01-B05 No.	Total No.
Senegal	0.077	1	3	0	4	1	4	0	5	2	5	1	8
Seychelles	0.004	0	0	0	0	0	0	0	0	0	0	0	0
Sierra Leone	0.049	7	3	1	11	9	3	1	13	12	2	2	16
South Africa	0.889	2	1	2	5	2	3	2	7	3	9	1	13
Swaziland	0.024	0	1	0	1	0	1	0	1	0	1	0	1
Tanzania	0.095	1	5	0	6	2	5	0	7	1	2	0	3
Togo	0.035	0	1	0	1	1	2	0	3	3	3	0	6
Uganda	0.086	1	4	0	5	1	4	0	5	0	5	0	5
Zambia	0.233	1	0	1	2	0	2	1	3	1	3	0	4
Zimbabwe	0.168	0	3	0	3	1	3	0	4	0	4	1	5

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Number of Fund Staff  
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Country	Quota %	As of 12/31/1990				As of 12/31/1995				As of 12/31/2000			
		A01-A08 No.	A09-A15 No.	B01-B05 No.	Total No.	A01-A08 No.	A09-A15 No.	B01-B05 No.	Total No.	A01-A08 No.	A09-A15 No.	B01-B05 No.	Total No.
<b>ASD</b>	<b>17.377</b>	136	140	37	313	138	181	41	360	136	209	50	395
Australia	1.54	14	18	7	39	10	26	8	44	9	24	10	43
Bangladesh	0.254	0	6	1	7	0	6	0	6	1	5	1	7
Bhutan	0.003	0	0	0	0	0	0	0	0	0	0	0	0
Brunei	0.071	0	0	0	0	0	0	0	0	0	0	0	0
Cambodia	0.042	0	0	0	0	0	0	0	0	0	1	0	1
China	2.23	5	14	1	20	9	20	2	31	8	38	3	49
Fiji	0.033	0	0	0	0	0	0	0	0	0	0	0	0
India	1.978	33	30	10	73	33	46	10	89	33	54	16	103
Indonesia	0.989	0	0	0	0	1	0	0	1	0	0	0	0
Japan	6.334	2	14	8	24	2	15	10	27	2	16	9	27
Kiribati	0.003	0	0	0	0	0	0	0	0	0	0	0	0
Korea	0.777	6	15	2	23	4	14	2	20	3	9	3	15
Lao Pao Dm R	0.019	0	0	0	0	0	0	0	0	0	0	0	0
Malaysia	0.707	6	5	1	12	4	5	3	12	2	10	2	14
Maldives	0.004	0	0	0	0	0	0	0	0	0	0	0	0
Marshall Is.	0.001	0	0	0	0	0	0	0	0	0	0	0	0
Micronesia	0.002	0	0	0	0	0	0	0	0	0	0	0	0
Mongolia	0.024	0	0	0	0	0	0	0	0	0	0	0	0
Myanmar	0.123	2	4	0	6	3	4	0	7	3	4	0	7
Nepal	0.034	0	1	0	1	0	2	0	2	0	3	0	3
New Zealand	0.426	6	5	4	15	7	12	2	21	10	8	2	20
P New Guinea	0.063	0	0	0	0	0	0	0	0	0	0	0	0
Palau	0.001	0	0	0	0	0	0	0	0	0	0	0	0
Philippines	0.419	50	12	1	63	54	15	2	71	51	17	1	69
Samoa	0.006	0	0	0	0	0	0	0	0	0	0	0	0
Singapore	0.41	2	1	0	3	0	3	0	3	0	6	0	6
Solomon Is	0.005	0	0	0	0	0	0	0	0	0	0	0	0
Sri Lanka	0.197	3	6	1	10	5	7	0	12	5	5	1	11
Thailand	0.515	4	7	1	12	3	4	2	9	7	6	2	15
Tonga	0.003	0	0	0	0	0	0	0	0	0	0	0	0
Vanuatu	0.008	0	0	0	0	0	0	0	0	0	0	0	0
Vietnam	0.157	3	2	0	5	3	2	0	5	2	3	0	5

