

**FOR
AGENDA**

EBAP/08/22

March 24, 2008

To: Members of the Executive Board

From: The Secretary

Subject: **Staff Recruitment Experience in CY 2007—Selected Indicators**

The attached paper on staff recruitment experience in CY 2007—selected indicators provides background information for the 2008 review of staff compensation (EBAP/08/18, 3/18/08), which is tentatively scheduled for discussion on **Wednesday, April 2, 2008**. This paper also provides additional background information for the informal restricted meeting on the 2008 review of staff compensation, tomorrow, Tuesday, March 25, 2008.

Questions may be referred to Mr. Demba (ext. 37349) and Ms. Rosa (ext. 38713) in HRD.

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Staff Recruitment Experience in CY 2007—Selected Indicators

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March 24, 2008

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STAFF RECRUITMENT EXPERIENCE IN CALENDAR YEAR (CY) 2007—SELECTED INDICATORS

1. This note summarizes the Fund's experience in the recruitment of selected staff groups in CY 2007: Grades B1–B5, A11–A15 (mid-career economists and Economist Program [EP] participants), and A1–A8. In addition, it highlights key recruitment strategies to meet the staffing needs of the institution.
2. The Fund's recruitment activities are guided by the core principles laid out in the Articles of Agreement, the N-Rules, and General Administrative Order No. 3, namely, to secure a geographically diverse staff that meets the highest standards of efficiency and technical competence. A summary of the Fund's Employment Framework¹ for recruitment activities can be found in Attachment I.

I. OVERALL RECRUITMENT EXPERIENCE

3. **The size of the Fund staff continued to decline for a third consecutive year**, with a relatively pronounced reduction of 2.7 percent in the total number of staff compared to the previous year (2,605 in CY 2007 versus 2,678 in CY 2006) (Attachment II, Table 1). In general, this decline reflected departments' prudent management of their respective budgets throughout the year.
4. **External recruitment during CY 2007 was influenced by the emerging effort to refocus the Fund.** As a consequence of the wide-ranging initiative to refocus the Fund's activities and to close the budget gap (including through a reduction in the number of the staff), in November 2007, management called on departments to adopt temporarily a more cautious approach to hiring. Subsequent to management's request, no staff positions were filled externally, except for those for which the appointment process was already under way.
5. **Against this background, the overall recruitment experience in CY 2007 was broadly comparable to the previous year, both in terms of the total number of staff hired (139 staff appointments) and the grade distribution (approximately 26 percent at Grades A1–A8, 67 percent at Grades A9–A15, and 7 percent at Grades B1–B5).** The majority of B-level external hires (80 percent) took place in economist departments (Table 1). With respect to the A-level career streams, the distribution of staff appointments was also similar to the previous year. Over 70 percent of the Grades A9–A15 hires were economists, with the remainder in specialized career streams (SCS). It is worth noting that the size of the EP intake was further reduced from 26 participants in CY 2006 to 21 in CY 2007 while the number of mid-career economists recruits showed a slight increase.

¹*Categories of Employment—Facts, Issues, and Proposed New Framework*, EBAP/98/137 (12/4/1998).

6. **The Fund's turnover rate increased from 6 percent of the total number of staff in CY 2006 (157 separations) to 8 percent in CY 2007 (212 separations)** (Table 1). This increase was mainly due to a 32 percent increase in the number of staff resignations and a 44 percent surge in other types of separations, a majority of which were separations with access to the Separation Benefits Fund.

7. **The overall recruitment experience in CY 2007 suggests that the Fund remained broadly successful in attracting and recruiting macroeconomists and SCS professionals.** However, uncertainties about the Fund's evolving role and structure continued to have an impact on recruitment activities, particularly in the latter part of the year, when the need to refocus the Fund was clearly articulated and publicized.

8. **The high rejection rate of 38 percent for the CY 2008 EP recruitment is worrisome.** The relatively small number of EPs being recruited in CY 2008 (21) and the different reasons provided by the 12 candidates who declined the Fund's offer make it difficult to draw any firm conclusions on the main reasons. Nevertheless, it was evident in the recruitment process that several candidates had concerns about the current employment uncertainties in the Fund.

