

**FOR
AGENDA**

EBAP/09/43

March 19, 2009

To: Members of the Executive Board

From: The Acting Secretary

Subject: **Staff Recruitment and Retention Experience in CY 2008—Selected Indicators**

The attached paper on staff recruitment and retention experience in CY 2008—selected indicators provides background information for the 2009 review of staff compensation (EBAP/09/42, 3/17/09), which is tentatively scheduled for discussion on **Monday, April 6, 2009**.

Questions may be referred to Mr. Demba (ext. 37349) and Ms. Mendis (ext. 38333) in HRD.

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Staff Recruitment and Retention Experience in CY 2008—Selected Indicators

Prepared by the Human Resources Department

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March 18, 2009

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EXECUTIVE SUMMARY

Recruitment activity experienced two distinct phases in CY 2008—a slowdown in the first half of 2008, followed by an accelerated pace later in the year. In connection with the restructuring exercise initiated in late 2007, a freeze in external recruitment was in place until mid-2008. All career streams were affected by the restructuring exercise and the hiring freeze, while separations increased by 24 percent in 2008, mainly reflecting the downsizing exercise.

The larger-than-expected number of volunteers in the downsizing exercise resulted in a significant shortfall in staffing which was exacerbated by the unexpected surge in workload related to the global financial crisis. Following an initial round of redeployment and promotion of internal staff, external recruitment picked up after the hiring freeze was lifted in mid-2008, and accelerated after the onset of the economic and financial crisis. The Fund assumed a central role in helping the membership respond to the financial crisis. A significant recruitment campaign was initiated, and over two-thirds of external recruitment in 2008 was concentrated in the last quarter of the year.

Against this background, only 84 staff were hired in 2008, down from 139 in 2007, and the overall size of the Fund declined from 2,605 at end-2007 to 2,384 at end-2008.

Notwithstanding the low numbers, some moderate progress was made on diversity: a higher proportion of women were hired at the B-level and in the mid-career economist stream, while the Economist Program (EP) continued to attract a diverse pool of candidates.

The shifting pattern of recruitment mirrored a notable shift in the Fund's competitiveness in the job market. During the first half of the year, with rising uncertainties about the Fund's role, its competitiveness declined as evidenced by a higher rejection rate among the economists hired during that period. Conversely, recent months have witnessed improvement in the Fund's ability to attract top talent, with an increasing number of job applicants and falling rejection rates.

Looking ahead, the Fund's recruitment efforts face the twin challenge of meeting the near-term staffing crisis needs while at the same time pursuing a longer-term staffing strategy to retool the workforce and meet the Fund's diversity goals. In support of these goals, a comprehensive reform of the recruitment framework is underway, including measures to enhance the capacity to source, select, place, and 'onboard' high-quality candidates.

I. INTRODUCTION

1. **The main objective of external recruitment is to secure highly qualified and diverse staff who possess the skill mix relevant to the Fund (Attachment I).** This report reviews the Fund's experience in recruiting staff in 2008, as background information for the Executive Board discussion of the 2009 Review of Staff Compensation. It discusses the principal factors that influenced the 2008 experience, outlines the challenges that lie ahead, and describes the initiatives being undertaken to address them. Details of recruitment and retention in selected categories of staff are analyzed in Sections II to IV, while Section V addresses the medium-term challenges facing recruitment.

II. RECRUITMENT EXPERIENCE IN 2008

2. **The Fund's recruitment experience in 2008 took place against a backdrop of institutional challenges and a sharply changing global environment.** A restructuring exercise, unprecedented in the history of the Fund, dominated the first half of the year. The exercise, which involved a sizeable reduction in staff, was undertaken to enable the Fund to meet its medium-term budget objective and help it refocus in response to new challenges. While the targeted reduction in positions was 380, close to 600 staff volunteered to separate, of whom 490 volunteers were accepted for separation.

3. **A hiring freeze, initiated in late 2007, remained in effect for the first half of 2008.** This was instituted in order to facilitate the restructuring process and allow time to take stock of the desired retooling of the Fund's skill base.