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Table 15. Nationality Distribution List  
Number of Fund Staff  
(Excluding The Office of Executive Directors)

Country	Quota %	As of 12/31/1990				As of 12/31/1995				As of 12/31/2000			
		A01-A08 No.	A09-A15 No.	B01-B05 No.	Total No.	A01-A08 No.	A09-A15 No.	B01-B05 No.	Total No.	A01-A08 No.	A09-A15 No.	B01-B05 No.	Total No.
<b>EUR</b>	<b>41.54</b>	112	274	92	478	129	366	121	616	130	484	129	743
Albania	0.023	0	0	0	0	0	1	0	1	0	1	0	1
Armenia	0.044	0	0	0	0	0	0	0	0	0	0	0	0
Austria	0.891	1	3	4	8	2	4	5	11	2	6	3	11
Azerbaijan	0.077	0	0	0	0	0	0	0	0	1	1	0	2
Belarus	0.184	0	0	0	0	0	0	0	0	1	2	0	3
Belgium	2.191	2	17	4	23	5	22	8	35	6	21	7	34
Bosnia-Herze	0.08	0	0	0	0	0	0	0	0	0	0	0	0
Bulgaria	0.305	0	0	0	0	0	0	0	0	2	3	0	5
Croatia	0.174	0	1	0	1	0	2	0	2	1	2	0	3
Cyprus	0.066	1	1	0	2	0	3	1	4	0	3	1	4
Czech Rep.	0.39	0	0	0	0	1	2	0	3	2	4	0	6
Denmark	0.782	0	10	3	13	0	9	6	15	0	13	5	18
Estonia	0.031	0	0	0	0	1	0	0	1	1	0	0	1
Finland	0.601	0	6	2	8	2	8	3	13	0	7	4	11
France	5.109	23	49	15	87	22	60	15	97	17	68	15	100
Georgia	0.072	0	0	0	0	0	0	0	0	0	0	0	0
Germany	6.189	7	38	12	57	6	46	14	66	4	80	12	96
Greece	0.392	3	7	2	12	2	14	3	19	1	15	3	19
Hungary	0.494	0	3	1	4	0	4	0	4	0	5	0	5
Iceland	0.056	0	0	0	0	0	1	0	1	1	4	0	5
Ireland	0.399	1	6	4	11	1	7	6	14	2	8	7	17
Israel	0.442	0	3	1	4	1	2	2	5	1	0	1	2
Italy	3.357	6	12	5	23	7	27	7	41	5	45	8	58
Kazakhstan	0.174	0	0	0	0	0	0	0	0	0	0	0	0
Kyrgyz Rep.	0.042	0	0	0	0	0	0	0	0	1	0	0	1
Latvia	0.06	0	0	0	0	0	0	0	0	1	0	0	1
Lithuania	0.069	0	0	0	0	0	0	0	0	0	1	0	1
Luxembourg	0.133	0	0	0	0	0	0	0	0	0	0	0	0
Macedonia	0.033	0	0	0	0	0	0	0	0	0	0	0	0
Malta	0.049	0	0	0	0	0	0	0	0	1	1	0	2
Moldova	0.059	0	0	0	0	0	0	0	0	1	1	0	2
Netherlands	2.456	2	17	5	24	5	24	6	35	4	29	7	40
Norway	0.795	0	7	1	8	0	9	2	11	0	8	3	11
Poland	0.651	2	2	0	4	3	4	0	7	3	7	0	10

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Number of Fund Staff  
(Excluding The Office of Executive Directors)