II. RECRUITMENT OF SELECTED STAFF GROUPS

A. Grades B1–B5 Staff

9. **The number of external hires at the B1–B5 level remained largely unchanged in CY 2007.** There was a shift toward a higher proportion (80 percent) for the economist stream, which accounted for just 27 percent of hires in CY 2006 (Table 1). Of the 10 appointments, 4 took place at the B3/B4/B5 levels (including 1 Department Head); the remaining 6 appointments were at the B1/B2 levels.

10. The recruitment of B-level staff was carried out through a multi-pronged approach that, *inter alia*, included the use of an executive search firm as well as extensive advertising. Nevertheless, the results in terms of diversity were disappointing. Of the 10 B-level appointees, only 1 was a woman and 80 percent were from industrial countries (Table 2).

B. Grades A11–A15 Staff (Mid-Career Economists)

11. **Of the 66 economists hired in CY 2007, 45 were mid-career economists.** This represents 68 percent of the total number of economist hires, a slightly higher proportion than the average percentage intake for this category over the past 5 years (Table 1).

12. Eleven of the mid-career economist hires (approximately 25 percent) were assigned to the Monetary and Capital Markets Department (MCM), addressing the need for economists with financial sector expertise. The remaining 34 mid-career economists filled vacant positions in departments across the Fund.

13. **Efforts to recruit diverse candidates continued to yield mixed results, and challenges persist, most notably for senior-level and mid-career positions.** Attracting women economists at the mid-career level remained problematic, with women representing only 9 percent of mid-career economist recruits in CY 2007 (Table 3). Another challenge the Fund faced was in hiring qualified African and Middle Eastern nationals. Of the 45 mid-career economists hired, only 3 (7 percent) were African and 2 (4 percent) were Middle Eastern nationals. The strong economic conditions in the Middle East, particularly in the Gulf Cooperation Council countries, have further reduced the ability of the Fund to attract qualified candidates from this area. Moreover, last year, in response to the low vacancy rate and the imminent downsizing of the staff, the number of recruitment missions was reduced.

14. **While the Fund was successful in hiring macroeconomists, attracting financial sector experts and other specialist economists continued to pose challenges.** In this regard, the main issue has been compensation. The reward packages provided by the private sector (which typically contain both fixed and variable compensation components, including the use of bonuses and other incentives) are significantly higher than the salaries the Fund can offer. In an effort to address these disparities in compensation, a more flexible use of the Fund's pay scale was adopted to take into account factors such as quality of previous experience and job complexity. Despite this added flexibility, however, salary negotiations were often protracted and the rejection rate remained close to that of the previous year (6.3 percent in CY 2007 and 6.8 percent in CY 2006) (Table 4).

15. **The number of resignations of mid-career economists at Grades A11–A15 declined from 37 in CY 2006 to 30 in CY 2007.** This slowdown (which was particularly evident in the latter part of the year) likely reflects staff members' hesitancy to resign before details on the Fund's refocusing exercise and associated framework for separations were released.

C. Economist Program (EP)

16. **While the EP remains the Fund's primary source for recruiting entry-level economists from diverse backgrounds, the annual intake over the last 3 years has declined by 40 percent, from 36 candidates in CY 2005 to 21 in CY 2008** (Table 5). This reduction is part of the overall plan to take a conservative approach with respect to staffing until there is further clarity about the type of skills required by Fund economists, as the Fund refocuses its work under a tighter budget envelope. However, the continuing reduction in the size of the program is starting to have a negative impact on its attractiveness to top candidates.

17. **Although the recruitment for the CY 2008 EP has not yet concluded, some broad observations indicate a higher rejection rate from candidates.** Of the 32 offers extended, 20 candidates (62 percent) have accepted and 12 candidates (38 percent) have declined. This is a higher rejection rate than was experienced in the period 2000–2006, during which 69 percent of the offers were accepted and 31 percent were rejected (Table 6). The higher rejection rate stems in part from the uncertainty associated with the Fund's downsizing and refocusing efforts, as

well as a stronger academic market. It is anticipated that this trend will continue until there is greater stability in the workforce and clarity in the Fund's evolving business needs and priorities.

18. **In line with the changing skills mix of the Fund, greater emphasis was placed on identifying economists with research interests and/or experience in the financial sector,** along with a strong understanding of macroeconomics. Nine of the 20 candidates (45 percent) who accepted the Fund's offer have research interests in the financial area or are pursuing a Ph.D. in Finance. While candidates from top business schools were included in the recent recruitment efforts, more outreach to selected institutions will be needed in order to establish a presence and build the Fund's reputation as an employer of choice.