4. **In order to fill the vacancies created by the larger-than-anticipated number of volunteers, a two-phased approach was used:** (i) an initial phase of internal mobility and promotions followed by, (ii) external recruitment to fill the emerging gap from steady-state staffing levels and seek a broader skill base. In line with this strategy, the vacancies created by separating staff were initially used to provide promotion and mobility to the remaining staff. With the onset of the global financial crisis in the latter part of the year, the need for external recruitment accelerated. To address staffing needs related to crisis work, recruitment efforts were ramped up in part to backfill positions of staff that were redeployed internally to crisis assignments. In addition, separations of some staff volunteers in key positions were delayed beyond the initially agreed dates, for a temporary period, in order to ease the near-term resource pressures in the departments.

Overall recruitment in 2008

5. **External recruitment was fragmented in 2008** as a result of two events: first, the downsizing and related hiring freeze, and second, the sudden jump in workload as a result of the global financial crisis. During the first six months of 2008, only 23 staff were hired (Attachment II, Table 1). After the hiring freeze was lifted in mid-2008, external recruitment

was initially slow to pick up reflecting departmental budget concerns, a cautious approach to hiring, and the strategy to first provide mobility and promotion opportunities for the remaining staff.

6. **Overall, the number of staff hired externally declined by 40 percent in 2008 (Table 1).** This contributed to the continuing decline in the overall size of the Fund, with the number of staff decreasing by 9 percent to 2,384 by end-2008. This compares to a decrease of 3 percent in 2007, and brought the 2008 staff count to the lowest level in 5 years.

7. **However, with the onset of the economic and financial crisis, the pace of recruitment intensified in the latter part of the year.** Over 70 percent of external recruitment (61 out of 84) took place in the second half of 2008. Reflecting the larger-than-targeted number of volunteers, as well as other separations during the year, by late 2008 the shortfall from steady-state staffing levels was projected at about 180, of which 100 were economist vacancies. The sharp increase in the demand for the Fund's services as a result of the global financial crisis added urgency to the filling of these vacancies, and by year's end, a pressing need for additional resources to manage the crisis had become evident.

III. RECRUITMENT OF SELECTED STAFF GROUPS

A. Staff at Grades B1–B5

8. **Against the background of an overall decline in staff numbers, the recruitment of B-level staff increased slightly.** Eleven B-level staff were hired in 2008 compared with 10 in 2007 (Table 2). Of the 11 B-level hires, 9 were in the economist stream, and 6 were at the Director level.

9. **Progress made on diversity at the B-level was encouraging.** Almost half of the B-level hires were nationals from underrepresented regions—18 percent from Africa, and 27 percent from East Asia (including secondments). The gender balance among B-level recruits improved from 10 percent women in 2007 to 27 percent in 2008. The Fund's benchmark for B-level women on staff is 20 percent.

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

10. **Mid-career economist recruitment is the principal channel through which experienced economists are hired to carry out the core mission of the Fund.** The number of mid-career economists recruited in 2008 declined by 56 percent, from 45 in 2007 to 20 in 2008 (Table 3). This represents the lowest level of mid-career recruitment in 5 years. The pronounced reduction is attributable to the hiring freeze, with much of the recruitment activity occurring later in the year as staffing for crisis-related work began to drive hiring needs. Of the 20 mid-career economist hires, 13 went to functional departments (9 to the Monetary and Capital Markets Department), with the remaining 7 going to area departments.

11. **The restrained hiring environment produced mixed results on diversity among mid-career recruits.** The proportion of women among mid-career economist recruits was 30 percent, an improvement over 2007; in addition, nationals from emerging-market and developing countries was 40 percent. However, while 20 percent of hires were nationals of East Asia (Japan and Indonesia), the number of African and Middle Eastern economists fell short of the desired number for achieving the benchmarks for these regions (Table 3).

12. **Of the 23 employment offers made to experienced economists, 3 were rejected (Table 4).** While the number is small, as a percentage of offers extended the 13 percent rejection rate was considerably higher in 2008 than in preceding years. The main reason given was salary and job content. Moreover, salary negotiations with entering staff were often protracted and, in a few cases, pushed starting salaries to the upper limit.