Country	Quota %	As of 12/31/1990				As of 12/31/1995				As of 12/31/2000			
		A01-A08 No.	A09-A15 No.	B01-B05 No.	Total No.	A01-A08 No.	A09-A15 No.	B01-B05 No.	Total No.	A01-A08 No.	A09-A15 No.	B01-B05 No.	Total No.
Portugal	0.413	1	5	0	6	1	2	0	3	1	5	0	6
Romania	0.49	0	0	0	0	0	0	0	0	0	3	0	3
Russia	2.829	0	0	0	0	4	9	0	13	6	22	0	28
San Marino	0.008	0	0	0	0	0	0	0	0	0	0	0	0
Slovak Rep.	0.17	0	0	0	0	0	1	0	1	0	1	0	1
Slovenia	0.11	0	0	0	0	0	0	0	0	0	0	0	0
Spain	1.451	2	7	4	13	4	10	3	17	4	19	2	25
Sweden	1.14	1	6	3	10	0	9	1	10	0	12	2	14
Switzerland	1.645	0	2	0	2	1	4	0	5	3	8	0	11
Tajikistan	0.041	0	0	0	0	0	0	0	0	0	0	0	0
Turkey	0.459	1	8	0	9	1	9	1	11	1	10	1	12
Turkmenistan	0.023	0	0	0	0	0	0	0	0	0	0	0	0
U.K.	5.109	59	61	26	146	59	68	38	165	54	62	47	163
Ukraine	0.653	0	0	0	0	0	2	0	2	1	4	0	5
Uzbekistan	0.131	0	0	0	0	0	0	0	0	0	0	0	0
Yugoslavia	0	0	3	0	3	1	3	0	4	2	3	1	6

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Country	Quota %	As of 12/31/1990				As of 12/31/1995				As of 12/31/2000			
		A01-A08 No.	A09-A15 No.	B01-B05 No.	Total No.	A01-A08 No.	A09-A15 No.	B01-B05 No.	Total No.	A01-A08 No.	A09-A15 No.	B01-B05 No.	Total No.
<b>MED</b>	<b>8.625</b>	27	55	14	96	26	65	17	108	32	74	20	126
Afghanistan	0.057	5	1	0	6	5	0	0	5	6	0	0	6
Algeria	0.597	1	2	0	3	0	3	0	3	1	4	0	5
Bahrain	0.064	0	1	0	1	0	0	0	0	0	0	0	0
Djibouti	0.008	0	0	0	0	0	0	0	0	0	0	0	0
Egypt	0.449	5	11	3	19	4	11	1	16	4	9	0	13
Iran	0.712	0	12	1	13	3	12	4	19	2	12	4	18
Iraq	0.24	1	0	1	2	0	0	1	1	0	0	0	0
Jordan	0.081	2	2	3	7	1	7	2	10	2	6	3	11
Kuwait	0.657	0	0	0	0	0	0	0	0	0	1	0	1
Lebanon	0.097	4	8	1	13	4	7	1	12	2	12	2	16
Libya	0.535	0	0	0	0	0	0	0	0	0	0	0	0
Mauritania	0.031	0	1	1	2	0	2	0	2	0	1	0	1
Morocco	0.28	1	2	0	3	1	2	1	4	4	3	1	8
Oman	0.092	0	0	0	0	0	0	0	0	0	0	0	0
Pakistan	0.492	4	8	3	15	3	9	5	17	7	14	7	28
Qatar	0.126	0	0	0	0	0	0	0	0	0	0	0	0
Saudi Arabia	3.324	0	0	0	0	0	0	0	0	0	0	0	0
Somalia	0.021	0	1	0	1	0	1	0	1	0	0	1	1
Sudan	0.081	1	2	0	3	1	3	0	4	1	2	0	3
Syr Arab Rep	0.14	2	1	0	3	2	2	0	4	2	3	0	5
Tunisia	0.136	0	2	1	3	0	6	2	8	1	4	2	7
UAE	0.291	0	1	0	1	0	0	0	0	0	1	0	1
Yemen	0.116	1	0	0	1	2	0	0	2	0	2	0	2