19. **The quality of candidates recruited in CY 2008 is generally strong and the Fund was successful in attracting candidates from some of the top universities.** Six out of the 20 candidates are from top 10 U.S. universities, including Harvard University, University of Chicago, University of Minnesota, and Princeton University. In CY 2007, no candidates from these universities accepted offers to join the Fund.

20. **The EP continues to be an excellent source of economists with diverse nationality and educational backgrounds.** To date, 30 percent of those who will enter-on-duty in CY 2008 are women; 70 percent are from emerging market and developing countries, including 4 Middle Eastern nationals and 1 African national (Table 5). Fifty percent are either pursuing or have completed their graduate studies outside of the U.S.

21. **The Fund's major competitor remains academia, with approximately 42 percent of the candidates declining the Fund's offer in order to pursue an academic career.** Furthermore, 25 percent of candidates who rejected the Fund's offer to enter the EP have accepted (or are considering) positions either at the U.S. Federal Reserve Board of Governors (FED) or at another central bank. The remaining 33 percent declined for a variety of other reasons, including the current instability at the Fund or other personal reasons. These candidates expressed a preference for positions in the private sector or at the World Bank.

22. **The Fund salary offer for EP may not be sufficiently competitive when trying to attract the most talented candidates.** In 2008, the FED will be offering new Ph.D. economists an annual salary of \$125,000 gross (\$101,032 net), which is approximately 6.8 percent above the \$94,590 base salary level for the CY 2008 EP cohort. However, regarding the U.S. and Canada academic market, the *Survey of the Labor Market for New Ph.D. Hires in Economics 2008–2009*, compiled annually by the University of Arkansas, forecasts that an average gross starting salary of \$106,083 (\$87,955 net) will be offered by the top 30 institutions for the 2008/2009 nine-month academic year. This is approximately 7 percent below the base salary for our incoming EPs.

23. **Of the 14 European candidates who received offers from the Fund, 5 (36 percent) rejected the offers in favor of a position in academia, a central bank, or the World Bank.** This is higher than the CY 2007 rejection rate of 20 percent, but less than the 55 percent

observed in CY 2006. However, it is important to note that only 2 candidates (14 percent) of those rejecting the Fund's CY 2008 offers were actually attending university in Europe.

D. Grades A1–A8 Staff (Support Staff)

24. **The number of A1–A8 staff hired increased from 30 in CY 2006 to 36 in CY 2007, but remained substantially below the hiring levels in previous years.** The increase is partially attributable to catch-up in hiring of support staff in MCM, where most recruitment activities had been put on hold until the completion of the merger of the International Capital Markets and Monetary and Financial Systems Departments in December 2006.

25. **The practice of hiring Grades A1–A8 support staff from the local U.S. market again generated strong results in achieving geographical diversity.** In the past 6 years, the Fund has not experienced any significant difficulty attracting geographically diverse and qualified candidates with the right skills set (including foreign language proficiency) from the local market (Virginia, Maryland, and the District of Columbia). The inventory of well-qualified candidates for administrative and research assistant positions continues to be replenished through an ample supply of diverse candidates applying through the online application system.

26. **Of the 36 A1–A8 staff hired in CY 2007, 22 (61 percent) were from emerging market and developing countries.** Recruitment sources included the private sector (16), international organizations (9), academia—recent college graduates (4), temporary agencies (4), and embassies (3). Over the past 5 years, a high proportion of staff hired in Grades A1–A8 were former Fund contractual employees, reaching 83 percent in CY 2007 (Table 7).

27. **Since CY 2006, no employment offers for A1–A8 positions have been rejected and, without exception, candidates have accepted the entry grade and salary offers made by the Fund.** The number of contractual employees who attempted to negotiate higher salaries was negligible.

III. CONCLUSION

28. **During 2007, rejection rates across most grade groups, except for the EP, were lower, which is an indication that the Fund remained relatively attractive as an employer.** Nonetheless, the generally positive recruitment experience for the year needs to be understood in the context of a limited demand for hiring of staff, as the Fund focused on imminent repositioning of its role and activities in order to maintain its relevance and legitimacy. Hence, it is not clear that any firm conclusions can be drawn in the context of this atypical recruitment period.