13. **However, recruitment experience has been more favorable in early 2009.** As a result of a strong recruitment drive in the early part of 2009, and the supply of large numbers of qualified applicants, the Fund has been able to hire over 20 midcareer economists as well as build a sufficient pipeline of experienced economist candidates within the first quarter of 2009.

C. Economist Program (EP)

14. **The EP remains the Fund's primary channel for recruiting entry-level economists.** However, in line with the declining trend in overall staffing, the annual intake of EPs was reduced by nearly one-half over the last 4 years, from 36 in 2005 to 20 in 2008 (Table 5). This reduction was part of the overall staffing strategy to retain a flexible skill mix that allowed room to attract experienced and specialized economists, such as financial sector experts as well as macroeconomists. For 2009 and 2010, in line with the overall staffing strategy to address the shortfall in economist staff, the decision was made to increase the EP (temporarily) to 50 positions, up from 20 in 2008. The 50 EPs will enter the Fund in two intakes—June and September 2009.

15. **The quality of candidates recruited to the EP in 2008 was strong.** The Fund was successful in attracting candidates from a broad spectrum of top universities in Europe and the United States. In 2008, the share of EPs from non U.S.-based universities in Europe increased to 45 percent of the intake. Additional efforts were made to source and attract EPs with experience in the financial sector or training in finance to augment the traditional EP skill mix; 45 percent of the 2008 EP intake have some background in finance, and this trend is being continued in the recruitment for 2009.

16. **The EP continued to be an excellent source of diversity for the Fund.** Of the 2008 intake, 75 percent were nationals of emerging-market and developing countries, with representation from all geographic regions including Africa, Asia, and the Middle East. In particular, progress was made in recruiting nationals from the Middle East to the EP (20 percent). While the share of women dropped to 25 percent in 2008 compared to

38 percent in 2007, early indications are that this will improve significantly in 2009, to above the average of 35 percent over the past 5 years.

17. **The rejection rate for the EP increased to 39 percent in 2008 from 28 percent in 2007 (Table 6).** This was a higher rejection rate than in previous years and appeared, in part, to stem from uncertainties surrounding the Fund's future role at the time in early 2008 when offers were being made. The distribution of preferred employers among those who rejected the Fund remained broadly the same as in previous years. Over one-third of the offers were rejected in favor of teaching positions, and a few candidates chose other financial institutions, including the Board of Governors of the Federal Reserve System (The Federal Reserve), the World Bank, and Bank of Canada. The remainder involved personal reasons.

18. **Academia remained the strongest competitor for the Fund.** Among newly-minted Ph.D.s in economics, jobs at top-ranked universities and business schools are the most sought after positions. These choices are often heavily influenced by professors who advise graduating Ph.D.s toward academic careers. The primary reasons for choosing academia have included the ability to pursue further research and the teaching schedule. Although EP recruitment for 2009 has not concluded, early indications are that rejection rates will be low this year; 11 out of the 59 offers made so far were rejected. With the financial crisis, economist jobs at Wall Street firms and at hedge funds are limited, and there is evidence to suggest that the investment losses in college endowments have cut back recruitment in the academic profession.¹ The Fund is again seen as an institution with an important mission. If this trend continues, rejection rates among the EP are expected to be well below previous years.

19. **In the current environment, the Fund appears sufficiently competitive in attracting the most talented candidates.** The *Survey of the Labor Market for new Ph.D. Hires in Economics 2009–2010*, compiled annually by the University of Arkansas, forecasts an average starting salary of \$110,090 gross (\$91,300 net) offered by top academic institutions in 2009/2010. This is less than what those institutions offered in 2008/2009 and approximately 7 percent below the Fund's proposed base salary of \$97,710 (net) for incoming EPs in 2009. In this climate, EP candidates may well seek out policy-making institutions such as the Fund or The Federal Reserve, the Fund's main competitor in this group. In 2009, The Federal Reserve will be offering new Ph.D. economists \$130,000 (\$109,696 net) which is 12 percent above the Fund's base salary for an EP. While the current climate appears favorable to the Fund's competitiveness as an employer, a return to more normal external conditions may well see this competitiveness diluted again.