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 Table 15. Nationality Distribution List  
 Number of Fund Staff  
 (Excluding The Office of Executive Directors)

Country	Quota %	As of 12/31/1990			As of 12/31/1995			As of 12/31/2000			Total No.		
		A01-A08 No.	A09-A15 No.	B01-B05 No.	Total No.	A01-A08 No.	A09-A15 No.	B01-B05 No.	Total No.	A01-A08 No.		A09-A15 No.	B01-B05 No.
U.S.A.	17.675	169	240	58	467	203	310	68	581	194	349	84	627

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Country	Quota %	As of 12/31/1990				As of 12/31/1995				As of 12/31/2000			
		A01-A08 No.	A09-A15 No.	B01-B05 No.	Total No.	A01-A08 No.	A09-A15 No.	B01-B05 No.	Total No.	A01-A08 No.	A09-A15 No.	B01-B05 No.	Total No.
<b>WHD</b>	<b>10.581</b>	168	144	23	335	185	180	36	401	184	197	49	430
Antigua	0.006	0	0	0	0	0	0	0	0	0	0	0	0
Argentina	1.007	7	13	9	29	10	15	11	36	8	15	13	36
Bahamas	0.045	0	0	0	0	0	1	0	1	1	2	0	3
Barbados	0.032	2	0	0	2	1	1	0	2	1	3	0	4
Belize	0.009	0	0	0	0	0	0	0	0	0	0	0	0
Bolivia	0.082	12	4	0	16	13	6	0	19	11	7	0	18
Brazil	1.445	8	11	1	20	13	19	2	34	15	23	3	41
Canada	3.03	18	25	6	49	15	38	12	65	17	52	15	84
Chile	0.407	6	20	3	29	8	15	5	28	4	6	6	16
Colombia	0.368	11	2	0	13	15	4	0	19	12	7	0	19
Costa Rica	0.078	2	1	0	3	1	1	1	3	1	2	1	4
Cuba	0	0	1	0	1	0	1	0	1	0	0	0	0
Dominic Rep	0.104	2	1	0	3	2	1	0	3	1	0	0	1
Dominica	0.003	0	0	0	0	0	0	0	0	0	0	0	0
Ecuador	0.144	4	5	0	9	5	3	0	8	5	6	0	11
El Salvador	0.082	2	4	0	6	4	5	0	9	4	7	1	12
Grenada	0.004	0	1	0	1	0	0	0	0	0	0	0	0
Guatemala	0.1	7	0	0	7	6	1	0	7	5	2	0	7
Guyana	0.043	5	3	0	8	4	4	0	8	2	5	0	7
Haiti	0.029	7	1	0	8	8	2	0	10	7	2	0	9
Honduras	0.062	2	0	0	2	3	0	0	3	3	0	0	3
Jamaica	0.13	15	2	1	18	12	5	0	17	15	5	1	21
Mexico	1.23	2	10	1	13	3	13	1	17	4	11	2	17
Nicaragua	0.062	2	2	1	5	4	1	2	7	4	0	2	6
Panama	0.098	2	2	0	4	1	1	0	2	2	1	0	3
Paraguay	0.048	0	0	0	0	0	0	0	0	0	1	0	1
Peru	0.304	30	19	0	49	33	24	1	58	37	23	2	62
St. Kitts	0.004	0	0	0	0	0	0	0	0	1	1	0	2
St. Lucia	0.007	0	0	0	0	0	0	0	0	0	0	0	0
St. Vincent	0.003	0	0	0	0	0	0	0	0	0	0	0	0
Suriname	0.044	0	0	0	0	0	0	0	0	0	1	0	1
Trin-Tobago	0.16	13	5	1	19	12	7	1	20	11	7	2	20
Uruguay	0.146	8	10	0	18	11	10	0	21	11	5	1	17
Venezuela	1.265	1	2	0	3	1	2	0	3	2	3	0	5