29. **There are some early warning signs that the employment uncertainties created by the ongoing restructuring in the Fund could pose a challenge for recruitment in the near future.** This is particularly relevant for both the EP and mid-career economists. Furthermore, other indicators such as a decrease in total number of applications received suggest that the Fund

needs to take further steps to attract top talent and remain competitive as an employer of choice in a tight labor market. In CY 2007, 16,721 applications across all grades were received for 139 positions compared to 17,528 applications in CY 2006 for a total of 136 positions. This represents a 7 percent reduction in the number of applications per position filled.

30. **As the Fund moves toward reshaping its skills mix, with increasing emphasis on financial sector skills, it will be necessary to explore new sources of recruitment for such skills.** The most obvious sources of candidates, such as business schools and private sector financial institutions, would suggest that the Fund should be prepared to offer compensation packages that are competitive for premium skills and to capitalize on its benefits and working conditions in order to successfully compete for talent. As the Fund's skills needs are clarified, it will need to ensure that appropriate recruitment tools and strategies are in place to meet the staffing needs of the institution.

ATTACHMENT I: EMPLOYMENT FRAMEWORK FOR RECRUITMENT ACTIVITIES

The Fund's recruitment activities are guided by the core principles laid out in the Articles of Agreement, the N-Rules, and General Administrative Order No. 3: *to secure a geographically diverse staff that meets the highest standards of efficiency and technical competence*. Below is the summary of the Fund's employment framework:

- Functions that are needed for two years or more are to be performed by employees on *staff appointments*. Staff are hired on either open-ended (career) or limited-term appointments:
 - **Open-ended appointments apply to employees hired to perform functions which carry out the mission of the Fund**, or for areas where the Fund intends to build expertise over a long period of time. Staff on open-ended appointments are initially hired on a three-year, fixed-term appointment to test their suitability for career employment.
 - **Staff hired on limited-term appointments perform functions that support the mission of the Fund**, but in cases where the Fund does not wish to build expertise in a particular function for an indefinite period, when the skills required for the function are likely to change significantly over a period of a few years, or when the long-term need for the position is not certain or considered appropriate (e.g., seconded employees from other institutions). Limited-term appointments are made for a period of two to three years, and may be extended once up to a cumulative period of five years. Limited-term appointments do not carry any expectation of conversion to open-ended appointments.
- Functions that are expected to be performed for less than two years are to be performed by *contractual employees*. Contractual appointments are used only for short-term employment, and can be extended, if needed, to a maximum cumulative period of four years.

External recruitment activities in the Fund are centralized for the most part. A range of tools (e.g., vacancy announcements, targeted global search, staff referral, and recruitment missions) and practices are used to identify and evaluate candidates in the economist and SCS streams. Diversity considerations in terms of nationality, gender, age, academic training, and language skills are also a critical component of the Fund's recruitment activities.

ATTACHMENT II: SUPPORTING DATA ON CY 2007 RECRUITMENT EXPERIENCE

Table 1. Main Indicators of Recruitment and Retention, CY 2002–2007
(In numbers of staff, unless otherwise indicated)

	2002	2003	2004	2005	2006	2007
Total Fund staff (end of year)	2,681	2,691	2,712	2,693	2,678	2,605
Economists 1/	1,259	1,252	1,299	1,317	1,311	1,298
Other career streams	1,422	1,439	1,413	1,376	1,367	1,307
External Recruitment	216	175	178	173	136	139
Grade B1–B5	9	7	7	3	11	10
Economists	5	6	6	3	3	8
Other career streams	4	1	1	0	8	2
Grades A9–A15	155	118	125	122	95	93
Economists	105	67	91	89	67	66
EPs	50	35	35	36	26	21
Mid-career	55	32	56	53	41	45
Other career streams	50	51	34	33	28	27
Grades A1–A8	52	50	46	48	30	36
Economist Program						
Participants (end of year) 2/	87	85	70	70	62	47
Rejection rate (percent of offers)	(22)	(22)	(33)	(29)	(37)	(28)
Separation of staff	169	167	159	193	157	212
Retirements	48	43	48	52	35	43
Resignations	56	42	44	63	54	71
Other	65	82	67	78	68	98
<i>By grade and type:</i>						
Grades A9–B5	115	112	115	136	117	163
Retirements	39	30	37	44	21	32
Expirations of appointments	16	17	19	12	17	14
Resignations	31	31	29	41	51	50
Terminations and others 3/	29	34	30	39	28	67
Grades A1–A8	54	55	44	57	40	49
<i>By career stream (Grades A9–B5):</i>						
Economists	70	68	76	77	79	86
SCS	45	44	39	59	38	77
Turnover rate (in percent)						
Grades A9–B5	(6)	(6)	(6)	(7)	(6)	(8)
Grades A1–A8	(7)	(7)	(6)	(8)	(6)	(8)

Source: Recruitment and Staffing Division, HRD.