¹For example, Harvard University will be hiring one new Ph.D. in 2009 compared to the normal trend of 2 to 3 in past years; and, Columbia University Economics Department is not taking on any new hires this year (*Wall Street Journal*, February 12, 2009).

D. Grades A1–A8 (Support Staff)

20. **Consistent with the trend among staff at Grades A9 and above, the recruitment of support staff also declined.** The total of 21 A1–A8 hires in 2008 was the lowest in 5 years (Table 7). The decline was due in part to the hiring freeze, and following the lifting of the freeze, external recruitment of A1–A8 staff picked up. A continuing trend in this group is that hires to A1–A8 staff are, for the most part, conversions of previous contractual engagements; in 2008, all new A1–A8 staff hires were conversions of contract employees.

21. **The practice of hiring A1–A8 staff from the local market continued with good results for geographical diversity.** Of the 21 staff hires in this group, 76 percent are from emerging-market and developing countries: 24 percent from Africa, 19 percent from Asia and the Pacific, and 5 percent from the Middle East (Table 7). The Fund has not experienced difficulty in attracting diverse staff at A1–A8 with the right skill mix (including foreign languages and advanced data management skills) from the local market (D.C., Maryland, and Virginia), evidenced by a zero rejection rate in 2008.

IV. RETENTION

22. **In light of the restructuring exercise, the data on retention has to be interpreted with caution, as a large share of separations reflects voluntary departures under the downsizing exercise.** During 2008, 263 staff separated from the Fund, compared with 212 in 2007, and 157 in 2006 (Table 1). Of the 263 staff separations, the majority were related to the downsizing exercise—178 (67 percent) staff separated through the Separation Benefits Fund. The remaining separations were through normal retirement, resignation, and other reasons (e.g., expiration of appointment, death, etc.).

23. **The separations in 2008 represent a higher turnover rate (11 percent) than in the previous 5 years (7 percent on average).** This higher-than-usual turnover is expected to continue as departures of staff from the downsizing exercise are spread over 2009–2010.²

V. LOOKING AHEAD: THE CHALLENGES

24. **The global financial crisis has added an unexpected twist to the Fund’s retooling efforts, given the urgent need to staff crisis or near-crisis country teams.** Two immediate challenges lie ahead: (i) hiring over 100 economists in a tight timeframe to fill the immediate staffing gap; and (ii) implementing a staffing strategy that is geared to the longer-term needs of the Fund but with sufficient flexibility to meet temporary needs.

²The 490 voluntary separations that were accepted during the restructuring effort exceeded the required reduction of 380 positions. Of the 490 separations over 2008–2010, 109 are at B1–B5, 177 are at A9–A15, and 204 are at A1–A8.

25. **The vacancies created by separating staff and the crisis produced a gap of approximately 100 economists plus approximately 50–60 short-term positions for crisis-related work.** The 100 economist vacancies will be filled through a temporary increase in the EP (30 positions) plus some 70 mid-career economist hires. Short-term crisis positions will be filled by limited-term or contractual appointments. These positions will be financed within the medium-term budget envelope, and need to be filled by mid-2009.

26. **The challenge is to ensure that measures taken under short-term pressures also support longer-term needs for retooling.** Given the nature of the Fund’s core work, the majority of professionals being hired will continue to need a strong grounding in macroeconomics to ensure that they are fungible and, as recent events are showing, allow for redeployment in crisis situations. However, in addition to the traditional macroeconomic skills, mid-career economists are also being sought with broader profiles, including policy-making and experience in the financial sector while endeavoring to improve the diversity mix of Fund staff.

27. **While some progress was made in 2008 on diversity, additional measures are being taken to ensure that this progress is sustained.** Ongoing initiatives include: partnering with field offices in underrepresented regions to develop a pipeline; use of search firms located in highly underrepresented regions; and possibly additional resources for departments that hire diverse mid-career staff for training and development purposes.

28. **Comprehensive efforts are underway to modernize the recruitment function of the Fund including:**

- A newly automated applicant tracking system (*JobLink*) that streamlines applicant processing to make it more efficient and cost-effective;
- A framework for strengthening the recruitment of mid-career economists through more proactive sourcing, rigorous selection, and effective placement in departments;
- A formalized mechanism for employee referrals and employment of a sourcing specialist;
- A more systematic recruitment mission cycle to underrepresented regions;
- An onboarding process to provide necessary support to new staff and facilitate their transition into the Fund’s workforce; and
- The introduction of greater flexibility in determining appointment salaries to facilitate the hiring of specialized skills to avoid “stretched” salaries and protracted negotiations.

29. **In conclusion, while recruitment activity in 2008 was uneven relative to past years, it is being stepped up significantly in 2009 to cover post-downsizing and crisis-related staffing need.** A longer-term strategy is being deployed to broaden the skill mix and retool the Fund by recruiting economists with increased emphasis on financial and regulatory skills, to increase the use of shorter-term appointments such as limited-term and contracts, and to expand the search for candidates of diverse nationality and gender.

30. **The Fund must continue to strengthen its efforts to retool the workforce while offering top-class employment conditions.** While global economic conditions have deteriorated sharply, and the Fund's competitiveness as an employer has improved in recent months, it is expected that in the future, once conditions normalize, the institution will likely again face significant challenges in attracting highly-qualified diverse candidates for its core jobs.

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 the highest standards of efficiency and technical competence, with due regard to recruiting personnel on as wide a geographical basis as possible*. These principles underpin the Fund's employment framework summarized below.

- Functions that are needed for two years or more are performed by employees on *staff appointments*. Staff are hired into open-ended (career) positions or on limited-term appointment:
 - 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, when the long-term need for the position is not certain, or when an indefinite appointment is not 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, and do not carry any expectation of conversion to open-ended appointments.
- Functions that are expected to last less than two years are to be performed by *employees on contract appointments*. These 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 specialized career streams. Diversity considerations in terms of nationality, gender, academic training, and language skills are also a critical component of the Fund's recruitment activities.

ATTACHMENT II: SUPPORTING DATA ON CY 2008 RECRUITMENT AND RETENTION EXPERIENCE

Table 1. Main Indicators of Recruitment and Retention, CY 2003–2008
(In numbers of staff, unless otherwise indicated)

	2003	2004	2005	2006	2007	2008	Jan 1- June 30, 2008	July 1- Dec 31, 2008
Total Fund staff (end of year)	2,691	2,712	2,693	2,678	2,605	2,384	2,496	2,384
Economists 1/	1,252	1,299	1,317	1,311	1,298	1,219	1,256	1,219
Other career streams	1,439	1,413	1,376	1,367	1,307	1,165	1,240	1,165
External Recruitment	175	178	173	136	139	84	23	61
Grade B1–B5	7	7	3	11	10	11	4	7
Economists	6	6	3	3	8	9	2	7
Other career streams	1	1	0	8	2	2	2	0
Grades A9–A15	118	125	122	95	93	52	14	38
Economists	67	91	89	67	66	40	7	33
Economist Program (EPs)	35	35	36	26	21	20	0	20
Mid-career	32	56	53	41	45	20	7	13
Other career streams	51	34	33	28	27	12	7	5
Grades A1–A8	50	46	48	30	36	21	5	16
Economist Program 2/								
Participants (end of year) 3/	85	70	70	62	47	40	n/a	n/a
Rejection rate (percent of offers)	(22)	(33)	(29)	(37)	(28)	(39)	n/a	n/a
Separation of staff	167	159	193	157	212	263	89	174
Retirements	43	48	52	35	43	8	4	4
Resignations	42	44	63	54	71	60	22	38
Other	82	67	78	68	98	195	63	132
By grade and type:								
Grades A9–B5	112	115	136	117	163	181	59	122
Retirements	30	37	44	21	32	7	4	3
Expirations of appointments	17	19	12	17	14	10	3	7
Resignations	31	29	41	51	50	57	21	36
Terminations and others	34	30	39	28	67	107	31	76
Grades A1–A8	55	44	57	40	49	82	30	52
By career stream (Grades A9–B5):								
Economists	68	76	77	79	86	117	42	75
SCS	44	39	59	38	77	64	17	47
Turnover rate (in percent)								
Grades A1–B5	(6)	(6)	(7)	(6)	(8)	(11)	(4)	(7)
Grades A9–B5	(6)	(6)	(7)	(6)	(8)	(10)	(3)	(7)
Grades A1–A8	(7)	(6)	(8)	(6)	(8)	(15)	(5)	(9)

Source: Recruitment and Staffing Division, HRD.