1/ In 2004, 22 Financial Sector Experts were reclassified as Economists.

2/ In 2005, an EP hired in the 2004 EP intake separated before completing the program.

3/ Others include: SBF, transfers to Independent Evaluation Office (IEO), change of appointment to Offices of the Executive Directors (OED), and death.

Table 2. B-level Staff Recruitment, CY 2002–2007 1/
(By Region and Gender)

Region	2002		2003		2004		2005		2006		2007		2002–2007	
	Country	Total	Country	Total	Country	Total	Country	Total	Country	Total	Country	Total	Total	Percentage
Africa	Benin Tanzania	2		0		0		0		0		0	2	4.3
Asia and the Pacific		0	India Japan	2	Australia Japan (2) Sri Lanka	4	Japan	1	Australia	2	Japan	3	12	25.5
Europe	France (2) Germany U.K.	4	France U.K.	2		0	Sweden Turkey	2	Austria Germany Netherlands Spain (3) U.K.	7	Netherlands U.K.	2	17	36.2
Middle East	Lebanon	1		0		0		0		0		0	1	2.1
Western Hemisphere	USA (2)	2	USA (3)	3	USA (3)	3		0	USA (2)	2	Brazil Chile USA (3)	5	15	31.9
Total		9	7	7	7	3	3	11	10	47	100.0			
Of which:														
Women		2	0	1		1		2		1		7	14.9	
Men		7	7	6		2		9		9		40	85.1	
Developing countries		3	1	1		1		0		2		8	17.0	

Source: Recruitment and Staffing Division, HRD.

1/ Includes transfers from OED and IEO into staff; excludes staff from OED and the IEO.

Table 3. Mid-Career Recruitment of Economist: Grades A11–A15, CY 2002–2007 1/
(In numbers of staff, unless otherwise indicated)

	2002–2007 (annual average)						
Appointments	47	55	32	56	53	41	45
Gender							
Men	39	41	22	49	46	32	41
Women	9	14	10	7	7	9	4
Percentage of Women	18	25	31	13	13	22	9
Nationality							
Industrial Countries	28	30	19	37	34	22	24
Percentage from Industrial Countries	59	55	59	66	64	54	53
Emerging market and developing countries	19	25	13	19	19	19	21
Percentage from emerging market and developing countries	41	45	41	34	36	46	47
Africa	3	4	4	5	2	2	3
Asia and the Pacific	3	3	2	4	2	2	3
Middle East	2	1	1	2	4	4	2
Europe	4	4	2	3	3	5	6
Western Hemisphere	7	13	4	5	8	6	7

Source: Recruitment and Staffing Division, HRD.

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

Table 4. Rejection of Mid-Career Economist Offers, CY 2005–2007

	2005			2006			2007		
	Offers	Rejections	Rejection Rate (in percent of offers)	Offers	Rejections	Rejection Rate (in percent of offers)	Offers	Rejections	Rejection Rate (in percent of offers)
By Gender									
Women	8	1	12.5	9	0	0.0	5	1	20.0
Men	50	4	8.0	35	3	8.6	43	2	4.7
Total	58	5	8.6	44	3	6.8	48	3	6.3
By Geographical Area									
Africa	2	0	0.0	3	1	33.3	3	0	0.0
Asia and the Pacific	9	0	0.0	8	0	0.0	9	1	11.1
Europe	26	4	15.4	12	0	0.0	20	1	5.0
Middle East	5	0	0.0	6	1	16.7	2	0	0.0
Western Hemisphere	13	1	7.7	7	0	0.0	7	0	0.0
United States	3	0	0.0	8	1	12.5	7	1	14.3
Industrial countries	23	4	17.4	20	1	5.0	23	2	8.7
Emerging market and developing countries	35	1	2.9	24	2	8.3	25	1	4.0
Total	58	5	8.6	44	3	6.8	48	3	6.3

Source: Recruitment and Staffing Division, HRD.