1/ In 2004, 22 financial sector experts were reclassified as Economists.

2/ Split year not applicable to active participants in the EP; single intake in September.

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

Table 2. B-level Staff Recruitment, CY 2003–2008 1/
(By Region and Gender)

Region	2003		2004		2005		2006		2007		2008		2003–2008	
	Country	Total	Country	Total	Country	Total	Country	Total	Country	Total	Country	Total	Total	Percentage
Africa		0		0		0		0		0	Liberia Uganda	2	2	4.1
Asia and the Pacific	India Japan	2	Australia Japan (2) Sri Lanka	4	Japan	1	Australia	2	Japan	3	Japan Singapore	3	15	30.6
Europe	France U.K.	2		0	Sweden Turkey	2	Austria Germany Netherlands Spain (3) U.K.	7	Netherlands U.K.	2	France Netherlands Poland Switzerland	4	17	34.7
Middle East		0		0		0		0		0		0	0	0.0
Western Hemisphere	USA (3)	3	USA (3)	3		0	USA (2)	2	Brazil Chile USA (3)	5	Chile USA	2	15	30.6
Total		7		7		3		11		10		11	49	100.0
Of which:														
Women		0		1		1		2		1		3	8	16.3
Men		7		6		2		9		9		8	41	83.7
Developing countries		1		1		1		0		2		5	10	20.4

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 Economist Appointments: Grades A9–A15, CY 2003–2008 1/
(In numbers of staff, unless otherwise indicated)

	2003–2008 (annual average)	2003	2004	2005	2006	2007	2008
Appointments	41	32	56	53	41	45	20
Gender							
Men	34	22	49	46	32	41	14
Women	7	10	7	7	9	4	6
<i>Percentage of Women</i>	<i>17</i>	<i>31</i>	<i>13</i>	<i>13</i>	<i>22</i>	<i>9</i>	<i>30</i>
Nationality							
Industrial Countries	25	19	37	34	22	24	12
<i>Percentage from Industrial Countries</i>	<i>59</i>	<i>59</i>	<i>66</i>	<i>64</i>	<i>54</i>	<i>53</i>	<i>60</i>
Emerging market and developing countries	17	13	19	19	19	21	8
<i>Of which:</i>							
Africa	3	4	5	2	2	3	0
Asia and the Pacific	2	2	4	2	2	3	1
Middle East	2	1	2	4	4	2	1
Europe	4	2	3	3	5	6	3
Western Hemisphere	6	4	5	8	6	7	3
<i>Percentage from emerging market and developing countries</i>	<i>40</i>	<i>41</i>	<i>34</i>	<i>36</i>	<i>46</i>	<i>47</i>	<i>40</i>

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 2005–2008

	2005			2006			2007			2008		
	Offers	Rejections	Rejection Rate (in percent of offers)	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	7	1	14.3
Men	50	4	8.0	35	3	8.6	43	2	4.7	16	2	12.5
Total	58	5	8.6	44	3	6.8	48	3	6.3	23	3	13.0
By Geographical Area												
Africa	2	0	0.0	3	1	33.3	3	0	0.0	0	0	0.0
Asia and the Pacific	9	0	0.0	8	0	0.0	9	1	11.1	5	1	20.0
Europe	26	4	15.4	12	0	0.0	20	1	5.0	10	2	20.0
Middle East	5	0	0.0	6	1	16.7	2	0	0.0	1	0	0.0
Western Hemisphere	13	1	7.7	7	0	0.0	7	0	0.0	3	0	0.0
United States	3	0	0.0	8	1	12.5	7	1	14.3	4	0	0.0
Industrial countries	23	4	17.4	20	1	5.0	23	2	8.7	15	3	20.0
Emerging market and developing countries	35	1	2.9	24	2	8.3	25	1	4.0	8	0	0.0
Total	58	5	8.6	44	3	6.8	48	3	6.3	23	3	13.0

Source: Recruitment and Staffing Division, HRD.

Table 5. Economist Program: Appointments, CY 2003–2008 1/

	2003–2008 (annual average)	2003	2004	2005	2006	2007	2008
Appointments 2/	29	35	35	36	26	21	20
Gender							
Men	19	21	22	25	16	13	15
Women	10	14	13	11	10	8	5
<i>Percentage of women</i>	35	40	37	31	38	38	25
Nationality							
Industrial countries	11	14	14	18	6	8	5
<i>Percentage from industrial countries</i>	38	40	40	50	23	38	25
Emerging market and developing countries	18	21	21	18	20	13	15
<i>Of which:</i>							
Africa	2	3	2	2	1	2	1
Asia and the Pacific	4	4	3	3	6	5	5
Middle East	3	0	3	2	5	1	4
Europe	6	7	9	6	4	5	4
Western Hemisphere	4	7	4	5	4	0	1
<i>Percentage from emerging market and developing countries</i>	62	60	60	50	77	62	75

Source: Recruitment and Staffing Division, HRD.

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

2/ In 2008, 21 EPs accepted a Fund offer; 1 withdrew for personal reasons.

Table 6. Rejection of Economist Program Offers, CY 2008
(With totals for period CY 2000–2007)

	2000–2007			2007			2008		
	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	129	31	24	9	1	11	10	5	50
Men	286	96	34	20	7	35	23	8	35
Total	415	127	31	29	8	28	33	13	39
By Geographical Area									
Africa	14	2	14	2	0	0	1	0	0
Asia and the Pacific	76	24	32	5	0	0	11	5	45
Europe	210	62	30	15	3	20	14	6	43
Middle East	21	1	5	2	1	50	5	1	20
Western Hemisphere	71	28	39	3	2	67	2	1	50
United States	23	10	43	2	2	0	0	0	0
Industrial countries	195	70	36	14	5	36	12	7	58
Emerging market and developing countries	220	57	26	15	3	20	21	6	29
Total	415	127	31	29	8	28	33	13	39

Source: Recruitment and Staffing Division, HRD.

Table 7. Recruitment of Support Staff: Grades A1–A08, CY 2003–2008 1/
(In numbers of staff, unless otherwise indicated)

	2003–2008 (annual average)	2003	2004	2005	2006	2007	2008
Appointments	39	50	46	48	30	36	21
Gender							
Men	14	20	33	8	6	9	6
Women	25	30	13	40	24	27	15
<i>Percentage of women</i>	65	60	28	83	80	75	71
Nationality							
Industrial countries	16	24	19	21	10	14	5
<i>Percentage from industrial countries</i>	40	48	41	44	33	39	24
Emerging market and developing countries	23	26	27	27	19	22	16
Africa	6	7	9	1	5	6	5
Asia and the Pacific	7	7	6	13	3	10	4
Middle East	1	2	0	2	1	2	1
Europe	3	7	3	1	2	2	2
Western Hemisphere	6	3	9	10	8	2	4
<i>Percentage from emerging market and developing countries</i>	59	52	59	56	63	61	76
Recruitment Source 2/							
Academia (recent graduates)	2	4	3	1	1	4	1
Temporary agency	5	5	10	3	4	4	3
Private sector 3/	17	24	22	20	7	16	10
Embassy	4	5	1	10	7	3	0
International organization	8	8	6	13	11	9	3
Public sector	2	4	4	1	0	0	4
Appointments that were previous IMF contractuels	30	32	34	41	19	30	21
<i>Percentage</i>	77	64	74	85	63	83	100

Source: Recruitment and Staffing Division, HRD.

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

2/ Source at time of contractual appointment.

3/ Examples include: Morgan Stanley, Glaxo Smith Kline, Telesec.