Table 5. EP: Appointments, CY 2002–2007 1/

	2002–2007 (annual average)	2002	2003	2004	2005	2006	2007	Projected 2008	
Appointments	34	50	35	35	36	26	21	20	3/
Gender									
Men	23	38	21	22	25	16	13	14	
Women	11	12	14	13	11	10	8	6	
Percentage of women	33	24	40	37	31	38	38	30	
Nationality									
Industrial countries	14	24	14	14	18	6	8	6	
Percentage from industrial countries	41	48	40	40	50	23	38	30	
Emerging market and developing countries	20	26	21	21	18	20	13	14	
Percentage from emerging market and developing countries	59	52	60	60	50	77	62	70	
Africa	2	1	3	2	2	1	2	1	
Asia and the Pacific	5	8	4	3	3	6	5	4	
Middle East	2	2	0	3	2	5	1	4	
Europe	7	10	7	9	6	4	5	4	
Western Hemisphere	4	5	7	4	5	4	0	1	
Education (In percent)									
Ph.D. (completed)	55	42	71	54	44	50	71	10	4/
Less than a Ph.D. 2/	45	58	29	46	56	50	29	90	

Source: Recruitment and Staffing Division, HRD.

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

2/ At time of entry on duty.

3/ One pending offer for CY 2008 EP.

4/ Percent is expected to rise, as many EPs will likely complete their Ph.D. before entry on duty or during their first year at the Fund.

Table 6. Rejection of EP Offers, CY 2008
(With totals for period CY 2000–2006)

	2000–2006			2007			2008 1/		
	Offers	Rejections	Rejection rate (in percent of offers)	Offers	Rejections	Rejection rate (in percent of offers)	Offers	Rejections	Rejection rate (in percent of offers)
By Gender									
Women	120	30	25	9	1	11	10	4	40
Men	266	89	33	20	7	35	22	8	36
Total	386	119	31	29	8	28	32	12	38
By Geographical Area									
Africa	12	2	17	2	0	0	1	0	0
Asia and the Pacific	71	24	34	5	0	0	10	5	50
Europe	195	59	30	15	3	20	14	5	36
Middle East	19	0	0	2	1	50	5	1	20
Western Hemisphere	68	26	38	3	2	67	2	1	50
United States	21	8	38	2	2	100	0	0	0
Industrial countries	181	65	36	14	5	36	12	6	50
Emerging market and developing countries	205	54	26	15	3	20	20	6	30
Total	386	119	31	29	8	28	32	12	38

Source: Recruitment and Staffing Division, HRD.

1/ Recruitment process is not completed. This data is as of March 13, 2008.

Table 7. Recruitment of Support Staff: Grades A1–A08, CY2002–2007 1/
(In numbers of staff, unless otherwise indicated)

	2002–2007 (annual average)	2002	2003	2004	2005	2006	2007
Appointments	44	52	50	46	48	30	36
Gender							
Men	15	13	20	33	8	6	9
Women	29	39	30	13	40	24	27
Percentage of women	66	75	60	28	83	80	75
Nationality							
Industrial countries	20	29	24	19	21	10	14
Percentage from industrial countries	45	56	48	41	44	33	39
Emerging market and developing countries	24	23	26	27	27	19	22
Percentage from emerging market and developing countries	55	44	52	59	56	63	61
Africa	5	3	7	9	1	5	6
Asia and the Pacific	8	9	7	6	13	3	10
Middle East	1	1	2	0	2	1	2
Europe	3	5	7	3	1	2	2
Western Hemisphere	6	5	3	9	10	8	2
Recruitment Source							
Academia (recent graduates)	3	3	4	3	1	1	4
Temporary agency	5	2	5	10	3	4	4
Private sector	19	25	24	22	20	7	16
Embassy	6	11	5	1	10	7	3
International organization	9	9	8	6	13	11	9
Public sector	2	2	4	4	1	0	0
Previous IMF contractuels	31	29	32	34	41	19	30
Percentage of previous IMF contractuels	71	56	64	74	85	63	83

Source: Recruitment and Staffing Division, HRD.

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